The Circular of our Sub. Comm. of which a copy has lately been mailed to you, will inform you of the efforts now in progress to meet the financial needs of the Institute.

It was in the hope of aiding this appeal to the friends of the School, or otherwise assisting to place its affairs on a permanently sound basis, that I consented to act as the General Secretary of the Institute.

In actuating it a condition of my acceptance, that the Corporation should (only by the exercise of additional funds) I acted in the full confidence that the friends of the School would not be unwilling to assist it, heretofore reputation impaired for want of the needed means.

The subscription has been commenced by liberal contributions from some of the Prof. of 1849.
Good hopes that they will be successful in gathering the last mentioned in the circle of her house, by the end of the year.

You my dear friend who contributed so much to the first order of the first of 1847, do you feel an interest in securing its continued usefulness. I hope as our engagement allows be ready to respond to your present call upon your liberality. Believe me dear Mr. Beazley, W. Beazley.

Yours faithfully,

William B. Beazley

Hon. Elton B. Beazley
Newport, Oct. 12, 1878.
Boston 12th Oct'78

My dear Sir,

In reply to your letter of yesterday, my father desires me to say that he is pleased with the list of lectures you have submitted to him, is prepared to give to the Institute the same amount of money as last year, namely, for the course of instruction $2,000.
Believe me to be

My dear Li

with much respect

Yours faithfully,

Augustus Lowell
1 for Chef H. Post 7-2000.

Believe in John,

My dear Sir,

With much respect,

Yours faithfully,

Augusta H. Smith

From Mr. Lovell

Respectfully,

R. F. L. P. K. H.
Dear Mr. Bowdler,

I have the honor to inform you of the recent change of the Board of Directors at our Corporation. I am writing to ask you to act in the matter of the activity unparaleled,

In agreeing to assume the general care of the school, on condition that the Board of Directors make an adequate addition to its means, I was impressed by the confidence that the proposed plan would be carried out to allow an addition of such value to acknowledge the services among the scientific schools of the country. It is from this perspective that I am writing to you. Believing that the desire to help and the need to exercise the right to help, I hope to work with you. As one of the first, earliest and most generous Board of Directors, your counsel may be of great help in this matter.
was accustomed to rely
on the hope that you may feel able to defray at least a
small part of the cost of our return to the States when you may
select an opportunity.

I am giving such activity
out of the interest of the
Society more especially to
such plans of management as
may place it financially
on a sound and stable footing.

Although annexed on account
of its present financial
condition I cannot believe
that its career of usefulness
to advancing the demand
intercepted by the rapid progress
of our family.

With authority

William B. Rogers.

J. B. Brewster Esq.
Newport Oct. 12, 1878.

Dear Prof. Roger,

I am in receipt of your note of 11th inst. It is from no lack of interest in the Institute that I have been unable to do anything toward procuring subscriptions. In the last two months, I have been absorbed in politics. Mr. Filer went off to Colorado about a month since, leaving upon my shoulders the principal charge of raising
$50,000 to defray the expense of the Anti-Matter Campaign in this State. I felt that this was more important than ought else, and it could not be delayed, and to that I have given nearly all my time. I go to New York tomorrow for the remainder of the week. When I return, I will call the Committee together, but I am inclined to think it better not to attempt anything until after the election. Sincerely yours,

W. Endicott H.
Newport, R.I.
Oct. 14th, 1878.

My dear Sir,

Your note was received this morning.

I regret very much that I failed to get the detail to your Institute.

I trust, however, at some future time, if you are still desirous to have me, that nothing will interfere with my appointment.

I thank you very much for your kind interest in my behalf.

Mrs. Barber joins me in kind regards to Miss Rogers yourself.

Very truly yours,

J. H. Barber.
Boston Oct 15th 1870

My Dear Mr. Rogers,

I shall be very glad to do something towards raising a fund for the Institute. I am not able to go about begging as in times past, but will do what I can to oblige you.

With sentiments of great regard, Sincerely Yours,

J. F. Bennettt

Prof. W. J. Rogers
Newport, R.I. 15th Oct. 1878

Cosson's Brintley St.

R. B. Rogers,

Dear Sir,

Since I had the pleasure of an interview with you last year on the subject of my new motor, it has been investigated by the Smithsonian Institute: Prof. Henry was quite ill and since deceased. Upon the matter Prof. Taylor steps by steps they succeeded to my several points of that my success in that investigation cannot I think be disputed.

I do not see how this can fail to be practicable and if do it, value is immense. Simplified calculable, as the attainment of power, heat and light. By the cheap decomposition of water must cause a revolution in commerce, in navigation and in the arts as it will also make a great change in locomotion in general.
Can you not farm me with an early opportunity to union this matter agreed with you, which will greatly oblige. 

Yours very respectfully

John Marion Hunter.
Edward S. Philbrick Esq.,

Dear Sir:

I send you with this a copy of the plan for the Shopwork instruction of the students of Mechanical Engineering which I propose to submit to the Committee on the School of Mechanic Arts. Should you think that it had better be modified before it is presented I will call upon you at any time after ten thirty today that you may appoint.
With the Committee of the Faculty on the School of Mechanic Arts subject to the approval of the Faculty.

Respectfully yours

Channing Whittaker

Boston, Oct. 15th, 1878.

On Saturday at the Faculty meeting Prof. Ordway spoke of the difference of opinion between himself as to where the direction of the wood-working shops rested. He desired an expression of the opinion of the Faculty.

After a discussion it was voted, (I state the vote from memory,) that it is the sense of this meeting that the entire control of the shop work instruction for the students of all departments of the school shall rest—
Inst. of Technology
Oct 16 1878

Edward Atkinson Esq.

My dear Sir,

In accordance with the vote, passed by the Corporation, inviting the Alumni of the Institute to select a member of their number to serve in the Corporation of the Institute, the Alumni have ballotted to select a suitable person and I hereby send you the result of the ballot.

Joseph Stone of Manchester, N.H. 21 votes
Howard A. Carson... Boston, Mass 17 "
James P. Tolman... " 14 "

The Executive Committee take the liberty of sending you all the names with their respective votes, feeling sure that whichever one the Corporation may select will prove acceptable to the Alumni.

Very Respectfully,
Robert H. Richards
(in behalf of Alumni Assoc.)
(Copy)

Notice to Students of Mechanical Engineering of the Second Year.

In accordance with instructions received from the Chairman of the Faculty, the following named persons are informed that their Shopwork Instruction will begin on Tuesday next, Oct. 22nd at 2½ P.M.

Messrs. Brown, Collins, Johnson, Mower and Rindge will report to the Instructor in Forging.

Messrs. Abbott, Came, Emery, Foss and Stearns will report to the Instructor in Wood Working.

Channing Whitaker.

Oct. 19th, 1878.
Boston, Oct. 19th 1878.
Edward S. Philbrick, Esq.

Dear Sir:

I made my report to the Committee on the School of Mechanic Arts on Wednesday morning last.

I have since received verbal instruction from Prof. Ordway and have accordingly given a notice which I send you a copy of. In a recent letter you spoke of your previous impression that the Committee on the School of Industrial Science had conferred upon the Committee on the School of Mechanic Arts the direction of the shopwork instruction of their own students. I have inquired of the secret, whether such a vote was ever passed and he says that he has no knowledge of any such vote. I have imagined that you may have had in mind the vote which was passed, on the suggestion of the Faculty, by which
Dear Sir,

I insert the report of the President of the Government of the Federation of the United States. The President recommends the empowerment of the Federal Government to deal with the national debt in the interest of the nation. The President's recommendation is based on the belief that the national debt should be reduced in the interest of the nation.

I, therefore, request your consideration of the report of the President. I believe that the national debt should be reduced to the benefit of the nation. I would be grateful if you would take the necessary steps to reduce the national debt.

Yours sincerely,

[Signature]
a report, which was written by Prof. Ware, was adopted by the Committee on the School of Industrial Science. As I have no copy of that report—I have borrowed one of Prof. Henck. I send it with this.

Section III shows why the students of the "two-year's special course" are not to be considered special students of Mechanical Engineering.

The gist of the argument seems to be this. The students are boys and need to be under such constant supervision as is suited to their age. The greater part of their time is given, as it should be, to other than shopwork instruction. This other supervision and instruction it is out of the province of the Department of Mechanical Engineering to give, and it would be unfair to throw the burden and responsibility of it upon
that Department, especially as the work which is out of its province may be still further increased, by the setting up of other shops, with which its own students would have nothing to do.

Section I indicates clearly where the direction of the instruction for the students of Mechanical Engineering lies, and Section III shows that the shopwork of the "students who pursue the two-year's special course" is the same as that of the student of Mechanical Engineering.

It seems to me that this vote does not place the direction of shopwork instruction anywhere except with the head of the Dept. of Mech. Eng., acting with the advice of the Faculty and the Committee on Instruction. I believe that there is no Committee
that Department of Education
on the university's efforts to establish
the Program for the Promotion of
Interdisciplinary Studies, which is currently
offering courses and workshops, to be continued.

Clemens W. Moore, henceforth referred to as

I should like to introduce John D. Green,
who I believe is the leading
authority on the subject of
interdisciplinary studies. He
has published several articles
on the topic and his work is
widely respected.

It appears that the program is
very well received by the
students, with many expressing
interest in the new courses.

I have been working on
preparing a report on the
course offerings and will
be presenting it at the
conference of the Education
Association next month.

I look forward to your
consideration of my
recommendations.
on Instruction, at the time that the report in question was made except the Committee on the School of Industrial Science.

Even the vote which conferred upon the Faculty some of the powers which were formerly exercised by the President, did not, as I understand it, authorize the Faculty, or a committee appointed by the Faculty, to relieve any Prof. from performing any duty which the Committee on the School of Industrial Science had delegated to him.

I have written this because I can readily see that the Committee may have lost sight of their previous action while their attention has been directed to a multitude of matters which are far more important, and the Committee may now be
of opinion that they have regularly authorized the Faculty to place the control of the shopwork instruction in the hands of a Committee of their own selection.

Perhaps I am entirely wrong in the position which I take; I have however tried to find a regular way of escape from it and have entirely failed.

Until then, someone will kindly show me wherein I am wrong, or until the Committee on the School of Industrial Science speaks with authority, I experience all the uneasiness which belongs to the situation which I explained to President Rogers in my letter of October 8th.

Of course, I do not desire to be reinstated in charge of the metal-working shops but to be formally relieved of the duty of directing them.

Respectfully yours,

Channing Whitaker.

The Rest was by supplying a plan for money for extension of the Factory, but they told him a grant

from the city was later, it was agreed to meet on Thursday Oct 29.
On a review of the progress of the School of the Institute for the past ten years, it appears that the number of students in its regular paying departments increased steadily from 172 in 1868 to 353 in 1872; that since that time, it has gradually fallen off to 208 in 1877, a result doubtless due in a large degree to a decline in the public demand for Engineers and other experts in applied science.

During this period through the zealous labors of the Past and Faculty, the courses of instruction have been increased in their extent and thoroughness, new laboratories have been established, as a necessary incident a large addition has been made to the teaching, a permanent force of the School, by which means the Institute, in spite of increasing competition, has been able to keep its place at the head of the scientific schools of the country.

Of course, receipts from tuition fees of the number of paying students of late years, kept pace with augmented in proportion to this internal development of the School, we should have escaped its present financial embarrassment.
It should, however, be borne in mind that the great want of the school is an adequate permanent endowment, without which, or large occasional contributions to its means, it must always be subject to the evil effects of fluctuations in its patronage, in the financial conditions of the community.

Observation shows that schools of this description abroad as well as at home cannot rely for their support on the income derived from classes. Indeed, in this respect we know of no instance of a technical school that is self-supporting. It is, we believe, a fact that the school of the Institute has been more largely supported by its income from students fees than any other of like character in this country. In illustration of this, we may refer to the Sheffield Scientific School of New Haven, one of the most justly distinguished in America, in the annual catalogue of that school for 1876-7. It will be seen that while the income from students was only half as large as that of the Institute, donations amounting to $15,000 are added to balance the account for the year.

In this connection we should not forget that the number of teachers required in such a school as ours
is dependent more on the variety range and thoroughness of the instruction & the consequent subdivision of classes than upon the actual number of pupils taught & hence no large reduction of the teaching force can be made without impairing the character & detracting from the value of the education which it furnishes.

But whatever may be our success in raising the needed addition to our funds, we cannot hope at an early day for such an amount as to dispense with the present necessity for retrenchment.

In considering what measures should be adopted for reducing the expenses of the School so as in future to be within the limits of its financial ability, the Committee on the School have been guided by two considerations, first, to avoid, wherever possible, retrenchments that would seriously impair the efficiency of its practical work & secondly to see that the changes made in its present system be of such a nature as to secure permanent economical results.
Looking then for the present to the means of diminishing the expense of instruction, three general plans of retrenchment have suggested themselves either of which might be made to secure the desired result. These are:

1st. To reduce the salaries of the Professors and Instructors by a large percentage of their present amount.

2nd. To dispense with several of the Professorships as well as inferior officers of instruction & administration.

3rd. To combine both these expedients by dispensing with a less number of Professors & other officers & reducing the salaries of those that remain by a less percentage than in the plan first mentioned.

The first of these measures might perhaps he concurred in by some of the Corps of Professors & Instructors under the pressure of necessity and as a purely temporary arrangement but could not be carried out as a prolonged policy without chilling or even extinguishing the zeal for which our teachers have heretofore been distinguished could not fail soon to deprive the school of its ablest Professors.
The plan of reducing the expenses by a large curtailment of the teaching staff might of course be made financially effective but if carried far enough for the purpose in view would we fear to impair the value & attractiveness of the School as to defeat the economical object it was intended to secure.

The 3rd plan above mentioned calling for a less reduction of the teaching staff of the salaries of the Professors might we think he be arranged as to sacrifice comparatively little of the practical efficiency of the School & would on both accounts we think be accorded to, if not cordially, at least without serious dissatisfaction.
Keeping in view the above considerations.

1. To dispense with the Chair of Logic & the Chair of Science, hereby saving $2,500.

2. To dispense with the Office of Sect. as heretofore constituted, leaving the faculty to choose their Sect. from among themselves. A calling upon the Council of the Faculty to act as Sect. of the Corp. 2,500.

3. To dispense with one of the appointments of the Science Department of Chemistry, Civil Engineering, Arts, Eng'g. Architechnical, etc. 2,400.

4. To restrict the duties of Prof. Niles & Nagle into the Treasurer of last year, directing their salaries to be at the same rate as before, with the exception of 2,100.

5. To discontinue one of the Mechanics' shops attached to the College, or by some equivalent measure to save 600.

Total: 10,000.
1. Consider the following alternatives in respect to reduction:

(A) To reduce the balance of $3,000 Pesos by 20%, the less Salaries, done to follow reduction, by 10%. The balance becomes $3,000 + $1,200 = $7,200.

Then suppose, D. Kemble's salary to be further reduced to $1,500, which brings the total to $7,000.

To disburse both Pampay and Jey, leaving to McComb to join the Independents.

Philadelphia — 9 days.

To give up the following:

One M. B. Civil Eng.
  "  Obed. 10.
  "  Architecture
  "  Chemistry
  "  Physics

12,000

Were this to be put into effect at the close of the first quarter, the savings would be about $200.

At the choice of W. to desert the whole concern to have been arranged with an offer of $500 of the closing estate.
(b), To abolish slavery and debt.

1. The Chair of Logic & Philosophy Sc: 2500
2. One of the Choral Chairs: 2500
3. Prof. Henry, the second premium: 1000
4. The assistance above indicated: 2500
5. The second part 1870 on: 1500

The lab. expenses reduced to that of 1877
lowered a year or 1878 — of about 2500
The pianist's salary: 200
Both have been made to the other expedition, the first, by request of the late agent of the Treasure Co., in the situation of late, in former at what 1877, to the Commissioner of Indian Affairs, with the third, for full 1877, for the Commissioner.

The former letter of 1877 amounts to 
$218.50 for land, and 1878, 1879.

$637.75 for land, the latter amounts to
the 1875, of which, the amount of 1200

Now that it is paid, unless for 1877, 1878, 1879.

$2 387.

The letter for cutting for reason of the
for 1878, amounting to $255, included the large
for 1875, 1876, 1877.

An amount set down to the Inspector of the amount
1877, but only 1795, in the very

Item, 

The Item, 

$2255 - $2327 + 2255 $5,592.

We have then an aggregate claim in the
the item of about $600.00, in the balance
allowing for the claim of $2000 as the balance for the
the current year, the balance being

$2255 - $2327 + 2255 $5,592.

We have then an aggregate claim in the
the item of about $600.00, in the balance
allowing for the claim of $2000 as the balance for the
the current year, the balance being

We should then, without waiting to
a tax on Salaries, paid = 14.000 $14,000.

Cutting down the Salaries, of the
remaining, (2 Prof.) for $650 each, making $1300, and
leaving for the former Salaries it
then included $500 more to be

Amount, with it

Making a total adjustment of $17,500.
[10/24/1878]

Wein the Compt. [Comptroller] uting the running
of the Corp. or turn in 1879

[Note: The handwriting is difficult to read.]

Fars in many ways of 1879 with the

Incorporated by 1879 under the name of the

While in the Far West, the

Later, it has been suggested, at its

worth of Congress to act in a

About its height, it is stated by the

[Note: The handwriting is difficult to read.]

It may be observed that

[Note: The handwriting is difficult to read.]

May 1878

[Note: The handwriting is difficult to read.]

As yet, the Compt. have not considered

the question of the time at which it

will be expedient that these

As yet, the 1879

[Note: The handwriting is difficult to read.]
In need of these Confederate

[10/24/1976]
Morgantown, Oct. 31st, 1878

Prof. W. B. Rogers,

Dear Sir,

I am very much obliged to you for your kind note in writing in your favor in the matter of the chair of Botany at the Univ. of Virginia. I went to the Nashville meeting of A. A. A. S. for the sole purpose of mentioning you, and was much disappointed when your health did not permit you to be present. I hope that you will attend the same next meeting.

I have just written a summary of my work in the Va. Mag., which will appear in the Dec. No. of the Science, perhaps in the Dec. No. I have many good plants from the Richmond Coke Fields, from the Fredericksburg beds, and from the lower James River near Fears' Island. The Richmond plants show that your islands at the end of the beds, made long ago, were reoven right, then, that of those who persist in calling it Tricosie. It is certainly not either that Rhodic, nor was Licosie and Palete fossils in it, more. The Fears' Island plants are decidedly Waldrons. I think the beds there end of the same age with the other beds at Fredericksburg, and between Baltimore and Washington. My plan is from Fredericksburg, come from the lower beds, these building the building stone. They show that the age
in Upper Ohio. So you see I can confirm your former estimates of age and so I think I can bring evidence enough to establish these points as that they cannot be refuted. It gives me great pleasure to do this work. It seems borne strange by writers of late there is commonly taken the whole body of the Mesozoic as Devonian, or and slight evidence, I find plain evidence of ice transport at the edge of the Western, in Potash, and other materials from west of the Blue Ridge. You remember that on the Appalachian, you found large Potash stores in the Upper part of the Mesozoic. There were a considerable body of these localities, and many others.

Yours truly,

[Signature]
Department of Military Science & Tactics

President William B. Rogers

Sir,

This Department has been conducted without change in the manner prescribed and carried out for several previous years.

I have to renew my application of last year that the students in the Dept. of Mechanic Arts be required to attend drills at least during one of their two years. Without them the Military Organization will this year be so weak in numbers as to preclude the proper instruction for a single Infantry Company.

The officers of the Corps of Cadets named in the following list have performed their duties during the year faithfully and efficiently:

Staff Officers ranked as First Lieutenant:

Adjutant: John B. Miller
Brigadier: Louis P. Homer

P. T. C.
Line Officers

Captain - William F. Along
First Lieut. - Frank H. Briggs
Second Lieut. - James Smith

Motives of an imperative personal nature hove necessitated my resignation as military professor to take effect to day as far as your other scholars may receive on his duties. I take this opportunity to earnestly ask for your whole support of the Department on the part of Corporals & Faculty which are needed in addition to his own efforts to render it of value to the Militia, the Institute & the State - I am

Very respectfully,

Your obedient servant

H. W. Hubbard Jr.
1st Lieut. 1st Artillery
U. S. A.