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Correspondence, MIT, 1881-1889.

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M. I. T.  
CHEMICAL LIBRARY.  
LIST OF  
WILLIAM RIPLEY NICHOLS.  
Mats. Inst. of Ischnology.  
Boston. Sept. 10. 1881.

When we broke up in the Spring I told you all that though I was very to go, and you all seemed very to have me go, I was very much in hopes that my going off would prove the occasion of putting the Department on a much better footing than before, and that it would prove practicable to make arrangements for doing the work I had been trying to do in much better shape than I had been able to do it. I did not feel at liberty to go into particulars, not knowing what time affairs might really take, but I promised, as soon as any thing was determined upon to give you all the earliest intelligence of it. I hoped then that I should be

able to fulfil my promise early  
in the summer, but important  
bodies move slowly, and it is on-  
ly within a week that the govern-  
ment of the school have consid-  
ered and adopted the scheme  
I had in mind. This they have  
now done, and I hasten to tell  
you about it, though I suppose  
they will make their own announce-  
ments as soon as they can.

The new scheme divides the  
work of the department into three  
or four portions. The general di-  
rection of the whole and the  
special instruction in office-work  
and specifications will be taken  
by W. Theodore Clark, whose pa-  
pers on superintendence you may  
have seen in the American Ar-  
chitect this last winter and  
spring. He had charge of the build-  
ing of Trinity Church for Messrs.

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Gambrell and Richardson when he was in their office five or six years ago, and is remarkably well posted on that side of the subject, and indeed extremely well read in all branches. He will also probably take the lectures in Greek and Roman History.

The special care of the drawing and design will be taken in hand by Mr. William Longfellow, who will arrange with Mr. Sitrang about the work to be done, get up the problems, and criticise the drawings upon the days of judgment. Mr. Longfellow, as I dare say you know, was the original editor of the Architect, and if you want to make his better acquaintance I commend to you his editorials on the study and practice of architecture in the first few volumes of his paper. They are about the best things that have been written.

The lectures on Ornament and on the Decorative Arts, and the rest of the lectures on History, are to be parcelled out among such members of the profession here in town as are willing to take a hand in them. The profession here take a great interest in the school and are glad to help it all they can. Mr Cummings, Mr Rotch, and Mr Van Brunt have already given in their adhesions, and there are others on the list who have not yet been heard from. Mr. Longfellow will also probably join this company.

The "brown-paper" lectures for the beginners, on the Orders, etc., I recommended them to give to Hooker, who has a very good set of notes, and who helped me

as you may remember to look over these papers last year. The lectures on the Theory of Color which I have been in the habit of giving, and which W. Cross gave last year in my stead, and those on Aesthetics, or the Theory of Form, will probably not be given at all.

In their stead there will be instruction, once a week, in architectural arithmetic and algebra — that is to say in the calculations common in building, — which will be given, under W. Clark's direction, probably by Kidder, who has given a good deal of attention to this sort of thing, as you may know, and has published some excellent papers in the Architect and elsewhere.

The tendency of this is to

make the work of the department rather more practical and scientific, as is natural and proper in a school of applied science.

At the same time the relations established last year with the school at the Museum of Fine Arts will be continued, and the students of architecture will be admitted to Mr Perkins's lectures on the History of Art, to Mr Greenleaf's on Mythology, and to Mr. Millet's on Costume, on the same terms as students at the Drawing School. Most of these courses will be free. Mr. Longfellow will take my place as secretary of the Drawing School.

All this is very satisfactory to me and I should think it would be to you. These gen-

them are all my best friends,  
and I shall not lose my interest  
in the school nor my knowledge  
of what is going on in it, and  
while things are getting arranged  
I may still be able to be of oc-  
casional service. Bye-and-bye  
I suppose I shall begin to feel  
like a stranger, but not while  
any of you are about.

Hoping that in spite of the  
lateness of this date, you may  
still arrange to come back to  
the school in October, so that  
I may find you here whenever  
I look in, I am, as ever,

always your friend

Wm. P. Wars.



Love to Michaels -

Here is a circular letter, which it may perhaps interest you to see, which I have just to buy last year's class.

I am glad to hear that you are better, sorry that you are not enough better for me to see you before I go

A. I was, always.

Sept. 12. W.P.W.

Boston. Dec. 3<sup>d</sup>. 1883.

Frederic Walker -

Dear Sir -

I do not know whether I succeeded in making clear this morning that my bill against the Institute for work done on the Gymnasium exists in two forms. In the first, dated in the summer of 1881, interest is reckoned from Sept. 1874 to that date. This was endorsed as correct by W<sup>m</sup> Runkle, approved by the Committee to

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which it was referred, who  
notified me that it had been ap-  
proved, <sup>without raising any question as to the amount,</sup> and directed by the  
Corporation to be paid. The  
letter accompanying it ex-  
plains the circumstances un-  
der which the work was done,  
and states explicitly that inter-  
est was agreed to be paid  
during the time I had ag-  
reed to wait for the prin-  
cipal. This bill and letter I  
found still in Mr Tappan's  
hands a month ago. In-  
ferred upon it a receipt for

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the money paid me in May last  
with a memorandum of the  
amount still due, and left it  
with Mr Runkle at his request.

The other bill I made out  
in March last with interest,  
reckoned to the first of April 83  
from Sept. 1874. This during  
my absence was sent to Mr.  
Runkle, who, partly in for-  
getfulness of the circumstan-  
ces and of his previous sudore-  
ment of the other bill, and  
partly laboring under a  
misapprehension of the pre-  
sent state of the case, su-

dosed upon it that interest  
should be counted not from  
Sept. 1874 as ~~the~~ <sup>books</sup> bills claim-  
ed, but from Jan. 1878. On  
my calling his attention to  
this, and to the inconsistency  
between this and his previ-  
ous action, he explained the  
misapprehension under which  
this second endorsement was  
made, both to the Treasurer  
and to myself, and did  
every thing in his power to  
withdraw it. There has ne-  
ver been, in spite of this

momentary forgetfulness and  
 misapprehension on his part,  
 any difference of opinion be-  
 tween him and myself as to  
 the original understanding.  
 In fact it is clear that his  
 original agreement to pay  
 interest must have related  
 to the time intervening be-  
 tween the completion of the  
 work and the payment of  
 the last of the other bills  
 due upon it. Whether he now  
 I supposed that there would

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be any longer delay, and  
it was only by accident  
that there was any.

But even if his interpreta-  
tion had been, or were now,  
different from my own, my  
understanding of the agree-  
ment should prevail, back-  
ed as it thus is by the na-  
ture of the case. The inter-  
est accruing meantime was  
the consideration, for which  
I was willing to wait.

Moreover, this first bill

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was the one approved by the Cor-  
poration, no other being then in  
existence. I cannot think they  
will now do me the indignity  
to cut it down without my  
consent.

Poor excuse the length  
of this note. I did not  
think it would take so  
many words to explain  
so simple a matter.

I am, respectfully yours  
William R. Ware -

W. 35<sup>th</sup> St. June 28<sup>th</sup> 1883

Dear General  
I forget to ask you

what had been done about  
putting the Reports into the shops  
& wonder also if any steps have  
been taken about getting proper  
notices in the newspapers &  
reviews. But I suppose if they  
are sent they will notice them,  
after a fashion, themselves.

Mr Norton has asked me to  
concert with Mr Pepton about  
getting the co-operation of the  
Geographical Society. I thought the  
meeting the other day accepted Mr.

never seen been able to do. I have  
written to you many times  
but they were always  
honest about it. I have  
as I said, I hope you  
will be able to do it.

of your  
with  
these  
little  
field  
names  
Boon.

Eaton's good office, as intermediary.  
If you can remember just what hap-  
pened in regard to this, I shall be  
much obliged. Mr. D. I think I would  
be glad to give him such recognition  
in the matter as is desirable, &  
if there is any delicacy about it  
we need to be fore-warned. Mr. E.  
is not in particularly good odor  
at New Haven, but that need not  
prevent his service elsewhere here.

I had a nice quiet evening  
and was only sorry you could not  
share it with us. After the  
sunset of the week we were both  
glad I think to sit quiet  
for an hour or two. It recalled  
our September walks and talks,  
when also we wished you were  
'round. It was a good thing you

reading a substitute, besides being  
a mark of confidence which I  
appreciated. But indeed "friends' friends"  
is a very good footing to start upon.

What I said about being fifty  
years old is quite true. The little  
circumstance my family made about  
it, sending me books and letters, helped  
the impression that it was a notable sta-  
tion point, a turning point, and the  
transitional condition of my affairs least  
itself will enough to that point of view.  
It has been a pretty sober winter, cut off  
from everything and with plenty of time  
to look back and see how shabbily life  
had crept along, how mean and humiliated it  
had really been. A good deal of the hurry  
has come from taking on un-called for  
tasks, but when one has no hope or reason-  
able expectation of doing any one thing  
as it ought to be done, there is a  
great temptation to make up for substan-  
tial failure by trivial successes. The  
moral of it all is to live within one's



means, not to undertake more than  
there is time or strength for any more  
than to undertake what there is no  
money for, health, or peace of mind,  
and hopeful endeavor being, with a good  
conscience, the main reliance. One can  
not always command the conditions, it  
is true, but it is also true that one of  
them can, or could, with forethought and re-  
solution. If one merely drifts he is  
likely to get stranded. At any rate, if  
the current is too strong to withstand,  
the wise need is there of vigilance, to  
seize the passing occasion, and a clear  
vision what one wants, so as to jump for  
it. All this is my new found wisdom the  
advice I give myself as going out into the  
world to seek my fortune. I have been a  
little afraid I might find the keen edge of  
Enterprise dulled, but I am now of better  
courage about it, & if I can get a repu-  
tationing summer, all walks stalks, I  
shall be all right when work really be-  
gins again. If I am really well I  
think I can be really happy, and feel

the young man himself, getting uneasy, repeated the inquiry and betrayed the fact that he was a candidate for the scholarship, should it be established, and that a member of the Milton school committee also waited upon you to learn what action was being taken. These seem to me to have been perfectly proper questions. But if this action was indiscreet I am not responsible for the indiscretion, as it was taken without my knowledge. But neither they nor I suggested that the young man had the slightest claim on the Corporation unless the scholarship was set on foot, and your own suggestion that he should petition the Corporation for a remission of his fees neither they nor I were willing to entertain, as I wrote you at the time.

These facts were largely within your own knowledge and were all within easy reach and I can hardly believe that any misconception of them can have been allowed, as I am told it did, to work to my disadvantage. A moment's inquiry would have corrected it.

advice and consent<sup>v</sup> and that if the Treasurer. The next year the candidate they had selected to fill the place, should it be created, presented himself as other young men did at the entrance examinations, acquitting himself most creditably. The scholarships being still in abeyance, with a certainty however of its speedy establishment upon one footing if not on another, he asked me, and I asked you, what he should do in the meantime. You referred me to the Bursar. So careful was I however, to observe every punctilio, that I did not mention the scholarships to Mr Scudder, but merely said that one of the new class was hoping presently for assistance that was not yet assured. Mr Scudder said that of course he might remain in the school until he found out whether he was to be helped or not. If not, then he could either pay the fees himself, — which in fact he was prepared to do, — or he could go, and no charge would be made against him. When at the end of November I found the matter still undecided, I repeated the question receiving the same answer.

I understand that some weeks later

New York. July 26. 1887.

President Walker

Dear Sir -

In accordance with my letter of some weeks ago, I now enclose to you the memoranda of which I then spoke, comprised in the following schedules.

Schedule A exhibits the details of the fund of \$5000.--, called the Milton Scholarship Fund, subscribed by my friends and neighbors in Milton for the purpose of equipping the Department of Architecture. It gives the names of these benefactors, and the date and amount of their contributions, and shows that the money was spent for Casts, Photographs, Stained Glass, Magic Lantern Slides, and Books, mostly imported from abroad, and for the cost of their transportation.

Schedule B makes a similar exhibit in regard to a fund of \$3960.60 contributed by others of my friends, interested to promote the success of the Department. This money was spent, as shown, in Books and Bookbinding,

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Drawings and Picture Frames, Prints Engravings and Portfolios, Light and Furniture, and partly in the purchase of supplies for the daily needs of the department and for personal services.

I enclose also the vouchers for these expenditures, numbered 1 to 136 and I to C. XXIII. For certain items in such account the receipted bills have been lost or never existed, and the actual vouchers are my cheques, returned from the bank, or entries in my account books. For these I have substituted blanks. But in no case are the entries hypothetical or merely approximate.

Schedule C Shows the various gifts of Books, Casts, Drawings and other material made to the Department during the fifteen years that it was in my charge, gifts made partly at my solicitation, partly offered by its friends. Their estimated value is about \$1500.-

Schedule D Shows in detail the names of the Books purchased with money out of the two funds first mentioned, in value amounting to about \$2300.-  
To this I have added a list of

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books belonging to myself which I deposited in the Architectural Library for my own convenience and the use of the students, amounting in value to about \$1300.-

Schedule E is a list of other articles, — Prints, Drawings, Stained Glass, etc. etc., — also belonging to myself, amounting in value to about \$1500.-

Some of these articles and some of the books just spoken of I have already removed. The rest, or so many of them as have survived a dozen years of use, I propose, as I said in my letter, to remove during the summer.

To this list I have added a list of the sums spent by me for the personal assistance which I found necessary from time to time in carrying on the work of the Department, and especially in the care of the Collections, amounting in all to about \$2700.-

Finally comes a brief list of books and a somewhat longer list of drawings belonging to Mr. Sétang, which he also has devoted to the use of

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the school and which are also subject  
to removal as may suit his convenience.

I regret that my engagements  
have not permitted me to render  
these accounts at an earlier mo-  
ment.

I am very respectfully yours

William R. Ware

Lately Professor of Architecture  
at the Massachusetts Institute  
of Technology.

Quebec. Saturday. Sept. 24. 1887.

My dear General Walker -

I shall be much obliged to you if you will, when you present to the Corporation the papers I left with you, take occasion to say that you find I have received an impression that some members of the Corporation, at least, disapprove of my conduct in these matters, believing that I have treated the Corporation with disrespect. I think you will be willing also to say, as from yourself, that if any member of the Corporation is inclined to this opinion he is in error, as I have been very careful to do nothing which I thought would be unacceptable to them, and have taken no steps without first consulting you and submitting it to you for approval.

If you will add that the omission of the Corporation to make any response to my last communication, saying that the funds for the Milton Scholarship had finally been secured, might seem to give color to my impression that they were dissatisfied with my behavior, and

that, this being so, <sup>to take this occasion</sup> they owe it to themselves as well as to me, to express themselves distinctly upon this point, I shall be much obliged to you.

I cannot doubt that such an assurance on your part in regard to a matter within your personal knowledge will be accepted as conclusive, even though some gentlemen may have entertained a contrary impression, and that no objection will be made to the customary vote of thanks and expression of satisfaction. But, as I said to you the other day, somewhat more explicit language will be in order than there would be any occasion for if there were no misapprehensions to be removed, and I think that the raising of the \$5000.- by means of the Milton Scholarship, the raising of the \$3960.- besides, the considerable gifts obtained, etc. etc. should be separately mentioned in speaking of the service rendered the Corporation in providing for the Department of Architecture the equipment without which it could not have been esta-

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blished or maintained, and which they were not themselves in a position to furnish.

Unless the Corporation are really displeased, — which I am glad to think, from what you have said, is not the case, — they cannot object to showing that they are not. If they are, they ought to say so, and say what I have done to offend them, so that I may either apologize or explain. This is no more than fair.

I think too that you will not object to allowing the good office you were so kind as to offer, to take the shape I ask, for it is just the service I need to have performed, and you are the only person in position to perform it. Any of my friends in the Corporation could make the same statements, but they would speak merely as my spoken man. You are the only person who can speak of his own knowledge. Besides, it is one of the beneficent functions of an executive officer to correct



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misapprehensions and to see that injustice  
is not done, even by accident.

To refresh your memory in regard to de-  
tails which I cannot suppose you to keep  
constantly in mind, I venture to enclose a  
memorandum covering the points that  
came up in our conversation last week,  
and some others which it did not then  
seem necessary to raise. This is in the  
form of a letter which I wrote some time  
ago, but which I was <sup>too much</sup> discouraged to send,  
being assured that though I was natural-  
ly indignant at the way I had been treat-  
ed: the Corporation were equally indignant  
at the way I had treated them, and that  
"nothing I could say or do would alter  
their opinion of me." Your friendly ex-  
pressions encourage me to think that  
I have attached too much importance  
to these representations, and at any  
rate the presentation of my final  
accounts affords an opportunity that  
I am not willing to forego of coming  
to a definite and I hope a satis-  
factory understanding.

Thanking you in advance for what-  
ever you can effect towards this end  
I am — truly yours W. P. Wall.

[1885]

To President Walker -

Dear Sir -

I have used such opportunities as were open to me to discover what it was that I had done, in the matter of the Millers' scholarships to incur the displeasure of the Corporation. Several reasons have been suggested to me, for it.

I. I have been told that the Corporation thought I pushed them too hard, and were disposed to resent it.

But all I did was to send them, in answer to a formal request for information, the facts they asked for. My first answer I made in general terms, leaving it to President Rogers, who was responsible for the whole undertaking, to explain and justify the particulars.

Gov W Rogers died six months afterwards, and it was nearly a year later that the committee to whom the matter had been referred made their report. This report showed that though it was the obvious wish and intention of the committee to carry out W Rogers' agreement with me, they had failed to understand the case in all its bearings, my letter, as I have said, not going into details. Their recommendation that the part of the money still to be raised should be paid into the Treasury was inconsistent with the main object which W Rogers and myself had had in view, the proper equipment of the Department of Architecture.

Accordingly, in October 1886, with your consent and approval, wrote a second and more explicit

letter, offering to pay over the money if they required me to do so, but showing that if they wished to sanction Mr Rogers' arrangements in full only one course was open to them, namely, to allow all the money raised for the Milton Scholarships to be spent for the collections. This the Corporation seem to have found conclusive and satisfactory, inasmuch as they forthwith established the Scholarship, ~~maintained~~, without even asking for the evidence that the money had really been raised and spent which I had offered to give.

But at the moment of giving me this additional mark of their confidence, intercourse with me was abruptly broken off, I was left to learn from common report that my twenty years' labor had at last been crowned with success, my letter remains to this day

man acknowledged and unanswered,  
and I am given to understand that  
the Corporation consider the matter  
of the Milton Scholarship to be none  
of my business. This at least is the  
only meaning I have been able to  
attach to the statement that they  
considered that they had to do not  
with me but with my subscribers.  
All this I am told is because the  
Corporation are indignant at my con-  
duct. I certainly have a right to  
know in what <sup>particular</sup> I have given of-  
fense.

II. This is the whole story of my  
intercourse with the Corporation  
on the subject except that in  
December 1884, acting under a  
misapprehension of their vote of  
the previous year, which I had  
interpreted in accordance with Mr  
Rogers' instructions to me, I addressed  
a letter to you on the subject which gave

to the Executive Committee <sup>at</sup> great, and, as  
it seemed to me, unnecessary offense, in as  
much as it assumed that the Corporation  
intended to carry out W. Rogers' intentions  
and to devote the whole of the Milton Schol-  
arship money to the equipment of my de-  
partment. This letter I had twice submit-  
ted to you for approval without your dis-  
covering, any more than I, that there was  
any thing amiss in it. I immediately  
withdrew it, however, and was assured  
by you as well as by the Secretary, that  
it was the same as if it had never been  
written. Moreover I explained how I  
had fallen into this misapprehension  
to him personally and to you in a let-  
ter written on the 4<sup>th</sup> of May, <sup>1885</sup> showing  
that I was not in the least degree re-  
sponsible for my mistake. I also wrote  
to W. Wheeler, who was responsible for  
it, reminding him that in March, 1883,  
immediately on receiving a copy of the  
vote of the Corporation promising to estab-  
lish the Scholarship as soon as I should  
make payment of the remaining \$2000.-  
I wrote to him, as chairman of the com-  
mittee who had reported the resolution,  
calling his attention to the ambiguity  
of its language, under the circumstances,  
but saying that I interpreted it as con-  
sistent with W. Rogers' instructions, upon

which the whole thing was based, and that if I raised the \$2000. - and spent it as the rest of the money had been spent. I understood that I should be paying it to the Corporation within the meaning of their vote. In this he apparently acquiesced, in as much as he answered the rest of my letter at length but made no allusion to this part, which, if I was in error was much the most important part of my communication. In calling Mr Wheeler's attention to this I begged him to exculpate me with the Executive Committee. But he did not think it necessary to do so.

I can hardly believe that the unfriendly attitude of that the Corporation appear to have taken up can be due to a recollection of this unfortunate letter, especially as in the letter which I substituted for it, dated Oct. 7. 1885, I offered to pay over the money if they insisted upon it, Mr Rogers' agreement with me, <sup>to the contrary.</sup> not with standing.

III. But the blunder into which I was led was after all a trivial one, an error of interpretation, not of conduct. Perhaps it is supposed that after the Corporation voted that I should "make pay-

news" of this \$2000.<sup>IV</sup>- I nevertheless, acting  
on this misunderstanding, now on and  
bought <sup>more</sup> things, but this is not so. The things had  
been bought long before. I had, while in charge  
of the department, in addition to \$2700.- of  
my own money that I had spent for various  
personal services, spent nearly \$5000.- for  
various articles which I had put freely at  
the service of my students, meaning ultimate-  
ly to leave them in the department if there  
was money to pay for them, and to remove  
them if there was not. \$2000.- worth of  
these things I expected to serve to the  
permanent use of the department and to  
reimburse myself, to that extent, for my  
outlay whenever the corporation should  
sanction Mr Rogers' scheme. When I con-  
ceived that they had done so I added that  
amount of goods to the catalogue of the  
Corporation's possessions.

Now can it be said that by betray-  
ing the fact that the money was already  
spent I put an improper pressure upon  
the Corporation, as if I had spent mo-  
ney in advance of an appropriation.  
If I had concealed the fact I might  
have led them into the position not only  
of repudiating Mr Rogers' agreement with  
me, but of forcing me to take a lot of  
books and photographs damaged



by twenty years' use in lieu of the \$2000.- to which, under that agreement, I was entitled. This would have been a great injury to the Department as well as a hardship to myself, and I had no right to put the Corporation in the attitude of inflicting this injury and this hardship unwittingly, though I was willing that they should do so with their eyes open, if they chose.

IV. It has been intimated to me that the Corporation believed that I had tried to force their hand, as it were, in another way, by sending to the Institute a candidate for the Milton Scholarships before they had determined to establish it, and that they intended by their coolness towards me to rebuke this presumption. There is no foundation for this charge. You will remember that as early as 1884 the school-committee of Milton were informally consulted in regard to the precise form which this benefaction should assume. This was done by your

VII. It has been suggested to me, finally, that the Corporation voted at last to establish the scholarships exactly as Mr Rogers had at first proposed, not from loyalty to him, nor because they saw that they were bound by his promises to me, but because, the money having been subscribed and the equipment bought, they saw no alternative, and that they were angry with me for putting them in a position where they were obliged to do what they did not want to, and relinquish for the benefit of the Department of Architecture the two thousand dollars they had voted into the treasury. They consider, it is said, that I virtually spent two thousand dollars in advance of an appropriation. I have endeavored to show that if they had the money in the treasury they would be morally bound to use it for this purpose, for it was for this that I originally offered to collect it. The device of a scholarship was merely a means to this end. But if they are not satisfied, and if this is the thing in which they think I have misbehaved, I am ready as I have always been to pay over the \$2000. - to the treasurer,

and mine, as my personal property,  
of \$2000.- worth of the material which  
I deposited at the Institute, for the  
use of my students, ten years ago.  
To this certainly no objection can be  
made. They cannot expect to have  
the money and the things too.

Whatever is the ground of the  
Corporation's displeasure, I think I am  
entitled to a clear and explicit state-  
ment of it. I was entrusted twenty  
years ago with a difficult <sup>mission</sup> ~~work~~ which  
I have discharged to the best of my abi-  
lity and they have accepted the result,  
though with every mark of disappre-  
bation. I think I have a right to  
know in what I have offended them  
and what will please them better.

I am the more solicitous to  
learn the real cause of their dis-  
pleasure in that I have taken spe-  
cial pains, throughout, to find out what  
course of conduct on my part would

be most acceptable to them. I have indeed done nothing except by the advice and consent first of Mr Rogers and then of yourself. Every letter that I have written has been submitted for approval, and not sent in until in form as well as in substance I had reason to believe in Mr. Good's care. More than this we were could do. I do not of course disclaim any responsibility for my own acts, nor ask you to share any blame they may deserve. But these facts enable you to testify that I have been entirely innocent of any intention of thwarting your wishes or those of the Corporation which you represented.

If the explanations I have made do not meet all the charges against me, or meet them inadequately, I beg that you will inform me, so that I may either do so to your satisfaction, or, if I find I have been unwittingly in the wrong, may make a proper apology. There is plainly a great mistake somewhere, and either I or the Corporation are much in error.

But I am in hopes that what I  
have said may suffice to show that  
the Corporation have had no real  
ground for displeasure.

The Schedules and Inventories,  
enumerating the objects bought and  
their prices, and accounting for the  
money that has passed through my  
hands, of which I was speaking the  
last time I saw you, are in a state  
of forwardness and nearly ready for  
presentation. They can be put in final  
shape as soon as I am finally as-  
sured whether it will not please the  
Corporation to have me exhibit £2000.-  
or £5000.- as spent for these collections,  
that is to say whether they do or do  
not cordially sanction the agreement  
made with me by Mr Rogers. On  
this point my letter of Oct. 7. 1885  
requires an answer.

I am, respectfully yours,  
William J. Ward

New York. May 21. 1886.

My dear General Walker -

Finding myself in Boston on Saturday afternoon for a few hours I took advantage of them finally to adjust a few odd ends of business at the Institute, and finding that you were at hand came in to make my final report, not understanding that festivities were in progress. But it was not worth while to call you from them on so small a matter, and I was glad this note instead.

It proved that after all our  
pains in drawing up the papers  
I sent you last summer, the list  
of books selected as my own share  
in the division contained several  
in the division contained several  
that were already in the library  
here and several that Mr Clark  
would have been glad to retain  
for the Institute, while there  
were several on the Institute list  
that he did not specially value.

We accordingly arranged for  
an exchange, under your  
assurance that any adjust-  
ment that was mutually sa-  
tisfactory to us would be accept-

able. I enclose a memorandum  
showing these exchanges, by  
way of note or correction to  
the lists sent you in July.

Among the things finally as-  
signed to my share are what  
fragments remain of a certain  
Lexiconary of Architecture, which  
has been in process of publication  
by a society in London for the last  
forty years. I am sure that a  
chief part of what has been com-  
pleted — as far as the letter P — has  
been in the Institute library. But a  
large portion cannot now be found,  
only the letters A · B · H · I · J · K · N · O have  
turned up and only about half the illus-  
trative plates. These I have taken in  
exchange for Nash's plates and some  
other things, with the understanding

that if at any time any further fragments are found they shall be sent to me presently.

These adjustments will I hope meet your approbation.

Yours very truly

P.S. Wm. W. W.

I have been hoping to hear something from you in regard to the reception of my accounts by the Corporation and in answer to my letter of last September, relating to them. I shall be greatly disappointed if this opportunity of establishing cordiality between the Corporation and myself, as suggested in my letter, should be entirely lost.



New York, May 29, 1888.

My dear General Walker -

Mr Clark has indicated which books he would be best pleased to have me take in lieu of those on my list which, as I explained in my note of a week ago, are to remain at the Institute. I accordingly enclose a final paper, by way of completing and correcting the record contained in those I sent you

I was much pleased to receive an imitation of the Institution's services for use to but it is impossible for me to get any form here at this time.

last summer. It is understood that if further fragments of the Architectural Publication Society's issues come to light they shall be sent me. The fragments I have are available only for scrap-books, however, so that it means very little of consequence whether they are few or many.

I am, truly yours  
Wm. G. Ware.

Fridy.

July. 27. 1847.

My Brother Horism -

Last night drank  
tea with Mr William  
Channing of London, who  
had just seen somewhere  
your pamphlet about the  
Crucifixion in Philosophy, for  
which he expressed great ad-  
miration, saying he should like  
to show his English friends that  
"some things could be done as  
well as others". To this end he  
wrote of course like a copy  
of the pamphlet, and this I  
ventured to say that I would  
obtain for him. He will be  
about here until the middle

of October, and I should much  
like some time to bring him  
to the Institute if I knew where  
you were to be found here.

It would be a pleasure  
to you both. Meanwhile if  
you will give me one of the  
pamphlets for him, or, better  
still, send it to him, in  
your own name he will  
be much delighted and my  
faith will be kept.

I have looked it over  
myself with great satisfaction. When  
my vacation begins I shall hope to  
make its better acquaintance.

Yours very truly  
W. P. Howe.

if you send by mail, address:-

Rev. Wm. H. Channing  
Brookline 1

London. Oct. 1. 1889.

My dear General Walker—

You will remember that when I came to see you<sup>a</sup> year ago, to ask what your good offices had been able to effect in modifying the attitude of the Institute authorities towards me, you said that you would have been glad to see more friendly relations established but that you found the adverse feeling so strong that you did not see your way to antagonize it. It seemed to me at the time that the only course left for me was to write a letter of protest and send it to each member of the Corporation, and so I said to you. But, on consideration, this seemed to me futile. Such bodies I know have little patience with written communications, and are simply bored by a grievance. They are apt to consider, moreover, that mutual courtesy forbids them to pass in review the action of their own committees. It is clear to me that unless some one of their own number cares enough for truth and justice to set me right with

2  
them, the misconceptions they have formed and the injustice they have consequently committed must remain uncorrected.

But you are yourself the only person in position to do this. You alone know all the facts. Everything that I have done or said in my relations with the Institute during the last eight years has been done with your previous knowledge and, with a single exception, under your advice and with your consent and approval. Even the letter in regard to the Milton Scholarship which the Committee objected to, and which I accordingly asked leave to recall, had been written and re-written under your eye without your respecting, any more than I did, that it was any way amiss. You can testify that I was always sedulously careful not to do or say anything that could give offence. I believed indeed that if they understood the facts they would see that only one course of action was open to them, but at the same time I was ready to do what ever they wished, if they were not convinced. They made no objection and took just the course I had indicated, but with every mark of displeasure and have ever since treated me with implied ingratitude and discrimination.

To this I have resigned myself as to an

3  
marvellous misfortune, though an irreparable one. But I cannot rest without making this final attempt to restore relations with men whom I served to the best of my ability for fifteen years, and in nothing more faithfully and laboriously than in the matters at which they have been so much displeased. They are the only people in the world with whom I have ever been at variance, the only people who have seriously complained of my conduct and rewarded it with slights. I am absolutely innocent of any intentional fault and am unaware of any serious error, — indeed in all the vicissitudes of this business I comforted myself with thinking that, however it came out, nobody could possibly find fault with my behavior, and that was all I really cared about. That, in spite of all my pains, matters should have resulted as they have, is a cruel disappointment, and one to which I cannot reconcile myself. I cannot help thinking that a word from you would suffice to lift the cloud, and I cannot believe that you will not be willing and glad to make the attempt.

This I say now, because I am hoping presently to get a year of rest, of which I find myself much in need,

and I do not want to go away without  
 first getting this burden off my mind, if  
 by any possibility it can be raised. It  
 is when I have least to do that it weighs  
 most heavily.

I will not intrude upon your time  
 at this busy season, unnecessarily. But if  
 you would like to see me I can come to  
 the Institute or to your house at any hour  
 you will name, tomorrow, Wednesday, if  
 you will send a line for me to the  
 Museum of Fine Arts. I shall be in  
 and out there through the morning, un-  
 til two o'clock.

I am — truly yours —

William L. Ware.

DRAFT OF A LETTER TO GENERAL WALKER. NOT SENT.

AUGUST 1888.

My dear General Walker:

I am much obliged to you for your kind letter of June 4th, and am glad to know that my arrangements in regard to the exchange of books seems to you generous and considerate.

I am the more disappointed that I should have had no reply to my appeal to you, last September, to use your good offices to establish in the Corporation a more friendly disposition towards me.

In this state of things I see no course but to address to you, for communication to them, a formal remonstrance against the careless, unbusinesslike and unfriendly manner in which, it seems to me, their committees have treated me ever since I left their service.

On resigning my professorship in the spring of 1881 I called the attention of President Rogers to several matters which were waiting for adjustment, and at his suggestion and in response to the formal request of the Corporation I made a statement of certain claims against them. These they promptly referred to a committee for consideration.

The first of these related to a certain sum of money which, as I stated, I had some years before found myself obliged to advance to one of my assistants through the neglect of the committee on the School to act seasonably upon my request for the necessary appropriation for his salary. I said that the Committee on the School had twice approved this claim, but that



the Corporation had twice thrown it out. The special Committee to which the matter was referred reported that they could find no warrant for my statements and the Corporation accepted their report. When I then pointed out that the whole story was to be found in the records of the Corporation and of the Committee on the School, I was told that a matter once passed upon could not be reconsidered unless I had newly discovered evidence to adduce. This I was fortunately able to furnish, and by the personal insistence of a member of the Corporation who interested himself in the matter I finally, after six years' delay, obtained the reimbursement to which I was entitled.

The second claim was for professional services furnished at the time the Gymnasium was built. This the Special Committee approved and the Corporation at once ordered it to be paid. In the spring of 1883 the money was sent me, all except about fifty dollars which was withheld, owing to an apparent difference between Professor Runkle and myself as to the terms of his original agreement with me,-- a difference which I was not asked to explain. Professor Runkle promptly wrote to say that there was no difference between us on the matter and that I was entitled to what I had asked for, but payment was refused and it is only now within a few weeks, that is to say after five years' delay, that I have been able to secure the payment of this trifling sum.

The third item was also a claim for compensation for professional services rendered so long ago as 1873, when I made designs first for a building to be erected where the new Institute building now stands, upon Clarendon street, and again for a building to be set upon the land granted by the State in the

triangular space opposite the Museum of Fine Arts. For the work upon the first of these buildings I made no charge, but the work upon the other was ordered by a building committee regularly appointed for this purpose by the Corporation and was carried to the point of obtaining estimates, by their direction and under their supervision. The building was in fact all ready to be begun, when interrupted by the financial crisis of 1873. The building committee had instructed their chairman to agree with me for the customary compensation for such services, (amounting to  $2\frac{1}{2}\%$  of the cost of the building, or about \$3000.) and the work was done under these instructions. It was understood between me and him that this should be paid me out of the appropriation for the building as soon as the work was actually begun. In 1881 the work was still in abeyance, and the scheme was never formally abandoned, until, in 1882, the Institute relinquished their claim upon the land in question in consideration of a considerable pecuniary indemnity. When in 1876 a similar transaction had been in prospect, President Runkle had asked for my account and counted it as a claim against the property. The special committee to which these claims were referred never consulted me on the subject or made any attempt to come to an understanding with me, but prepared a report disowning the claim. Of this report, through Mr. Rogers' kindness, I obtained a copy before it was presented, and wrote in reply fully meeting all its positions. Upon this, still without holding any communication with me, they reported that they had no hope of coming to an understanding with me upon the matter and they begged to be discharged from further consideration of it, an action which, taken without any attempt to come to an un-

derstanding, still seems to me to have been discourteous, unbusinesslike and misleading.

The matter was then referred to a new committee, who however, as their chairman informed me, found themselves largely controlled by the views of the first committee, which it seemed discourteous to disregard. This committee wrote me that they had recommended to the Corporation to pay me \$1000.-- or about a third part of the customary compensation for such services. To this I replied that if they would let me know what were their reasons for disputing the amount of my bill I was bound to believe that they would be as conclusive upon myself as they had been upon them. I was answered that the committees were appointed not to execute justice but to settle the thing, and that as they had already spent, as much time over the matter as they could be expected to, my request for an interview with them must be refused. If I was not satisfied I could appeal to the courts of law. Upon reporting this to you you kindly suggested that as the original letters and papers in the committee's hands were somewhat voluminous and perhaps confusing, it might be better to present my case in a consecutive narrative. This I accordingly did, rehearsing the facts and meeting one by one, every point that I could think of. Any favorable result from this was, however, unluckily prevented by its being referred to the same gentlemen who had already committed themselves against my claims and they reported, of course, to the same effect as before.

All this time I had not been able to find out on what ground they based their action. When I had asked whether they considered that the work had been unauthorized or that it had

not been satisfactory, or that my charges were excessive, the chairman told me that the committees had not gone into these questions, but had looked over the papers and, coming separately to the conclusion that \$1000. would be ample pay, had found no necessity for further going into the matter.

At a later date he wrote suggesting that at the time I did the work the Building Committee had been already discharged, so that their action was not legally binding upon the Corporation, and that I must proceed against them personally since they were acting in their individual capacity. Letters in my possession however easily disposed of this hypothesis, which meantime a member of the Corporation had been deputed, in a semi-official character, to urge upon my acceptance.

Finally, in answer to my urgent demand for information as to the ground upon which the Corporation stood, you wrote to me that they could find no evidence that the chairman of the Building Committee had ever executed the agreement with me which he was authorized to execute, and that in the absence of any agreement as to compensation the Corporation were free to pay what they thought the services worth. It was in vain that I urged that in twenty years' professional practice I had never made or known of a formal written agreement for such services, that the committees and myself had proceeded on the assumption of such an agreement, and that even in the absence of any specific contract I was entitled to the compensation which I had been in the habit of receiving for such services and which was customary among respectable practitioners. I also furnished a written statement from three of the oldest and best established architects in Boston that my claim was a proper one. I was

again told that if I was not satisfied I could appeal to the courts, but that the matter was not open to discussion, and that as there was nothing to arbitrate, it could not be submitted, as I had suggested, to the decision of a disinterested third party.

Of course I would not go to law and had no alternative but to decline the settlement offered. I could not accept, as payment in full, a third part of what I had reason to suppose my just dues, offered without a word of explanation. Although through all this discussion, I constantly took the ground that if I could once learn the real reasons of their refusal I was bound to believe that they would be satisfactory to me, neither the Corporation nor their committees nor any member of them ever made any attempt to come to a friendly understanding. The gentleman who, as I said, once came to me with an untenable proposition, was unable to say why my claim was objected to. All this seems to me unfriendly, unbusinesslike and tyrannical to the last degree.

The fourth and last matter which I had brought to Mr. Rogers' notice, and upon which the Corporation had asked me for information, was a scheme which Mr. Rogers had devised so long ago as the year 1866 for supplying the department of Architecture with the equipment, without the promise of which I had declined to accept the professorship to which I had been invited. He proposed that I should find somebody to give \$5000. to the Institute to found a scholarship, <sup>or</sup> a free place, and that the money should go to equip the department. This I consented to do. It was a labor I undertook in behalf of the Corporation

in order to enable them to fulfil their promise that the department should be properly furnished with apparatus of instruction.

This money I undertook to obtain from my neighbors in Milton, and to establish a scholarship for the benefit of graduates of the Milton High School. It was slow work and when the money was partly raised, considerable opposition to the scheme had arisen in the Corporation, and further operations were *necessarily* suspended. I now asked whether I was authorized to carry it out, or what was to be done in regard to the \$3000. that had been already raised and spent in accordance with Mr. Rogers' device. The Corporation finally gave a qualified assent to the plan and I proceeded to obtain the remaining \$2000. which at last was effect<sup>ed</sup> in the spring of 1885. I then wrote to you that I had done so, saying that if the Corporation were not content that this last \$2000% should be spent as the first \$3000. had been, to pay for the things which I had already, at my own charges, placed in the department, I would pay over the money to them, and remove the things.

To this communication I have never received any reply. Some months later, I was amazed to learn that the Corporation had established the scholarship according to rules upon which I had already informally agreed with the Milton School Committee, communicating directly with them. So eager had they been, apparently, to ignore myself and my concern in the business, that they had not even waited for the evidence I had offered to furnish that the money had really ever been raised by me. In answer to my question why they had practiced this discourtesy towards me at the moment when I had brought to a successful issue a difficult enterprise undertaken in behalf of the Corpora-

tion, you answered that the topic was too delicate to bear discussion. All I have since been able to learn from other members of the Corporation is that though a deliberate slight had undoubtedly been intended and I might naturally be indignant at the way I was treated, they too were indignant at the way I had treated them, and I had better let the thing rest as it was.

This I have been willing to do, for a season. I had reason to suppose that from whatever cause it had arisen this irritation against me was not general among the members of the Corporation, and that a chief part of them were in complete ignorance of the slight that had been put upon me, and would be ready, on occasion, to practice such courtesies and civilities as would suffice to remove from my mind the pain, and from the Corporation the reproach, of ingratitude and insult.

It having apparently been determined by the Corporation to leave the \$2000. I had last collected, in my hands, and to accept in its entirety Mr. Rogers' scheme of spending all the Milton Scholarship money for the equipment of the Department of Architecture,-- though as I have said, my letter never was answered, and I have to this day only hearsay information upon this point,-- it remained only to go over my papers and render an account of my stewardship. This would give an opportunity, which I anxiously hoped the Corporation would embrace, of closing the breach which, I could not tell how or why, had opened between us.

These papers I sent to you in June, 1887, showing that the \$5000. had been obtained during 20 years from 40 different subscribers and that it had been spent for the books, photographs, casts, drawings, etc. by means of which during twenty

years the instruction in Architecture had been carried on, and in return of which, when the casts were in 1876 transferred to the Museum of Fine Arts, the Institute was given a share in the conduct of that institution. Of these receipts and expenditures I furnished detailed schedules with careful vouchers. At the same time I furnished evidence of other receipts and expenditures to the amount of \$7000.-- money which, in addition to that obtained in Milton and assigned to the Scholarship, I had from time to time begged from my friends and the friends of the School and spent in the service of the Department. The same papers showed that I had also spent between \$3000. and \$4000. of my own money in the conduct of the Department-- in the absence of appropriations from the Corporation to supply its necessities-- and that I had placed more than \$2000. worth of books and photographs, my own property, at the disposal of the students, the chief part of which I had not yet removed. It thus appeared that besides the \$5000. begged for the scholarship, I, and my friends through me, had been benefactors of the Institute to the extent of over ten thousand dollars.

In enclosing to you this statement, in September last, I begged you to use your good offices in the interests of courtesy and fair dealing, and to see that by no chance should the votes of thanks customary upon the receipt of benefactions and the rendering of accounts be in this case omitted. A word of cordial good will was all I asked. This friendly service I thought I had a right to expect of you, since, as I pointed out in my letter, every step that I had taken in these matters for the last six years I had taken with your full knowledge, in advance, and every paper and letter I had written had been sub-



mitted to you before it was sent, and altered and corrected in accordance with your advice, so that in form as well as in substance it might be found unobjectionable. This did not of course make you responsible for any errors I might have committed, but it did give me a claim, I thought, upon your protection against misunderstandings and misrepresentations. It was itself the strongest proof that I had not intended to thwart the wishes of the Corporation.

But to this letter I have never had any answer, and so far as I am informed the Corporation have received the evidence of my services in their behalf in hostile silence.

Against this attitude, and against the whole course of conduct pursued towards me in these matters during all these years, by them and their committees, I now, in taking final leave of them, desire, as I have said, to enter my formal protest. I cannot think that this is the way in which a Corporation should treat the men who by entering their service put themselves into their power.

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W. R. Ware  
to  
General Walker  
Lieutenant  
M. I. T.  
Columbia, 1888

. . . he made an extended examination of European technical schools his knowledge of which proved highly serviceable in connection with the laying out of the engineering courses in the Massachusetts Institute of Technology then in process of organization.<sup>28</sup>

. . . While he was in Europe, during the years 1860-63, he collected information on technical instruction which in 1864 was used as a basis in planning the organization of the Massachusetts Institute of Technology. . . .<sup>29</sup>

*See note p. 4*  
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An even more interesting allusion is found in an unsigned "Memorandum of Conference with Prof. William Watson," dated June 11, 1902. It was undoubtedly written by Professor Harry W. Tyler as he prepared an article for the Technology Review on Runkle, who had just been appointed professor emeritus. Tyler's article appeared in the July issue, unfortunately <sup>O.K.</sup> as a biographical memoir, for Runkle 2.2 died on July 8 of that year:

Prof. Watson called in response to my request for material for the article on Professor Runkle. He stated that he believed his own experience in Paris at the École Centrale and the École des Ponts et Chaussées had an important bearing on the change of Prof. Roger's (sic) plans from the rather popular character

represented by the Objects and Plans (sic), to the more advanced work embodied in the Scope and Plan as subsequently carried out.<sup>30</sup>

There is a good possibility that this is true, given the differences in emphasis and approach in the Objects and Plan and the Scope and Plan. Nor can the influence of the requirements of the Morrill Act be discounted in this regard. Slowly the School of the Institute was beginning to acquire characteristics that would place it in direct competition with at least some "established institutions."

Watson would continue to contribute to the planning process, and he would also become a member of the School's first faculty. His years as a faculty member, his resignation in 1872, and the events surrounding his departure will be discussed in the context of that time.

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On February 10, 1864, Rogers reported that "several members of the Committee which he represented had been busily occupied with the duties incumbent upon them, but their labors had not yet assumed that definite shape prerequisite to the rendering of a satisfactory Report."<sup>31</sup> And on February 27 he assured the Government that a document would soon be ready, his statement perhaps intended to prepare them for a more "extensive plan":

Rogers's estimate of expenses for the School year 1866-67 ~~contained~~ contained a \$3,000 item for purchases abroad by Ware. Despite the lack of formal records for the Committee on Instruction prior to the fall of 1866 and <sup>no</sup> ~~lacking any mention~~ of it in the Government ~~records~~, it is clear ~~that~~ that the proposed expenditure was not approved.. ~~According to~~ <sup>insist</sup> ~~Ware~~ Ware would later ~~insist that Rogers had~~ refer to "a scheme which Mr. Rogers had devised so long ago as the year 1866 for supplying the department of Architecture with the equipment, without the promise of which I had declined to accept the professorship to which I had been invited.