Dear Sir,

I submit the enclosed for your consideration. I am sure some such action is needed.

Yours sincerely,

Edward Atkinson

Nov. 6, 1878
[Handwritten text not legible]
From the best information that we are able to obtain we are led to believe that a considerable part of the falling off in the income of our school is due to the position taken by the faculty to wit: that special students in particular branches must meet certain requirements in other departments as the condition of remaining in the school. We are informed that this rule has been applied in certain cases to the exclusion of students and the consequent reduction of our income, and hence it is in part the cause of our present embarrassment.

As a matter of business policy this course is an error and it is entirely inconsistent with the original plan on which the Institute was founded. It is also held to be inconsistent with right methods of technical education. Let us suppose, for instance, a complete knowledge of modern languages may be very desirable for a chemist to possess in order that he may be able to use the languages in his course of study, but to require a complete knowledge or ability to pass our examination in language as a condition of instruction in chemistry and to exclude a special student for want of it would be an absurdity.

A knowledge of English grammar may be very desirable
The faculty are therefore advised that a change is expected to be made in the present rules to the extent that special students may be admitted in all departments on easy conditions and shall not thereafter be excluded for failure in other departments than those in which they are specially entered.

That rules shall be established in respect to discipline and in the order and method of instruction consistent with the above advice.

That no student shall be dropped or excluded from the regular or special courses of instruction after his or her first year, without a submission of the case with the reasons for such exclusion to the Committee on the School or to a sub-committee thereof appointed to take cognizance of such cases.

It is held that on the adoption of the method herein advised the number of the students and the income of the school will thereafter depend more than it has done upon the ability of the several professors to attract and interest students in their respective courses of instruction, and that out of a much larger number of students, while there may not be a greater number found competent or willing to work for a degree, there will yet come a greater number capable of entering business life with such a training in science as may enable them afterward to be able to distinguish the thoroughly trained
experts in the scientific professions from those who now impose upon and mislead the community with a semblance of knowledge.

A power of distinguishing, the want of which has been felt for years by many of those who have been otherwise qualified and have been called to take charge of important interests.

Boston Nov 5, 1878

[Handwritten notes:]

Frank

May 1878

S. Whetham
Mr. J.B. Rogers

111 Henry St.
New York,

Dear Sir: About twenty years ago a report of your name made a report as a geologist, on lands belonging to the Piedmont Iron Co. Virginia. This report was published with reports of turnery in pamphlet form. If you are the person who made this report, would you let me have a copy of this pamphlet if you have one.

If I am not writing to the right man, could you give me the address of Prof. W.B. Rogers Geologist or inform me where I can get the reports. Should you have them do not wish to post with it, I will return to you. If you will allow me to see it,

Very respectfully yours,

W.B. Rogers

116 Water St.
Boston Nov. 7, 1878

My dear Sir,

Coming to the city for a day or two, I find your notice of the meeting of the Corporation as fixed for Saturday the 9th, but as I shall return home before that time, I cannot be present.

With a very humble sense of my services as a Trustee in the past, you will perceive that as residing mostly in the country, I can be of still less use in the future. I therefore feel called upon to resign my place as a member of the Corporation of theMassachusetts Institute of Technology, that it may be filled by one who better attends to the important duties devolving upon a Trustee. With my hearty wishes for its prosperity and of its officers and members, I remain,

Dr. Samuel Keechland,
Sec'y, Mass. Inst. of Tech.

Your truly,

F. A. Fay

Boston
To Mr. S. Fay

Wishing to place

on the Construction

of

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16 24

E. A.
Boston, Nov. 8, 1878

Dear Prof. Rogers,

I enclose a statement of the hours of exercises in the department of Mathematics. The time for preparation is of course only an approximation; it cannot be estimated exactly.

Very respectfully and sincerely yours,

Geo. A. Osborne
<table>
<thead>
<tr>
<th>Class</th>
<th>Hours per week in classroom</th>
<th>Hours per week of preparation, individual assistance, etc. (estimated)</th>
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<td>2nd year Desc. Geom.</td>
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First Term. 1878-9.

No. of exercises = 29.

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<tr>
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* An optional class consisting of 7 students.

+ An optional class consisting of 14 students.

The French (Le. v. Lit.) of the 3rd year consists of 5 students.
Institute of Technology,
Boston, Nov. 9, 1878.

President Rogers.

Sir:—

Enclosed please find the arrangement of studies in my department, and a scheme of recitations for the present term, with such modifications of the normal scheme as the fancier view and the necessities of the case have required or suggested.

In respect to the required French in the first half of the fourth year, I am of the opinion that it would be as well on whether to omit it, and give students their option to take French or German this term or to omit both. This would give greater elasticity in the various departments in the arrangement of their professional work. Also some of them would prefer German rather than more French. I do not think that students at the end of the first year could be expected to be very strong in the practical use of the language, but they would be as strong or more so than students in German at the end of the third year, owing to the greater difficulty presented by the German. If therefore
...is to be continued as an obligation into the fourth year. I think it should be the German rather than the French. For these reasons, I should be in favor of discontinuing French as a regular study in the fourth year.

In my interview with you yesterday, the greater importance of French rather than German in certain departments, as for instance that of Civil Engineering, was alluded to. One mode of meeting such a difficulty would be not to require any German whatever in this or these departments, and perhaps give them an opportunity to go farther in French. But I think such a course would be very undesirable in the best interests of the school. For, aside from the intrinsic value of German in any department, there is a liberating value in its study, although taught in a practical manner as here which our students who take so little confining of that kind of training so much need. It is true that things must be balanced by judgment and adapted to means, but something in the direction of breadth and of a tending to counteract narrowness is very desirable in the training of our students, as you yourself have already and happily stated.

Permit me a word in reference to what Collard did yesterday, the remark of a member of the Corporation, that there was an excessive amount of time devoted to French and German. By actual figures there is much less time devoted to these studies than in the Sheffield Schools, and there Latin is required for admission. All who have acquired the ability to use practically French and German know that the acquirement requires much time and work. If we are going to give the students a start in these languages, it is desirable to give them a start which will be of value when they get to work in other words an ability to read with some readiness and accuracy. Then there is the liberating value of these studies, even when taught in a purely practical manner, of which I need not speak. For my part, and speaking in the interest of the Institute and not alone of my department, I think there is too little rather than too much time given to French and German.

Very Respectfully,

Charles R. (Ohio),

P.S. In the last sentence before this I add that it is the interest of the Institute which considers training as it is my duty to do in all that concerns my department.
Arrangement of studies in the modern languages for all students.

First year: French
Second year: German
Third year: German
Fourth year (first half): French

Arrangement for special students.

Third year: French (2 divisions)
Fourth year: German (2 divisions)

Third and Fourth years (first half):
Italian, Spanish (alternating)

Scheme showing the number of recitations per week.

<table>
<thead>
<tr>
<th></th>
<th>1st year</th>
<th>2nd year</th>
<th>3rd year</th>
<th>4th year</th>
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<tbody>
<tr>
<td>French</td>
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<td>French</td>
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<th>3rd year</th>
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<td>French</td>
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<tr>
<td>German</td>
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</table>

Remarks.

In the arrangement for all students, the recitations in French and German come three times a week, and two hours are allowed for preparation for each. The same is the case in the special classes in Science and Literature. In the optional classes, the number of recitations is less as also the time of preparation.

In addition to the annual and semi-annual examinations, there are written Intermediate examinations occurring once a month. In some of the optional classes, while the work is really only, the Intermediate examinations are not so frequent.

In addition to the above regular classes, optional classes have generally been formed every year, for the purpose of pursuing a course of reading in French or German, and going further than the time allotted to the study in the regular course allowed. These classes have not been very large, and composed of such students as had time for this extra exercise. The class in Italian has been maintained to meet the needs of certain students, as those in Architecture who wished Italian, and those...
Remarks on the studies of the current term.

Some modifications have been necessary in the above normal scheme as applied to the current term. These are as follows:

First, there were additional students in the course of Science & Literature in the Fourth year this term, and some in German are not given.

The work of the Fourth year is given twice instead of three times.

The result of these changes is that the work is more difficult in arranging the timetable, and the students are required to work harder, although the amount of work is not increased through the term.

At the beginning of the term, there is a slight deviation in the size of the class from the normal size.

In the First year, there is the usual amount of work. This does not increase the amount of work devoted to the subject, since the amount of time devoted to preparation is held proportionately constant. The additional work requires no preparation, and is devoted to additional talking and reading of texts. It is a form of laboratory course, in which the students accomplish by working with the teacher much more than they would by attending the class and notes in preparation. It is required at the very end of the students' course in the language, and since they are somewhat unusual in their ability, owing to the additional labelling of the requirements for graduation.

In the Second year, the beginners in German have, for the same reason as in the case of the French, a sort of the same course of preparation, but into a class room exercise without preparation.

These modifications are worked on the total view of the students for the current term.
Report of a plan for reducing the expenses of the School of the Institute

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 173 in 1868, to 363 in 1872, and that since that time it has gradually fallen off to 203 in 1875, 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 labor of the President and Faculty, the courses of instruction have been increased in their extent and thoroughness. New laboratories have been established and, as a necessary incident, a large addition has been made to the teaching and executive force of the school by which means the Institute, in spite of the increasing competition, has been able to keep its place at the head of the scientific schools of the country. Of course if the receipts from students' fees of late years had kept pace with this internal development of the school, we should have escaped in part our present financial embarrassment.

But it must be borne in mind that the great
want of the school is an adequate permanent endowment, or that without this, or large occasional contributions to its means, it must always be subject to the evil effects of fluctuations in its patronage or the financial conditions of the community.

Observation shows that schools of this describing abroad as well as at home, cannot rely for their support exclusively or even very largely on the income derived from their classes. 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 of like character in this country. In illustration of what is here stated, we may refer to the Sheffield scientific school of New Haven, one of the most justly distinguished in America, in the annual catalogue of which 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 dependant, more on the variety,
and thoroughness of the instruction & the consequent subdivision of classes, than upon the actual number of pupils taught, and hence that no large reduction of the teaching force can be made without impairing the character & detracting from the value of the education which it furnish.

In view of these considerations and of the high reputation of our school with the public, for the solid & practical character of its training & instruction, we can hardly doubt that sooner or later it will be relieved from the chances of such embarrassment as the present, by the accumulation of a large permanent endowment, and we feel the more assured of this from the effort recently begun to increase our funds by subscription.

Whatever may be our success in raising the needed addition to our funds, we cannot hope at an early day for such an increase 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 to 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 expenses 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 a number of the Professorships as well as inferior officers of instruction and administration.

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

The first of these measures might perhaps be concurred in by some of the Corps of 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 hitherto been distinguished; and could not fail soon to deprive the school of its ablest Professors.

The plan of reducing the expenses by a large
The document appears to contain a complex set of equations and mathematical expressions. The handwriting is dense and challenging to transcribe accurately. The text seems to be a series of calculations or a proof, possibly related to algebra, calculus, or another branch of mathematics. Due to the complexity and the quality of the handwriting, a precise transcription is not feasible without further analysis or clearer images.
entailment of the teaching staff might of course be made financially effective, but if carried far enough for the purpose in view would, we fear, so impair the value and attractiveness of the school as to defeat the economical object it was intended to secure.

The third plan above mentioned, calling for a less reduction of the teaching staff and of the salaries of the Professors, might, we think be so arranged as to sacrifice comparatively little of the practical efficiency of the school and would on both accounts, we should hope, be acceded to, if not cordially, at least without serious dissatisfaction.

Keeping in view the above considerations, the Committee are of opinion that the following scheme of arrangements, more or less modified in some of its details, would effect the desired economy without a serious disturbance of the productive activity of the school.

1st. To dispense with the chair of Logic and the office of Bursar, thereby saving $2,600.

2nd. To dispense with the office of Bursar, and elect for constituted, leaving the Faculty to choose their Bursar from among themselves and calling upon the Bursar if necessary to act as Bursar of the Corp.
3d. To disburse with one of the assistants in each of the several Dep'ts of Chemistry, Civil Engineering, Mech. Engineering and Architecture.

4th. To restore the duties of Prof. Hiles and Hoyt to the measure of last year, reducing their salaries to what they then were, but keeping Mr. Crosby's as lately fixed.

5th. To discharge with one of the mechanics or servants attached to the building, or reduce wages to the amount of $500.

6th. Turning to other expenditures of the Institute, as exhibited in the late report of the Board, we find in the item of Laboratory expenses, that of Insurance - repairs an opportunity for further important reductions.

The former item, which in 1877, amounted to $2,136, was from various causes swelled in 1878 to $5,637. Allowing a reduction from the latter to $3,000 which is nearly $2,000 more than the reported expense for 1877, we should save $2,377.

As the outlay for insurance, repairs & for 1878 amounting to $4,256, included
the large payment for a 5 years insurance and as the corresponding expenditure for 1877 was only $1755, we may assume $2000 as a sufficient sum for the current year.

We have thus an aggregate saving on these two items of about $4600, so that, allowing $600 margin for further expenditure if needed, we may estimate our saving on these two heads, as compared with the expense of 1878 at about $4000.

Making all the above reductions we should, without resorting to a tax on salaries, save $14000 as compared with the expenditure of 1878.

Cutting down the salaries of the remaining 12 professors, (Prof. Dibble excepted) to the amount of 10 percent would bring $3000 and a like tax on the inferior salaries not below $1000, would save $600 making an aggregate of $17600.

We should thus have a total reduction of our expenses as compared with last year of $17600.

Here we believe that our pending subscription would by the beginning of 1879 reach
$100,000 or even $75,000 we might feel secure in dispensing with the tax on incomes, and even if the subscription be much smaller at that time or much slower in accumulating than we had been expecting, it is worthy of consideration whether a small part of it might not be allowed by the donors to be applied directly to paying what may be needed to balance our expense account for 1878-9.

It may be added that the $3000 paid for many years past to the President of the Institute will not be called for as long as the present arrangement continues and this itself would probably go far towards balancing the account in future, provided that the income from the students does not fall off. As yet the committee have not considered the question as to the time at which it will be expedient that these remembrances go into effect. Should the 1st of January next be fixed on as a suitable date for this change, the amount of remembrance above stated would of course be considerably reduced.
At a meeting of the Corporation of the
Mass. Institute of Technology, held at the Institute
on Friday Nov. 7th 1876, a plan for reducing the
expenses of the School of the Inst. in which are
included the following changes to last viz:
1st. To dispense with the chair of Logic & the
   Philosophy of Science.
2nd. To relieve the sect. of the Inst. of all labors of
   instruction in the School & to limit hereafter the
   duties of his office to the Clerical Work of the Society of Arts
   of the Corporation & its Committee leaving the
   Faculty to choose their sect. from among their
   own number, & in virtue of this diminution of his labors to reduce the salary of the sect.
   to $1000.
3rd. To institute the Chair of Geology, looking to a
   future new arrangement of the courses in this
   & allied studies, & to restore the duties of Prof. Miles & Hoyatt to the same of
   last year, reducing their salaries to what they then were.
4th. To dispense with one of the Assistants - in each of the several Dept's of Chemistry, Civil Engineering, Mechanic Engineering & Architecture.

5th. To reduce the salary of the Instructor in Architecture to $1600 per an., that of the Instructor in French to $1200. - that of each of the three remaining Instructors in Mathematics, Drawing & School of Mech. Arts to $900.

6th. To dispense with one of the servants attached to the building, or to reduce wages to the amount of $600.

7th. To diminish by 10 per c. the salaries of the remaining 13 Professors.

8th. To limit the aggregate appropriation for Laboratory expenses for the current year 1878-9 to $8300.

9th. The above changes, as far as relates to therelation to the special & pro-rata reductions of salaries, shall take effect from Jan. 1st 1879.
Nov. 9, 1828

Union Club, Boston
8 Park Street.

My Dear Mr. Rogers—

I promised you that I would send you a line in answer to your inquiries about my own work at the Institute and also in regard to possible revisions in the schedule of my Department—

I try regular secessions with my students once on Tuesday Wednesday Thursday and Friday. On each day I have a lecture or recitation in the morning and a lecture in the afternoon. I also spend an hour or two every day in the Drawing-room making and correcting the drawings made in illustration of the lectures. The best of their work in drawing is
mostly in Dr. Strong's hands, and I only give in time enough to keep the men fit, and to keep up my knowledge of the young men.

On Mondays and Saturdays I have no regular exercises. But any special instructions I have to give, such as courses of lectures in respective arts: as in Algebra I had two I generally give on Mondays, and I generally take Saturdays for examining, so as not to interrupt the regular work.

After the first of December I shall have two hours a week in addition to the above.

As the minds of my young men are on my hands all day, having special students with me, when writing letters, etc., that I give them, a good deal of my time is taken up in personal conferences with one and another as with their parents or guardians, all the correspondence and all the talking which in the case of other students is done by the secretary being necessarily thrown upon me, so much so that it was a private chore. I find I cannot go through with the day's work in less than five or six hours. But on Sundays and Saturdays I do not generally spend more than three or four hours at the Institute.

By my work I mean the actual conduct of affairs. I never go any time while I am there for reading or study. I am generally down in my office for three hours between noon and half past three.

As to the expense of the department I think it will not be disproportionate to...
the amount of teaching done, when it is considered that in gives to between twenty and thirty students almost every thing that they get, in the course of the year (only to regular students if the 20 and third years doing anything to speak of outside,) and that the teaching given is in the nature of things of the most expensive and advanced kind, being personal instruction in individual and independent work. Nevertheless the expenses of course cannot be diminished if they can be, so that the department may become a source of so much revenue to the school as possible, without impairing its efficiency.

So we think it is practicable or desirable to make any change in the Lévêque's
case, for obvious reasons. Although it has not proved practicable to increase his salary as time has gone on, as was hoped and expected at the time of his appointment some years ago, it is true that the increase has been counteracted by the reduction in the cost of living and the rate of exchange, so that it is at present fairly pertinent to the value of his services. It is never the less true that they would be almost impossible to replace, and that in putting them at our command he hasthrown himself over the line of advancement possessed by some here as in his own country. We can of course discontinue the arrangement whenever it seems best to do so, but while it continues and while we desire it to continue, I do not think it
will be practical to change the conditions, even if under the circumstances we should think a reduction of compensation proper to propose.

But I think that I can run for a year or two dispose with the services of a second paid assistant. When I asked for a second assistant three years ago the appointment was absolutely necessary to enable me to carry on the work of the Department. His assistance has enabled me to get my work into excellent condition, the collections are in good order, and twice as available as before, and the diagrams and drawings now necessary to my work will by the end of this year have been completed. The Depart-
told, as I have seen or twice been allowed in former years, to offer a free place in exchange for necessary service, I am sure that I could make an arrangement that would not diminish the revenues of the school.

I am truly yours,

[Signature]

Nov. 9, 1878.
Notes on Plan for Reducing Expenses.

The suggestion of (2) relating to the present food costs, if not carried into effect without first finding the
Cost of the proposed changes in the identical by
what the Meeting is called.

Dr. Sheldon does a large amount of Clerical work
for the Faculty which could not be done by few of
the Faculty (or the Dept.) without Clerical help. He has
also much work for the Soc. of Arts which he is
able to do by the 15th. day of the Society.

Read Substitute for the Clerk.
Omitting Leland & Leggins & Welser
From 1877
late 1877
Medusa 1878

<table>
<thead>
<tr>
<th>200</th>
<th>10p</th>
<th>200</th>
</tr>
</thead>
<tbody>
<tr>
<td>300</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

13 Pq. 13 x 25 0 = 3250
Gen. 3250
Analysis & Levy & Salts
Salaries 3450.

On whom would it hit:

<table>
<thead>
<tr>
<th>Revenue</th>
<th>2500</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax</td>
<td>1500</td>
</tr>
<tr>
<td>Appraisals</td>
<td>2400 Dollars</td>
</tr>
<tr>
<td>Leland &amp; Legg's Doller</td>
<td>900</td>
</tr>
<tr>
<td>Root &amp; Hoyt</td>
<td>2100</td>
</tr>
<tr>
<td>Rinker</td>
<td>500</td>
</tr>
</tbody>
</table>

Servant 600
Led's Refunds 2400

14,550

Lester
14,800

Effort

If it comes directly, please note
April 1st 1879. In this
Note to deduct from 12 tomorrow.

On the following items:

Leland & Hoyt
Salaries 2500

Set of blankets 15.00
Leland & Langel Dollars 900
Gree & Hoyt
Ma 5 75
Rheo & Reamer 3300
Wah. Reamer 3,450

4 / 12 8.50

We deduct 8,212.50
The estimated $8,212.50
from the estimated debt.
Raising to the square
Scholar's @ 3$

75

2,5
3 2,5 08
32 02 50
375

28 27 50
Dear Sir:

At a meeting of the Corporation of the
Mass. Institute of Technology, held at the Institute
on Friday Nov. 9th 1878, a plan for reducing
the expenses of the School of the Institute was
adopted in which are included the following
changes, viz.:

1st. To dispense with the chair of Logic &
The Philosophy of Science.

2d. To relieve the Secretary of the Institute of
all labors of instruction in the School, & to
limit hereafter the duties of his office to the
Clerical work of the Corporation & its committees
of the Society of Arts, leaving the Faculty
to choose their Secretary from among their
own number; & in virtue of this diminution
of his labors to reduce the salary of the
Secretary to $1000.

3d. To discontinue the chair of Geology, looking
to a future new arrangement of the courses
in this & allied studies; & to restore the
Duties of Prof. Miles & Hyatt, to the measure of
last year, reducing their salaries to what they
then were.
4th. To dispense with one of the Assistants in each of the several departments of Chemistry, Civil Engineering, Mechanical Engineering, and Architecture.

5th. To reduce the salary of the Instructor in Architecture to $1600 per annum, that of the Instructor in French to $1200, and that of each of the three remaining Instructors, viz.: in Mathematics, Drawing and School of Mechanic Arts to $900.

6th. To dispense with one of the servants attached to the building, or to reduce wages to the amount of $600.

7th. To diminish by 10 per cent the salaries of the remaining 19 Professors.

8th. To limit the aggregate appropriation for Laboratory expenses for the current year, 1878-9, to $3300.

9th. The above changes, as far as relates to the College, and to the special pro rata reductions of salaries, shall take effect from Jan. 1st, 1879.
Mr. Material for
Papyrusgraph.

Nov 11, 1878.
Dear Sir,

At a meeting of the Corporation of the Massachusetts Institute of Technology, held at the Institute on Saturday, Nov. 9th, 1878, a plan for reducing the expenses of the School of the Institute was adopted, in which are included the following changes important to the faculty and other officers of the School, viz:

1. To discontinue the chair of Logic and the Philosophy of Science.

2. To relieve the Secretary of the Institute of all labors of instruction in the School, and to limit hereafter the duties of his office to the clerical work of the Corporation and its committees and of the Society of Arts, leaving the faculty to choose their Secretary from among their own number; and in virtue of this diminution of labor to reduce the salary of the Secretary to $1000.

3. To discontinue the chair of Geology, looking to a future new arrangement of the Courses in this and the allied studies; and to restore the duties of Prof. Hilts to Hoyt, to the measure of last year, reducing their salaries to what they then were.
4. To dispense with one of the Assistants in each of the several departments of Chemistry, Civil Engineering, Mechanical Engineering & Architecture.

5. To reduce the salary of the Instructor in architecture to $1600 per annum, that of the Instructor in French to $1200, and that of each of the three remaining Instructors, viz: in Mathematics, Drawing and School of Mechanical Arts to $900.

6. To dispense with one of the servants attached to the building, or to reduce wages to the amount of $600.

7. To diminish by 10 per cent the salaries of the remaining thirteen Professors.

8. To limit the aggregate appropriation for Laboratory expenses for the current year, 1878-9, to $3,300.

9. The above changes, as far as relates to the cessation and to the special and pro-rata reductions of salaries, shall take effect from Jan. 1st, 1879.
Henry P. Kidden
John W. Forbes
James L. Little
C. R. Vudge
J. D. Warren
John Cummings
W. Endecott Jr.
Geo. B. Richardson
S. B. Payson
John A. Lowell
W. B. Rogers
N. Sharp
No artiu Brimmer
D. R. Shaw
W. O. Green
Mr. Huggins
R. B. Hobkins
S. H. Lyman
Wm. Mason
R. W. Mason
John L. Brimer
Neeus Marion Hooven
A. A. Lawrence
R. S. Fay
Jas. S. Fay
Peter Smith
Mrs. N. J. Bowditch
Saml. B. Lawrence
W. D. Parker
J. S. Morgan
Russell Sturgis
J. B. Alley
Fred. L. Ames
Jonas Litch
Mr. L. Pierce
L. W. Standish
R. Schlesinger
Geo. Warren
J. J. Voorill
J. A. Wolcott
J. H. Real
H. Warren
Jehn. Faulkner
D. N. Skillings
A. A. Burbage
J. L. Burdige
Augustus Lowell
W. B. Spooner
Lyman Nichols
Mrs. Sarah I. Russell
J. L. Gardner
John C. Gray
S. C. Poole
Robt. B. Billings
 Cyrus Wakefield
Abott Lawrence
W. D. Pickman
Otis Norcross
John C. Phillips Jr.
J. L. Bowditch
J. W. Sears
W. N. Dalton
John Bailey
W. J. Weld
W. J. Weld
Geo. H. Corliss
John Slater
Georg.
Jas. Duggins
G. D. Whitney
Mrs. Amory
Thos. F. Afflinton
E. Bigelow
E. Prisco Beebe.
Mrs. J. W. Beebe.
Rev. Gardner Brewer.
Missos Brewer.
Mrs. Samb. Hooper.
Missos Alice Hooper.
D. P. Kimball
Mrs. Daggett
John Dugg.
James Dugg.
S. W. Whitney
Dr. Donald Kennedy.
Nash Spaulding No.
bapt. J. B. Thomas.
John Duff.
Samb. C.obb.
P. B. Brooks.
G. B. Baker.

Susan Wigglesworth.
Misses Wigglesworth.
Rhodes.
N. J. Bradley.
G. H. Emony Lee.
W. M. Pullee.
Moses Kimball.
Mrs. B. H. James.
Mrs. Ellen Sutton.
J. B. Morss.
Moses Williams.
Barney cory.
Aug. Macemaw.
R. H. Hooper.
Ralph Warner.
Goddard Bros.
J. J. Hill.
J. J. Borden.
B. F. Butler.
Chas. J. Paine.
James Thompson's widow.
David Stevens.
Leopold Morse.
To P. Talbot Esq.
Anns D. Lockwood.
A. T. Bummoeh.
J. L. Richardson
Walter Paine 3rd
E. H. Rindge
Mrs. J. Ritch
Mrs. Robson
Nov. Seabury, Treasurer
(balumtht & Recklers)
Isaac Thatcher
C. H. L. Shew.
John C. Whitin
E. A. Straw
Warren 100 by
D. J. Johnson
Rileston & Hollingworth
A. H. Rice
Saml. C. Davis
N. W. Farwell
E. C. Haskell
L. J. Knowles
Worcester.

Brompton Yes.
Worcester.
Burnham S. O. A. P.
H. Montgomery
J. D. Tarnewirth.
Avery Plumer.
Alpheus Hardy
Sewall Day Co.
Saml. Batchelder.
Wales
Bushings
Paff Carl.
H. Bayden.
Jas. & Amory.
Trucker N. W.
J. Quincy Brown.
L. P. Bruggis.
Sart Hudson & Co.
Renfrew Jas.
H. B. Wood.
L. L. Brown.
O. H. Perry
Chas L. Hardrig.
[11/11/1878]

Rufus S. Frost.
W. H. White.
Nelson Burtis.
E. W. Bassett.
W. H. & G. B. Sayles.
Nelson Slater.
Fred. E. Sommell.

[Additional entries and notes, partially visible]
Dear Sir,

At a meeting of the Corporation of the Massachusetts Institute of Technology, held at the Institute on Saturday, Nov. 9th, 1878, a plan for reducing the expenses of the School of the Institute was adopted, in which are included the following changes important to the faculty and other officers of the School, viz:

1. To dispense with the chair of Logic and the Philosophy of Science.

2. To relieve the Secretary of the Institute of all labors of instruction in the School, and to limit hereafter the duties of his office to the clerical work of the Corporation and its committees, and of the Society of Arts, leaving the faculty to choose their secretary from among their own number; and in virtue of this diminution of labors to reduce the salary of the secretary to $1000.

3. To discontinue the chair of Geology, looking to a future new arrangement of the Courses in this and the allied studies; and to restore the duties of Prof. Hildreth Royall, to the measure of last year, reducing their salaries to what they then were.
4th. To dispense with one of the Assistants in each of the several departments of Chemistry, Civil Engineering, Mechanical Engineering & Architecture.

5th. To reduce the salary of the Instructor in Architecture to $1,000 per annum, that of the Instructor in French to $1,200, and that of each of the three remaining Instructors, viz.; in Mathematics, Drawing and School of Mechanical Arts to $900.

6th. To dispense with one of the servants attached to the building, or to reduce wages to the amount of $60.

7th. To diminish by 10 per cent the salaries of the remaining thirteen Professors.

8th. To limit the aggregate appropriation for Laboratory expenses for the current year, 1878-9, to $3,300.

9th. The above changes, as far as relates to the cessation and to the special & pro-rata reductions of salaries, shall take effect from Jan. 1st, 1879.
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3rd. To discontinue the chair of Geology looking to a future new arrangement of the Courses in this and the allied studies; and to restore the duties of Prof. Hildreth Hoyatt, to the measure of last year, reducing their salaries to what they then were.
4. To dispense with one of the Assistants in each of the several departments of Chemistry, civil Engineering, Mechanical Engineering, Architecture.

5. To reduce the salary of the Instructor in Architecture to $1700 per annum, that of the Instructor in French to $1200, and that of each of the three remaining Instructors, viz., in Mathematics, Drawing and School of Mechanical Arts to $900.

6. To dispense with one of the servants attached to the building, or to reduce wages to the amount of $660.

7. To diminish by 10 per cent the salaries of the remaining thirteen Professors.

8. To limit the aggregate appropriation for Laboratory expenses for the current year, 1878-9, to $3300.

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3st. To discontinue the chair of Geology, looking to a future new arrangement of the Courses in this and the allied studies; and to restore the duties of Prof. Hiles & Royall, to the measure of last year, reducing their salaries to what they then were.
4th. To disband with one of the assistants in each of the several departments of Chemistry, Civil Engineering, Mechanical Engineering, Architecture.

5th. To reduce the salary of the Instructor in Architecture to $1,600 per year, that of the Instructor in French to $1,200, and that of each of the three remaining Instructors, viz: in Mathematics, Drawing and School of Mechanic Arts to $900.

6th. To disband with one of the servants attached to the building, or to reduce wages to the amount of $675.

7th. To diminish by 10 per cent the salaries of the remaining thirteen Professors.

8th. To limit the aggregate appropriation for Laboratory expenses for the current year, 1878-9, to $3,300.

9th. The above changes, as far as relates to the cessation and to the special reductions of salaries, shall take effect from Jan. 1st 1879.
Dear Dr. Tickleland,

It gives me more pain than I can express to send you the enclosed communication including as it does a vote of the Corporation which largely affects your salary. In doing so I wish to say that while all these measures of retrenchment received a prompt and unanimous approval their adoption called forth the most earnest expressions of regret that the financial condition of the Institution should have rendered necessary measures of retrenchment which were to bear so heavily on individuals.

If yourself personally, or of your long and zealous services to the Institution, just a tolerable mention was made I am sure that others joined me in the very kind regard with which your faithful devotion to its interests was remembered. I trust dear Dr. that you will accept the action of the Corporation as the result of a calm deliberation upon the measures of economy which have become essential to the safety and welfare of the School, and for myself I know that you will need no further words to tell you how sincerely I remain...
Nov. 11, 1878

Bost. 

Dear Prof. Howser,

I am sending you the enclosed statement of the

of the votes held by the Court of the Ashbuth at its meeting

on the 9th. One of which relates to your department.

I am requested by the Court to extend to you

their appreciation of the able and faithful

work which you have performed your duties as

Prof., and together with their deadly report

that the financial condition of the Ashbuth

does not justify their retention of your

professorship in the scheme of instruction of

of the School of the East.

It is but right that I should add that these words of esteem & regret are but an imperfect indication of the respect & regard for you expressed at the meeting by Members of the Corporation.

As for myself, dear Prof., you will I am sure believe that it pains me very deeply to be informed of the necessity of communicating this result to you, of looking the withdrawal of the services & companionship in the midst of one whose scholarship & personal qualities are so worthy of regard.

Please bear this off as the assurance of my wish to do whatever may lie in my power to forward your interests in the future.

Believe me,

with sincere regard,

Yours very truly,

[Signature]
W. B. R.

To Prof. Henderson

Nov. 11, 1878.
117 Marlborough St  
Nov. 11th 1878

Dear Sir,

At a meeting of the Corporation of the Institute of Technology held Nov. 9th 1878, among the measures included in a plan for reducing the expenses of the School, which was unanimously adopted, a vote was passed to the effect that the salary of the Instructor in Architecture be reduced to $1600 per annum, the change to take effect from Jan. 1st 1879.

In communicating this note to you I beg to say that the action of the Corporation has not been due to their want of appreciation of the value of your services to the School, with which you are fully satisfied, but to the fact
To Instructors

Eugene Letang

Nov. 11, 1878

that the financial condition of the Institute compels them to provide for a considerable reduction of its expenses.

I trust that you will concede in the expediency of this measure & looking hopefully to an enlargement of our resources at no distant time I remain dear Sir

Yours very truly respectful

William B. Roser, Jr.

(for the Corporation)

Mr. Eugene Letang
Instructor in Architecture

(copy.)
Dear Prof. Ordway,

I had hoped to have obtained the paragraph of which I send you a copy in time this morning to prepare the packet a letter for the Faculty today.

I have had a day of hard, pleasureless work, but cannot close it without sending you a few words of suggestion. Should the Faculty hold a meeting tomorrow please say to them that it is the wish of the Committee on the School that the Report of the Depts. indicated in Note 4 should be sent to the Chairmen of the Faculty the name of the individual in each case with whose services they can least dispense. Be good enough also to make known to Instructor Wells, Judge of the New Instructor in the School of Music & Arts the portion of Note 5 which reference
to them, or if you think it better I shall myself write to them.

As regards Mr. C. we shall rely upon the judgment of your self and Mr. Jappan, with the memory of the faculty if desirable for appropriate action.

I earnestly hope that the faculty will generously accede to whatever may be decided in the proposed tax on salaries. Every member of the Corporation desires to increase rather than diminish the pay of the Profes and I know that they will be eager to do so whenever the finances of the Institution permit. Now they are feeling greatly strengthened in the effort to carry forward the subscription by the evidence the district giving of its determination to live within its means.

I need not say that as the reduction does not begin until the end of the 1st quarter the tax for the year is really 1/2 of 10 per cent. Should the faculty desire my presence I shall willingly attend, tho this late task has greatly tried me.

Believe me dear Prof., in the faith a hope of brighter times for the Institute yours faithfully

W.T.R.

117 Marlborough St
Nov. 11th 1878.
To Prof. Ordway Champlin

Nov. 11, 1878

To the Faculty

...