

Robert College.
January 18th., 1935.

Dr. Henry Sloane Coffin,
President of the Robert College Board of Trustees.

Dear Dr. Coffin,

We, the undersigned, are apprehensive lest a wrong impression should have been made by the remarks of certain members of the group which met with you and Dr. Monroe on the morning of January 17th. These remarks may have seemed to be in contradiction to the opinions expressed in the statement presented to you on January 11th., in which we wrote, "We feel very positive that were the Budget made to balance theoretically by means of salary reductions the situation thereby created for the year 1935-1936 would be an impossible one". We are still of the opinion that the College will be reduced to a desperate plight and that the chances are overwhelmingly against our surviving such an ordeal. We beg that the gravity of the situation be forcibly presented to the Board of Trustees as a whole and that every avenue that may possibly lead to financial alleviation be explored.

If the Trustees are unable to secure financial assistance beyond the income at present available, we are ready to make a last concerted effort to carry the College through the emergency. It would be unfair, however, to place the responsibility for disaster, should disaster come, on those who will endeavor to carry on at the College in face of formidable odds. We feel that the Board of Trustees

should be ready to share the responsibility for a possibly unsuccessful
outcome of the attempt to operate on the basis of a balanced budget.

May we be allowed to say that it has been a delight to all
of us to have had this visit from you and Mrs.Coffin.Your quick and
sympathetic understanding of the situation and your inspiring
words of advice and comfort have brought us a measure of hope and
cheer.You have given us confidence that every possible effort will
be made to ensure a successful future for the College.

This carries our very best wishes to you both.

Respectfully yours,

L.A.Scipio

LA

F.L.Hewitt

H.L.Scott

H.H.Barnum

B.V.D.Post

L.S.Moore

C.E.Estes

A STATEMENT ON THE FINANCIAL CONDITION OF ROBERT COLLEGE AND RELATED PROBLEMS.

Submitted to Dr. Coffin by the senior American members of the Robert College Faculty.

We, the undersigned, have given the best years of our lives in the service of Robert College and each of us would regard the closing of the College as a major personal tragedy. We are ready to do everything within reason and to make every possible personal sacrifice to avert such a calamity. There are, however, certain inescapable realities in the local situation as well as in the financial state of affairs in America and the former must be faced squarely as well as the latter. We beg that the points of view expressed below be given the most serious consideration.

1. Certain Effects Of the Measures of Economy already Envisaged.

It seems that by drastic eliminations of teaching and administrative personnel and by suppressing child allowances (in itself a measure which will bring great hardship in many cases) it will be possible to save over \$40,000 and to reduce expenditure to within \$20,000 of the point at which the budget of 1935 - 1936 can be balanced. This \$20,000 deficit cannot be cleared away without a reduction of approximately 20% on the salaries of the personnel remaining. We believe it possible to make the saving of forty thousand dollars or more and still preserve enough public confidence in the College to enable us to continue to function. We submit, however, that further economies at the expense of salaries are out of the question at the present time. There are two reasons for this belief.

In the first place, a 20% reduction would mean that salaries as expressed in the currency of the country would in most cases be fifty per

cent below the standard of 1932. In many cases involving the loss of child allowances the reduction would be 60 per cent and over. To those who have to pay their own income taxes in addition to these various cuts the situation becomes grotesquely unbearable. Many families would not have enough left to meet the most necessary expenses, as, due chiefly to the burden of indirect taxation, the cost of living has risen considerably in the past year.

In the second place, salary reduction would lead to the resignation of valuable members of the staff, both American and Turkish. Public opinion, which is in a very sensitive state as regards the College, would be very adversely affected. The encouraging increase in new students which took place last September would give way to the most serious drop in enrollment we have experienced so far.

We submit therefore that so sudden and extreme an effort at economy would wreck the institution, and that a very desperate effort to secure funds with which to meet the deficit should be made. We feel very positive that were the budget made to balance theoretically by means of salary reductions, the situation thereby created for the year 1934-1936 would be an impossible one: the morale of the staff and students would be excessively bad, and there would develop a new actual deficit created by the inevitable flight from the College of both old and prospective students. We maintain, with a full realization of the personal and institutional issues involved, that it would be preferably to bring the work of the College to an abrupt close than to "peter out" miserably in a year or two.

2. Effect of Any Public Announcement of the Financial Situation.

We are strongly against presenting to the staff as a whole the state of the College finances. This would have an extremely depressing effect on everybody, and there would be no compensating results for the policy of putting all the cards on the table". The chief and most deplorable result

would be a broadcasting of the very serious condition in which the College finds itself. We believe that a public announcement of this sort would be in itself decisive in bringing an eventual end to the activities of the institution. The public at large would be convinced that we are on our last legs and there would be a repetition of what occurred in the autumn of 1933, i.e., an almost complete cessation of new enrollments and the loss of many old students. The staff should be convoked only in case there is some definitely encouraging word to be spoken. If it proves possible to carry on without salary reductions the staff could well be told that certain eliminations will be necessary due to the drop in the number of students but that salaries will be maintained at their present level. Anything less encouraging than this could not with safety be given public expression.

Respectfully submitted:

H.H. Barnum
 Professor of Mathematics-First Appointed

B.V.D. Post
 College Physician-First Appointed

L.S. Moore
 Dean of Arts and Sciences-First Appointed

C.E. Estes
 Professor of Music-First Appointed

H.L. Scott
 Principal of the Academy-First Appointed

L.A. Scipio
 Dean of the Engineering School
 First Appointed

F.L. Hewitt
 Professor of English
 First Appointed

QUESTIONS AND PROPOSITIONS REGARDING THE FINANCIAL CONDITION OF
THE COLLEGE.

1. (a) Will the Trustees insist on a balanced budget for 1934-35 ?

or

(b) Will the Trustees consent to the sacrifice of a substantial portion of the capital funds in order to keep the college alive until times are better?

2. If drastic measures are taken to present a balanced budget for 1935-36, is there not danger of a collapse of confidence so great that the vicious circle of fewer students --necessitating still greater economies--resulting in still greater loss of confidence will begin again at an accelerated pace and result in a final closing of the college?

3. Is it not true that the reality of this danger is evidenced by our experience of 1933-34? Granted the necessity of the drastic salary reduction for that year, is there any question but that it seriously damaged the confidence of the public in the future of the institution and the morale of the teaching force and of the student body? Statistics of registration give an unequivocal though partial answer to the question.

The difference between '31-'32 and '32-'33 was -66

Between '32-'33 and '33-'34 it was -119

Between '33-'34 and the registration of this autumn the difference is so far -55

On October 25th 1933 the number of new students was 65 .

This year by the same date it will be 85 .

In the Academy in September 1933, 33 old students who might have returned failed to do so, representing a falling off of 11% . This year

give up a sum from the endowment sufficient to carry the college for two or three years more? They would be right in stipulating: "This far we'll go and no further. If at the end of the trial period, the financial prospect is no brighter and conditions generally are unfavorable, it will be our sad duty to close the college."

H. L. Scott.

October 29, 1934.

10 old students failed to return, a falling off of only 4%.

4. Is it not a fact that part of the saving effected by reduction of salaries in 1933-34 was offset by the consequent loss in students? Would this not happen again if the measure were to be repeated?

5. Is it not clear that the wise measures of salary restoration and reinforcement of the American personnel effected by Dr. Monroe and the Trustees this past spring and summer have had as direct consequences restoration of confidence, increase in new students, and a return of the old in greater numbers, and a very helpful improvement in morale of teachers and students?

6. Is it not a fact that large reductions and economies have gradually been effected? (For example since 1932, we have reduced the number of full and part time Academy teachers by 32, a reduction of 50%)

7. Considering the persistent and ever-increasing obstacles to the making of a balanced budget, over which we have no control i.e. decrease in income from invested funds, fall in the dollar, decrease in number of students, have we not done almost everything for economy short of committing institutional suicide?

8. Is there not a fair prospect that with continued economy and with a continuation of the up-turn in student enrolment, the budget could be balanced say within two or three years' time without drastic measures which will endanger the life of the college? In the meantime there is a possibility of a break in our favor--an improved income from our investments, or a rise in the dollar or both.

9. Therefore would not the sacrifice now, if such is possible, of some capital funds be the wiser policy; is it not the sole means of making eventual recovery and an eventual sound financial situation possible?

10. Therefore should we not try to persuade the Trustees to decide to

Boğaziçi Üniversitesi

Arşiv ve Dokümantasyon Merkezi

Kişisel Arşivlerle İstanbul'da Bilim, Kültür ve Eğitim Tanıtımı

Scott Ailesi Koleksiyonu



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