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Correspondence, M.I.T., 1881-1889.

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M. I. T.
MATHEMATICAL LIBRARY.

BOSTON, APR. 10. 1881.
WILLIAM RIPLEY NICHOLS.

When we broke up in the Spring I told you all that though I was sorry to go, and you all seemed sorry 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

agree to fulfil my promise early
in the summer, but important
bodies move slowly, and it is only
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 anno-
uncements as soon as they can.

The new scheme divides the
work of the department into three
or four parts. 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 An-
chitect this last winter and
spring. He has charge of the build-
ing of Trinity Church for Messrs.

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Gantill 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. LeVang about the work to be done, get up the problems, and criticize 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. W. Cummings, W. Rotch, and W. Van Duzent have already given in their adhesion, and there are others on the list who have not yet been heard from. W. 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 Mr. Gross 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 construction, once a week, in architectural arithmetic and algebra, — that is to say in the calculations common in building, — which will be given, under Mr. 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

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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. W. 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-

temen 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 manage 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

W. R. Ware.

Dear Mr Nichols -

Here is a circular
letter, which it may per-
haps interest you to see,
which I have sent to
my last class.

I am glad to hear
that you are well, var-
ying that you are not
enough well for me to
see you before I go

A. J.

Mrs, always,

Sept. 12.

W. P. Ware

Boston. Dec. 3^d. 1883.
Fridays Walker -
Dear Sir -

I do not know whether
I succeeded in making clear
this morning that my bill
against the Institute for work
done at 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 Runkle, ap-
pointed by the Committee to

which it was referred, who
notified me that it had been ap-
proved, 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 a-
greed to wait for the prin-
cipal. This bill and letter I
found still in Mr Tappan's
hands a month ago. Turn-
ed over in a receipt for

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the money paid me in May last
with a memorandum of the
amount still due, and left in
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-
gettingfulness of the circumstan-
ces and of his previous admis-
sion of the other bill, and
partly laboring under a
misapprehension of the pre-
sent state of the case, su-

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based upon it that interest
should be omitted was from
Sept. 1874 as ~~the~~ ^{forth} bills claim-
ed, but from Jan. 1878. On
my calling his attention to
this, and to the inconsistency
between this and his pre-
vious action, he explained the
misapprehension under which
this grand judgment 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 suppose that there would

to 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 this is by the na-
ture of the case. The inter-
est accruing meantime has
the condoratoris, for which
I was willing to wait.
However, this first bill,

was the one appointed by the Con-
dition, no other having then in
existence. I cannot think they
will now do me the indignity
to cut it down without my
consent.

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

I am very respectfully yours
William R. Ware -

P.W. 35th Dr. June 8th
Dear General & dear Sirs
I beg to assure you that there is a good
little will in our private
names given out.
I beg to assure you

what had been done about putting the Reports into the shops, &
whether also if any steps have been taken about getting judicious
articles in the Newspapers & reviews. But I suppose if they are sure they will write them,
after a fashion, themselves.

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

Enter his good offices, as intermediary.
If you can remember just what hap-
pened in regard to this, I shall be
much obliged. Mr. Drayton of course
is 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
as Von Stosse, but that need not
prevail his unceasleness here.

I had a nice quiet evening
and was only sorry you could not
share it with us. After the
events 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
were

sending 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-
ting point, a turning point, and the
final condition of my affairs (but
itself will enough to that point of view).
It has been a pretty sober winter, cut off
from every thing and with plenty of time
to look back and see how shabbily life
had crept along, how mean and hurried it
had really been! A good deal of the humbug
has come from taking an uncalled-for
task, 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, nor to undertake more than
there is time or strength for any one
man to undertake when there is no
money for, health, or peace of mind,
and hopeful endeavor bring, 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-
ten 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 then vigilance, to
seize the passing occasion, and a clear
notion what one wants, so as to jink for
it. All this is my new found wisdom the
advice I give myself on 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 reju-
venating 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. For neither they nor I suggested that the young man had the slightest claim on the Corporation unless the scholarship was set at 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^V and that of the Wa-
rren. 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 scholarship 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 re-
ferred 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 as-
sistance 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 8. 1887.

President Walker

Dear Sir -

In accordance with my letter of
some weeks ago, I now enclose to you
the memorandum 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 contri-
butions, and shows that the money was
Spent for Casts, Photographs, Stained Glass,
Magic Lantern Slides, and Books, most-
ly imported from abroad, and for the
cost of their transportation.

Schedule B makes a similar ex-
hibit in regard to a fund of \$3960.60
contributed by others of my friends, in-
terested 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, Freight 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 each 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 \$1300.-

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, a 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 \$200.-

Finally comes a brief list of books and a somewhat longer list of drawings belonging to Mr. Setang, 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 moment.

I am very respectfully yours

William R. Ware

Lecturer 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 step 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, they are or 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 misconceptions 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 detailed, &c. &c. 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 established 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 offices 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 spokesman. You are the only person who can speak of his own knowledge. Besides, it is one of the beneficial functions of an executive officer to convert

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 ^{too much} 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
date 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 Wm P. Ware.

[1885?]

To President Walker -

Dear Sir -

I have met such opportunities as were open to me to discover what it was that I had done, in the matter of the Miller shareholders 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.

Bur 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.

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

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letter, offering to pay over the money if they required me to do so, but showing that if they wished to continue W 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 collectives. This the Corporation seem to have found conclusive and satisfactory, inasmuch as they forthwith established the Scholarship, ~~unreservedly~~, 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

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 ^{particular} 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, while 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 great, and, as it seemed to me, unnecessary expense, in as much as it assumed that the Corporation intended to carry out Mr Rogers' intentions and to devote the whole of the Melton Scholarships money to the equipment of my department. This letter I had twice submitted to you for approval without your discovering, 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 letter written on the 4th of May,¹⁸⁸⁵, showing that I was not in the least degree responsible for my mistake. I also wrote to Mr Wheeler, also was responsible for it, reminding him that in March, 1883, immediately on receiving a copy of the vote of the Corporation promising to establish the Scholarship as soon as I should make payment of the remaining \$ 2000.- I wrote to him, as chairman of the committee who had reported the resolution, calling his attention to the ambiguity of its language, under the circumstances, but saying that I interpreted it as consonant with Mr 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 excuse 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, in Rogers' agreement with me, notwithstanding

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 surprising that after the Corporation voted that I should "make pay-

ment^{IV} of this £2000.- I nevertheless, acting
on this misunderstanding, never ^{more} bought
things. But this is not so. The things had
been bought long before. I had, while in charge
of the department, in addition to £200.- of
my own money that I had spent for various
personal services, spent nearly £5000.- for
various articles which I had pur feely 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 seem 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 no-
thing in advance of an appropriation.
If I had concealed the fact I might
have led them into the position not only
of reprobating 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 Scholarship before they had determined to establish it, and that they intended by their coldness 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 special form which this benefaction should assume. This was done by your

It has been suggested to me, finally, that the Corporation need at least 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 didn't 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 initially 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 name, as my personal property,
£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 intrusted twenty
years ago with a difficult ^{mission} ~~task~~ which
I have discharged to the best of my ab-
ility and they have accepted the result,
though with every mark of disappro-
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
leave 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

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be more 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 it to be good cause. More than this we were compelled to 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 misconception 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 dispecusue.

The Schedules and Inventories, enumerating the objects brought into 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 assured 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 very respectfully yours-

Asturay D. Ward

New York. May 21. 1888.

My dear Everett Walker -

Finding myself in Boston
on Saturday afternoon for a
few hours I took advantage
of time 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 now send this note
instead.

2
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
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 adjustment
that was mutually sat-
isfactory 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
Dictionary 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 Clark'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

Wm. J. Ware -

I have been hoping to hear some-
thing 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 disap-
pointed if the opportunity of re-establishing
cordiality between the Corporation and my-
self, as suggested in my letter, should be
entirely lost.

New York, May 29, 1888.

My dear General Weston -

Mr Davis has increased
while books he would
be best pleased to have me
turn in lieu of those in
my list which, as I mentioned
in my note of a week
ago, are to remain at the
Institute. Accordingly
enclose a final paper,
by way of supplement and
correcting the record com-
menced in those I sent you

W. N. Dennis' work means to
receive an initiation to the So.
Society's impossibilities for me to
see at his time.

Last summer. It is under-
stood that if further frag-
ments of the Antislavery
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
course whether they are few
or many.

I am truly yours
Wendell R. Ware.

Fri.

July 27. 1877.

My dear Mr. Garrison -

I last night dined
tea with Mr. Wilberforce
Channing of London, who
had just come somewhere
from pamphlet about the
Crusoe in Philosophy, for
which he appears greatly
interested, saying he showed it
to show his English friends that
some things could be done as
well as others. To this end he
would have given me a copy
of the pamphlet, and this I
hesitated to say that I would
not do for him. He will be
about here until the middle

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

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

I have lived it over
myself with great relish & when
my vacation begins I shall hope to
make its other acquaintance.

Yours → B.P. Ware

Bethel Oct. 1. 1889.

My dear General Walker -

You will remember that when I came to see you ^a 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 such 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 neutral 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. Every thing 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 current and approval. Even the letter in regard to the Milton Scholarships 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 whatever they wished, if they were not convinced. They made no objection and took just the course I had indicated, but with every mark of disfavour and have ever since treated me with marked ingratitude and discourtesy.

To this I have resigned myself as to an

³ unavoidable misfortune, though an inexplicable 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 awarded it with slight. I am absolutely innocent of any intentional fault and am unaware of any serious error,— indeed in all the relations of this business I comforted myself with thinking that, however it came out, nobody could possibly find fault with my behaviour, 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,

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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 where 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 home at any hour
you will name, to-morrow, 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 very truly yours -

Caroline P. 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, un-businesslike 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, ~~or~~ 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 ~~re-~~ ^{almost} 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^{ed} 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 courtesy 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.

boxer, tried out several

days before he found one who would do it. He had to come to me to get me to sign the contract. I said, "Well, I'll do it if you will give me a good service and a good condition."

He signed the contract and I signed it. I got him a place to live in and he was to receive \$100 a week. I told him to go to the office of the New York State Service Bureau to get his card. I told him to go to the office of the New York State Service Bureau to get his card. I told him to go to the office of the New York State Service Bureau to get his card.

I told him to go to the office of the New York State Service Bureau to get his card. I told him to go to the office of the New York State Service Bureau to get his card. I told him to go to the office of the New York State Service Bureau to get his card.

W. R. Ward
Walker
18

. . . 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.²⁸

. . . 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. . . .²⁹

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 as a biographical memoir, for Runkle died on July 8 of that year:

O. K. 2.2
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.³⁰

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.

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."³¹ 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 ~~xxxxxxxx~~ 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 no 1866 and ~~lacking any mention~~ of it in the Government ~~records~~, it is clear ~~this~~ that the proposed expenditure was not approved.. ~~According to~~ ~~xxxxxx refer~~ ~~Ware~~ Ware would later ~~insist that Rogers had xxxxx 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.