October 21- 1897.

Keep
asked

MRS. DARRAGH De LANCEY
52 PINE STREET
WATERBURY
CONNECTICUT

Dr. S. W. Stratton,
Cambridge- Mass.,
Dear Dr. Stratton:-

After thinking over our interview of October the eighteenth I have a lurking fear that you may have partly misunderstood my purpose- and the facts presented- May I briefly summarize.

In 1890. Darragh de Lancey went to the Eastman Kodak Co. as a mechanical engineer. About 1892. He was put in charge of film manufacturing. He succeeded a man who tried

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CONNECTICUT

to wreck the company-

1892-1896 Darragh de Lancey was single handed as the only technically trained man at Kodak Park. He directed and supervised mechanical engineering problems, electrical engineering problems and was Works Manager at Kodak Park.

MRS. DARRAGH De LANCEY
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WATERBURY
CONNECTICUT

1896-97-98 D. de Lancey organized the first Technical Staff for the Kodak Co. Three members of that original group of Technology men are still with the company. All hold responsible positions.

The pioneer proved to be a good judge of men. de Lancey was the man who assigned to these new comers their first problems. He had chosen

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the men who later became valuable. All credit is due them.

In his radio speech of January 19-1926 Mr. Eastman sufficiently identified de Laney as the pioneer. It is also made clear that the experiment made in 1890- with the young mechanical engineer --- with red blood in his veins --- and with red hair turned Mr. Eastman's attention to the value of the training given at Massachusetts Institute of Technology. We all know the rest

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material advantage which this interest has brought to Technology.

It would seem a fair inference, that the institution which was able to train a man whose natural abilities combined with the training - could add so greatly to its reputation, might be rather proud of its handiwork - Likewise it seems a fair inference that some way could be devised to assure such a man

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that his Alma Mater recognises that he made good in his profession. This would seem to be possible in some way that would not offend either the donor of the huge endowment, nor the men who have succeeded the pioneer.

Yours truly,

Harriet Gallup de Lancey

M. I. T. 1894 - Course V.

deL

October 26, 1927

Mrs. Darragh DeLancey
52 Pine Street
Waterbury, Connecticut

Dear Mrs. DeLancey:

I beg to acknowledge the receipt of your letter of October 21st confirming your personal statement to me a few days ago. In reply I would say that I fully appreciate the work that the graduates of the Institute have done in the past and are still doing to maintain its high reputation, but as yet the Institute has not worked out a plan of rewarding those of special distinction.

Yours sincerely,

President

"The White Mill"
Silver Mine R.F.D.
Norwalk, Conn.
Sep 7th 1928

President,
Mass Inst of Technology,
Worcester,
Mass.

Dear Sir: Can you tell me in what measure, if any, we are indebted to archeologists for our modern knowledge of Medicine, Engineering, Geometry, Astronomy, Physiology, Mechanics; and could our modern engineers duplicate the pyramids?

Have archeologists been the source, in any way, of any modern scientific facts?

Very truly
Arthur W. Eaton

Eaton

September 10, 1925

Mr. Arthur W. Eaton
Silver Mine R.F.D.
Norwalk, Conn.

Dear Sir:

Replying to your letter of September 7th regarding the question as to what measure we are indebted to archaeologists for our modern knowledge of Medicine, Engineering, Geometry, etc., I would state that knowledge in all these branches has been a gradual growth from a remote period. The actual amount of knowledge received from ancients as compared with what we know today, is very small, but represents great knowledge at the time it was developed.

A modern engineer would find no trouble whatever in duplicating the pyramids so far as the quarrying of the stone and the erection of the structure is concerned. Modern mechanism would do the work in very much less time, and with little difficulty. The principal point in favor of the ancients was the great abundance of labor. Whether our modern labor saving machinery would make up for the cheapness of labor in those days would be an interesting question for someone to work out.

I think archaeologists have found out how many things were done by the ancients, and it is remarkable how much was done in those days without modern machinery. However, machinery is generally developed as a result of the expense and scarcity of labor, of which there was an abundance in those days.

Sincerely yours,

SWS.E

President

March 9, 1931

Mrs. Ellen H. King
Walker Memorial
Cambridge, Massachusetts

Dear Mrs. King:

During the years that I have been at the Institute, I have not been unobservant or unmindful of the quiet but effective part you have taken in making the Walker Memorial more than a common meeting ground for the sutdents, or more than a place for them to eat, or to spend their leisure moments in reading and recreation.

I know of the friendly counsel and motherly advice you have given to many of the boys, and that you have exerted a continuous and helpful influence on them, and in this way have supplied something which those in more officialsrelationships could not give.

Many young men go away with grateful and happy memories of this kindness and personal interest which you have shown, regardless of race, creed, or social opportunity. It is not forgotten, for not a few among the alumni away from Boston ask me about you, and if you are still as

interested in the boys. Your service to them has been carried on so quietly that it has not always received the attention it has deserved, but I wish to take this opportunity to give you my personal thanks, and to tell you of my real appreciation.

Yours sincerely,

SWS

Please return -

Dear Dr. Stratton,

Your letter which I found upon my desk with the morning delivery of newspapers and periodicals, was opened with the expectation of finding a request for a book or other incidental of my work, my reaction was very great when I read it. I had to exercise strong self control to go on with my work. I refrained from reading it a second time until I reached home at night - now I have read it many times and I am very happy to have won such a tribute from the highest authority in Technology. My home and the Institute of Technology have been the world in which I have lived with almost no other interest. A little more than forty years ago, my life was suddenly changed from a small protected home, to one of public service and business relations, the methods of which I knew nothing. I must have failed had it not been for the kindness I received in the first years of my work. I have a deep reverence for the memory of General Walker whose kind courtesy always inspired me to do my best. I have never received other than kindness from members of the staff of Technology and from two members, both which gave me much encouragement in time of need.

Professor Prichard Lodge who in the minutes was assistant to Professor Prichards, spent many hours in the evenings instructing me in the intricacies of book-keeping and cash balance - As I did active service in the lunch room during the day. I had to work after hours in preparation, making menus, writing orders - there was but one telephone which could be used only in case of urgent necessity - Later when I was transferred to the Pierce Building, Professor Landis head of the Department of Architecture gave his permission to allow my daughter to draw in the Life Class under Professor Brown once each week during her entire four years in the High School. In all the years it has been the students who have given me the deepest interest and pleasure - the freshmen were the most responsive - In the earlier days they were shy - more awkward but the coming to Technology was a great adventure - advancement was much slower, entertainment was a reward - To-day it is a matter - of fact - The freshman of to-day is more sensitive. it is often a hard struggle to make the record term - not because the work is too hard but because of the difficult adjustment to a new environment - it is hard for them to realize what a wonderful fortune it is to be guided and directed for four years under Technology - there is a much greater disparity of interests - the students of to-day find pleasure in their work but as graduates they are always ready to praise and give credit to Technology - I have the utmost gratitude for all that it has done for me - your letter will remain a precious possession -

59 Common Street
March 16" 1931

Sincerely, Ellen D. King.

COPY

THE UNIVERSITY OF CHICAGO

Ryerson Physical Laboratory

March 13, 1924

Mr. Van Rensselaer Lansingh
100 East 42nd Street
New York, N.Y.

My dear Mr. Lansingh:

I remember you very well as one of my old classmates in the early days of the University.

I think you are quite right in your feeling about the Physics Department at the Institute. I am glad that you are interested in the work at the Ryerson Physical Laboratory here. You ask for some notion of the sort of work we are doing. I happen to have a carbon copy of a report which I recently submitted to President Burton. It is the only copy I have, and I must ask you to return it, but you will, I think, be interested in it. We have quite a number of students doing work for the Master's degree who are not included in this list. In all there are about thirty students doing research in our Physics Department at the present time, and in addition a good many important pieces of work which are being conducted by members of the Physics staff.

By far the best man you could get for the Institute is Professor W. F. G. Swann. He came to us from the University of Minnesota where he had been for about three years. He is decidedly brilliant in both mathematical and experimental physics and very prolific in ideas. I am sorry to say that he is planning to leave us to go to Yale next fall, but I feel pretty sure that the Institute could get him away from Yale if it offered him the headship of the Physics Department with suitable opportunities for research. His salary at Yale is to be seven thousand dollars, and he has been promised that it will be increased to eight thousand dollars before long. He is very brilliant young man, not yet forty years of age, and I think you could get him if you went after him some time next winter. He would probably feel that he ought to stay one year at Yale as he did here.

Be sure to come out and see us when you are in Chicago. We shall be very glad to welcome you here.

Very truly yours,

(Signed) Henry G. Gale.

Report on Investigations in Progress in the Ryerson Laboratory

I - Investigations by members of the faculty.

Messrs. Michelson and Gale have completed preliminary tests on their ether drift experiment which was designed to ascertain whether or not a beam of light travelling in a closed circuit on the earth's surface experiences a drag as a result of the earth's rotation. The preliminary experiments have shown that the difficulties of the measurement can be surmounted sufficiently to warrant the test on a larger scale which will be carried out in the spring.

Mr. Compton is continuing experiments designed to test his quantum theory of the scattering of X-rays, according to which, X-rays occur in concentrated units of energy, each of which is scattered by an individual electron. His spectroscopic measurements have shown a change in ware-length due to the scattering process which agrees with this theory, and he is preparing to examine the electrons which recoil from these scattered X-rays. These recoil electrons were predicted by his quantum theory, and have recently been observed by others, but have not yet been subjected to quantitative measurement.

Mr. Dempster is continuing his investigations on positive ray analysis. These experiments have revealed the fact that many of our so-called chemical elements are really mixtures of isotopes; i. e., substances having the same chemical properties but different atomic weights.

Mr. Kannenstine is carrying on further investigations on metastable helium. The process of electronic bombardment occurs when an electric arc is generated in helium, and some of the atoms have been found to be thrown into an abnormal (or meta-stable) state which persists for a time of the order of 1/100th of a second. This phenomenon is of fundamental importance in connection with our notions of atomic structure. It has caused considerable discussion within the last year, and Mr. Kannenstine is at present concerned with pursuing some of the finer points with regard to it.

Mr. Lemon has three investigations in progress. (1) By subjecting a tube containing helium gas to a bombardment of electrons of high current density a

spectrum has been obtained which is identical with that obtained by Merton by the use of carbon electrodes and thought by him to be produced by the carbon. The fact that this type of spectrum has now been obtained under conditions in which no large quantity of carbon could possibly be present, shows that its origin may be sought in other causes. (2) Concerns itself with the spectrum of helium in a tube in which the greatest care has been taken to remove all impurities with the possible exception of Krypton. The spectrum nevertheless, has shown the presence of lines which do not correspond to those predicted by the quantum theory and whose presence therefore calls for some modification of that theory in its application to the helium atom. (3) A new type of spectrum has been found in a tube containing pure hydrogen. The peculiar feature is that it is continuous. The color of the tube suggests a mixture of green and violet and photo-metric measurements on it are in progress.

Mr. Monk is assisting Mr. Gale in an investigation of the spectrum of a mixture of helium and flourine and in the further study of the spectrum of flourine itself. He is also continuing his precise measurements of wave-lengths by methods of optical interference, especially in the extreme ultra-violet where standards are lacking.

Mr. Swann is carrying on two researches; (1) the investigation of the residual ionization with altitude by means of an apparatus of weight sufficiently small to be carried by small balloons to altitudes from 15 to 20 kilometers. The importance of the investigation lies in the light which it throws upon the radiations which are supposed to enter our atmosphere from the outside and are responsible for some of the phenomena of atmospheric electricity. (2) the development of a theory of the possible relation between gravitation and terrestrial magnetism. This work is of a mathematical nature and is not capable of brief presentation in non-mathematical terms.

Mr. Taylor has been engaged upon an attemptto determine whether the light emitted in a magnetic field by incandescent iron is polarized. The interest

of this investigation lies in the fact that such a state of affairs would be intimately bound up with, and would lead to definite conclusions regarding the electronic motions occuring in the iron atom. He has also collaborated with the Department of Geology in the development of new type of apparatus for crystallographic analysis.

II - Investigations by National Research Council Fellows.

Mr. Morse is continuing his investigations on crystal structure by means of X-rays particularly in relation to the structure of organic components. The importance of this work resides in the fact that it gives us an actual picture of the molecule and points the way to a more thorough understanding of those processes of organic chemistry which the chemist has discovered.

Mr. Thomas is concerned with a mathematical-physical problem pertaining to the theory of relativity particularly in relation to the interpretation of what in the older physics are known as the various types of forces responsible for the motions of electricity, matter, etc.

Mr. Zanstra is engaged in an investigation in mathematical physics, particularly in relation to an endeavor to reconcile the quantum theory with the older wave-theory of light.

III - Researches by Graduate Students.

The photo-electric effect which is concerned with the emission of electrons from substances under the influence of light, and whose bearing upon the theory of atomic structure is of fundamental importance, is under investigation from several standpoints. Mr. Woodruff is investigating the cause of the apparent disappearance of the photo-electric effect which has been found by former observers as a result of heating the surface, and has shown that the effect of this treatment is merely to shift the range of wave-length for which the surface is sensitive to light to that region of the spectrum which is unable to pass through the quartz window of the apparatus used.

Mr. Briggs is investigating the peculiarities of the photo-electric ef-

fect of metallic films which are so thin that the phenomena may be regarded as intermediate between those which would hold for the metal in bulk and those to be obtained for the individual atom.

Mr. Akeley is continuing his experiments on the effects of occluded gases in controlling the photo-electric emission from the surface of sodium and potassium. A complete understanding of the conditions which determine the ease with which an electron can escape from a metal through its surface is very essential, and such definite modification of those conditions as is afforded by the occlusion of gases of known nature is likely to afford valuable information upon the subject.

In the photo-electric effects in gases and vapors we have the phenomenon presented in its simplest theoretical form, but unfortunately the experimental difficulties concerned with this field are considerable. Mr. Lawrence is engaged upon an investigation of how the number of electrons emitted under given conditions varies with the frequency of the light in the case of potassium vapor.

A number of investigations in spectroscopy are in progress. In former work under Mr. Gale's direction the technique of handling active gases for spectroscopy was developed and perfected in the Ryerson Laboratory, and, as a result of this, it has been possible to extend the work on these gases in several directions. Mr. Garragan is commencing an investigation on the Zeeman effect in flourine; i. e., the effect of a magnetic field on the spectrum lines corresponding to the light emitted by the incandescent gas.

Mr. Blackburne is beginning an investigation on the spectrum of carbon tetrachloride.

Mr. Hoag is attempting to obtain the so-called double ionization spectrum of lithium, which is of considerable interest in the theory of atomic structure, since the nature of this spectrum is intimately bound up with the structure of the lithium atom.

Mr. Watson is making measurements of the band spectra of certain components.

In so far as the nature of the band is determined by the mechanical characteristics of the molecule in a manner which is predicted by the quantum theory of atomic structure, an examination of band spectra reflects information on the structure of the molecules concerned.

Mr. McDonald is engaged upon a precision determination of the electrical conditions of ionization corresponding to the emission in pure hydrogen of the series lines or the atomic spectra, the secondary or molecular spectra, and the continuous spectra.

Mr. Merrymon is engaged upon an investigation of the variation of the spontaneous ionization of gases with pressure. Former experiments have indicated that the materials of the walls of the inclosing vessel may play an important part in the results obtained, and Mr. Merrymon is extending recent experiments in this field to vessels made from varying materials.

A new apparatus for continuous recording the atmospheric potential gradient has been devised and tried out in the laboratory and is now installed at Winona where it is being operated by Sister Bertrand, one of the graduate students of the Department.

Mr. Hilberry is engaged upon a re-determination of the constant of gravitation by the employment of the principles of Mr. Michelson's interferometer. He is planning to measure the deflections resulting from the attractions of gravitation to a higher precision than has been heretofore accomplished.

Mr. Pagliarulo is examining the conditions which govern the electro-magnetic oscillations of a circuit emitting wireless waves of very short length. Theories of such circuits have been developed in such a way as to involve rather artificial considerations, but Mr. Pagliarulo has found that by taking due account of the properties of the amplifying tube, the features of the oscillations produced may be accounted for in a simple way.

Mr. Bowman is trying out a scheme for obtaining a so-called square electromagnetic wave with a frequency of the order of 100,000. An apparatus for producing such a wave would be of great value in certain measurements of the velocities

which ions acquire in an electrical field.

Mr. Mrashall is carrying out, for mercury, experiments analogous to those carried out by Mr. Kannenstine for helium and referred to above.

Mr. Rusk is investigating the conditions which govern the combination of hydrogen and potassium in a potassium electric arc of low voltage. The interest of this problem lies in its bearing on the conditions necessary to initiate chemical combinations.

Mr. Terry is examining the causes responsible for the decrease in fluorescence-activity exhibited by zinc sulphide after prolonged stimulus by light. Considerable discussion has formerly taken place as to whether this phenomenon is the result of a chemical change or whether its cause is to be sought on other grounds. Mr. Terry's experiments seem to show that those crystals which have suffered any fatigue on account of the light have suffered a complete loss of their power to fluoresce.

Apart from the work of members of the faculty and the National Research Council fellows, three investigations are in progress in mathematical-physics. One bt Mr. Constantinides on the theory of absorption of electrons in passing through matter; another by Mr. Fang on the theory of specific heats of solids in its relation to the quantum theory; and a third by Mr. Jacobsen on the electro-magnetic radiation emitted by an electron when stopped with extreme rapidity.

In the field of X-rays Mr. Woo is studying the index of refraction of X-rays, as a function of the wave-length of the X-rays and the nature of the regracting medium, by the method of total reflection. This is the first systematic investigation of this field which will have been made.

Mr. Rabinov is attempting to measure the wave-length of X-rays by diffraction through mechanical slits and ruled gratings. The experiment, if successful, will remove the last vestige of doubt regarding our knowledge of X-ray wave-lengths. Preliminary trials give promise of a successful conclusion of the experiment.

Mr. Beets is making, by an X-ray method, exact measurement of the angles between the faces of calcite. The present uncertainty of these angles makes somewhat un-

certain our knowledge of the distance between the layers of atoms in calcite, and hence also the wave-length of X-rays.

Mr. Bearden is beginning an experimental study of the time interval between ionization of an inner atomic orbit and the omission of X-rays from this orbit.

Mr. Simon is studying the construction of static machines, as a means of obtaining very high voltages.

OFFICE OF THE PRESIDENT

September 17, 1919.

Mr. William E. Mahony,
Riorden Paper Company,
St. Jovite, Quebec, Canada.

Dear Mr. Mahony:-

The mysterious "Mr. Smith", who has already contributed nearly $7,000,000 to Tech., now agrees to give an additional $4,000,000 provided other friends of Tech. raise an equal amount. Technology has come through the War with greatly enhanced prestige and vastly greater opportunities. Bright young men are flocking to her from all parts of this country, and of the world. To fit them for usefulness and leadership, they must have the best training possible and this costs more than ever before. The students' fees are already the highest in the country and should not be further increased. $8,000,000 at least must be added to Technology's endowment to meet her pressing needs. Generous "Mr. Smith" offers to give one half of this amount if we obtain the other half. He expects every Tech. man to rise to the occasion and to place his Alma Mater in a unique position among the schools of its kind in the World. Realizing the loyalty of the alumni, I have guaranteed to meet Mr. Smith's proposition, and to this end I have appointed to work with me a committee consisting of:-

Charles Hayden
Edmund Hayes
Otto H. Kahn
Everett Morss
Charles A Stone
Theodore N. Vail
Coleman duPont, Chairman

These busy men have pledged themselves to give their untiring efforts and influence to raise this $4,000,000. I feel that not alone Tech. men, who have benefited from their Tech. education, but also large industries that have profited from the services of Tech. men, should assist in making this campaign a success. I earnestly urge, therefore, that regardless of what you may be able to do personally, you will promptly fill out the enclosed blank, giving me the names of those men, whether that are Tech. men or not, who you believe would assist us; advise the best method of approaching the men whose names you give; and further help me in any way you can to carry on this campaign and secure the needed money.

You will realize this is of tremendous importance to your Alma Mater and to the nation. In view of the fact that Mr. Smith requires us to "make good" by January 1st, I shall greatly appreciate your prompt cooperation. Please reply without delay.

Yours sincerely,

Richard C Maclaurin

MASARYK ANNIVERSARY CELEBRATION COMMITTEE

Elliott S. Norton, Chairman

136 W. 44th St., New York

September 14, 1928.

My dear Dr. Stratton:

The undersigned, author of the article "Masaryk in America and Since" is leaving shortly for Prague to visit his distinguished war chief Dr. Thomas G. Masaryk, President of Czechoslovakia, on an errand shown in the accompanying letter.

While calling on Pres. Nicholas Murray Butler of Columbia University who was active in war work in support of Dr. Masaryk, the thought developed that a greeting might be prepared which would be much appreciated by Professor Masaryk (as he prefers to be called) if the undersigned whose association with him is given in the enclosed pamphlet, were to call to the attention of the Presidents of our leading American universities and others known to be interested the following facts: The year 1928 is Dr. Masaryk's 80th Anniversary and October 28th is the tenth year since the signing in America of the Czechoslovak Declaration of Independence.

Dr. Butler wired me as follows:

"Elliott S. Norton - Secretary Mid European Union
136 W. 44th St., N.Y.

Please convey to President Masaryk most cordial congratulations on tenth Anniversary and warmest personal greetings recalling his well remembered visit here.

Nicholas Murray Butler."

As I shall be sailing within a week, I write to inquire whether you care to honor one of the distinguished figures of your profession by an appropriate night letter telegram along the general lines of Dr. Butler's message. Telegrams received after my departure will be relayed to me at Paris.

Very truly yours,

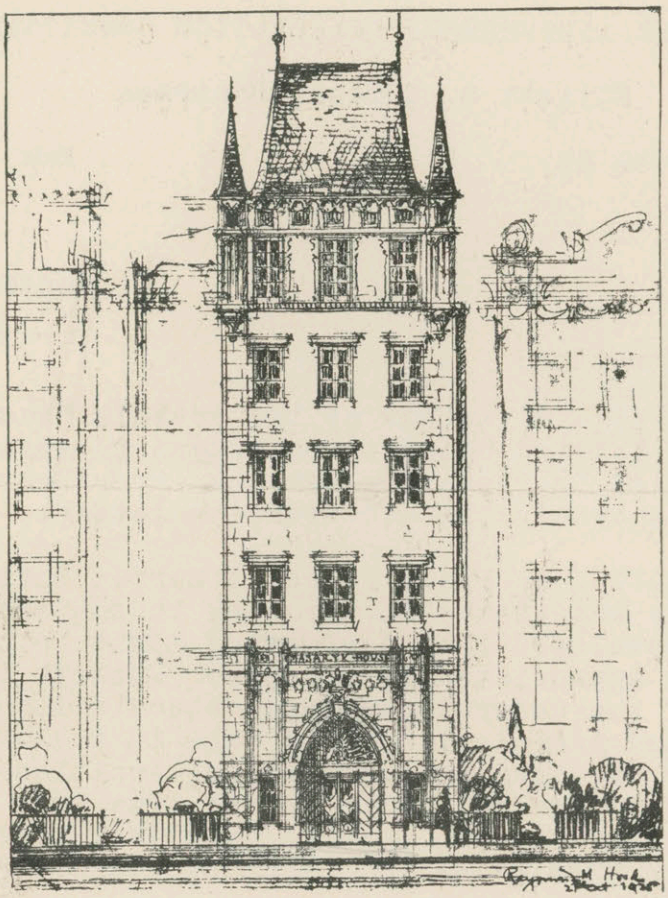
Elliott S Norton

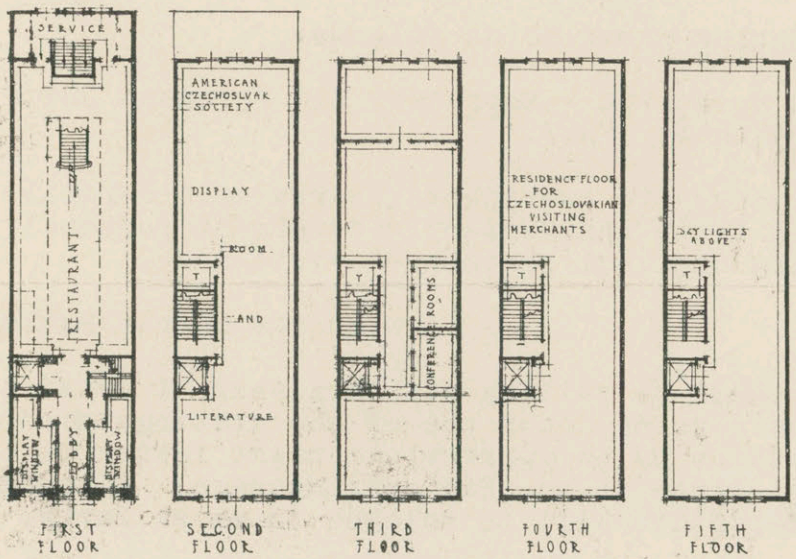
Elliott S. Norton
Former Secretary Mid European Union.

Dear Pres. Sam
Greetings from war days at Washington. Have not seen you since. I want your wire on this especially because of the technical students of Czechoslovakia Also join organization Norton

OVER

This building will be erected in a prominent location in New York. Organization memberships are $10. Supporting memberships $5. First year only. Association will be self-supporting thereafter.E.S.Norton





MASARYK HOUSE

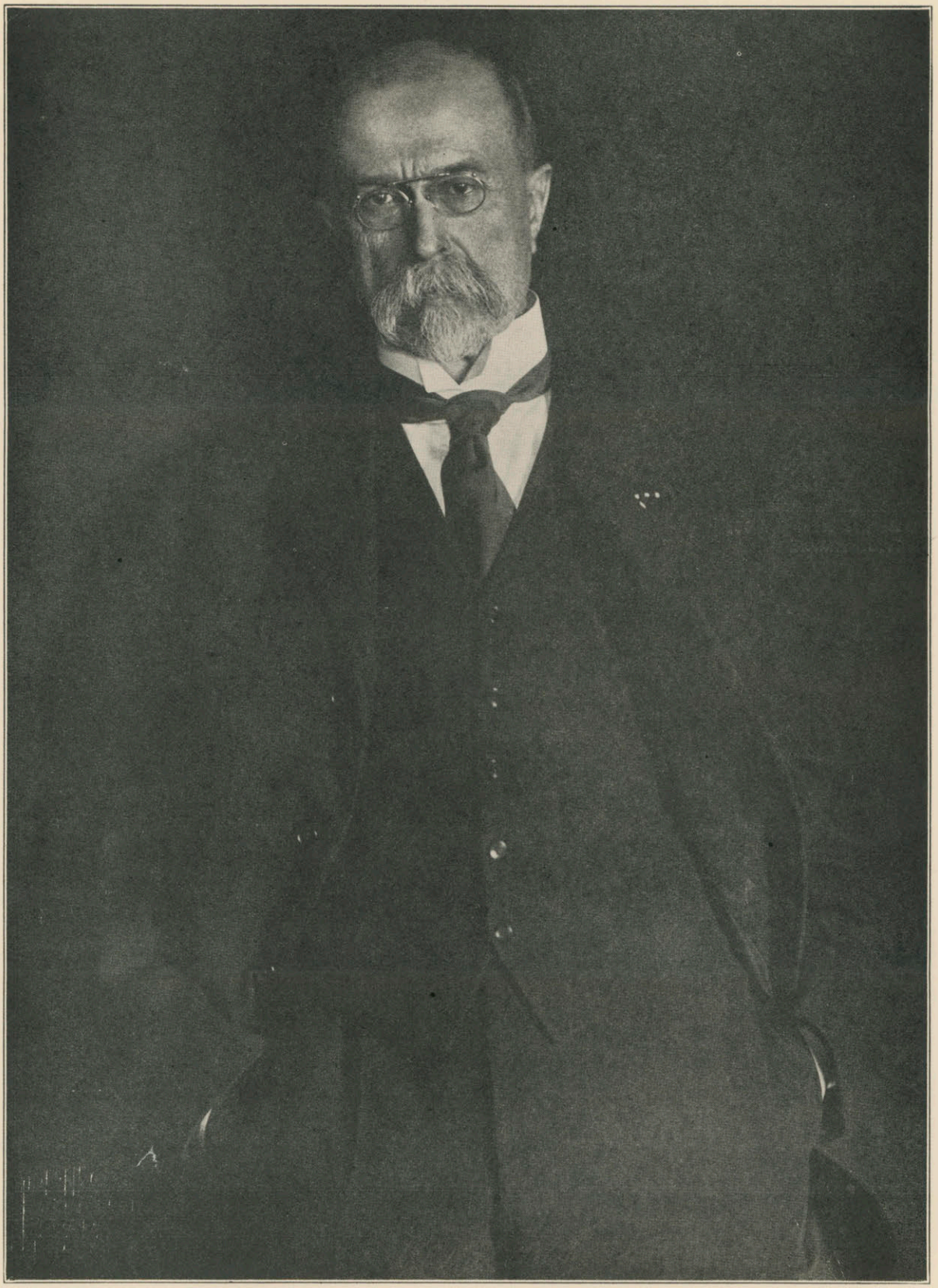
A TRIBUTE TO A WORLD STATESMAN TO BE ERECTED IN NEW YORK

BY

AMERICAN CZECHOSLOVAK ASSOCIATION

TEMPORARY HEADQUARTERS
100 WEST 44TH STREET, NEW YORK
BRYANT 10130

Dr. Masaryk's favorite photograph given to me in Prague in 1925.
On the opposite side of this page is a letter which gives my present errand with him.
Elliott S. Norton



T. G. Masaryk
24/8 '25.

Prepared By
American Czechoslovak Association
Temporary Headquarters
100 W. 44th St., New York
Bryant 10130

COPY

FOX MOVIETONE NEWS
460 West 54th St.,
New York City.

September 4, 1928

Office of the Editor.

Mr. Elliott S. Norton,
American Czechoslovak Association,
136 West 44th St.,
New York City.

My dear Mr. Norton:

Confirming the result of our conversation today, we will be glad to send a Movietone equipment from Berlin to Prague to make a Movietone subject for our newsreel of President Masaryk, providing this be done with the full cooperation of President Masaryk and the officials in charge.

We would like to have the President speak approximately two minutes, addressing the American people and sending his greetings to the Czechoslovakans in the United States with some appropriate message.

It will be necessary to have all arrangements, as to the hour and place, made in advance. When these arrangements have been completed then the procedure would be to communicate with Mr. Jack Connolly, Park Lane Hotel, London, England, who will assign the Berlin Crew.

Relative to your suggestion regarding the League of Nations, I would suggest you communicate with Mr. Connolly, outlining to him what you wish to do in the matter.

Yours very truly,

Edward Percy Howard.
(Signed)

This is the Czechoslovak "White House" where I was entertained in 1925, in recognition of war services as Executive Secretary of the Mid-European Union of which Prof. Masaryk was President in Washington in 1918. Major Rupert Hughes, U.S. Army Intelligence Service says in his report about this Union "Ten actual or de facto governments, representing 69,000,000 people, each sent a representative to Washington at President Wilson's request to confer on boundary lines and other important matters. Their "Declaration of Common Aims of the Mid-European Nations" was promulgated from Independence Hall, Philadelphia, in October, 1918." Most of its provisos were incorporated into the Peace Treaty of Paris.

Elliott S. Norton.

PALACE OF LANY

Official Residence of the President of Czechoslovakia twenty miles from Prague

New York State with regard to the Albany baseball swimming pool?"

TO CONGRATULATE MASARYK

E. S. Norton Sails With Greetings From 43 American Colleges.

Bearing messages of congratulation and greeting from the Presidents of forty-three colleges and universities in the United States, addressed to President Masaryk of Czechoslovakia, Elliott S. Norton, former Executive Secretary of the Mid-European Union, will sail today for Europe on the President Roosevelt. The greetings are for the tenth anniversary of Dr. Masaryk's signature, on Oct. 28, 1928, of the Declaration of Independence of Czechoslovakia.

Many of the messages, including that of Nicholas Murray Butler, President of Columbia University, praise President Masaryk for his support of the Kellogg Treaty and his country for its adherence to it.

Mr. Norton mentioned Dr. Edward Benes as "the logical successor to Dr. Masaryk as President of Czechoslovakia."

Mr. Norton said that Gutzon Borglum, the sculptor, is sending a life-size bronze bust of Dr. Masaryk as the joint gift of Mr. and Mrs. Borglum and himself.

The Mid-European Union was a body composed of representatives of a group of existing or de facto governments of Middle Europe, which met in Washington during the Summer of 1918 to consider boundary lines and other subjects of common interest.

Referred to:

For his information
For comment
For reply direct
For preparation of reply for
President's signature
Further reference to

39 Rose Street
New Rochelle, N.Y.
Oct. 11, 1928.

My dear Pres. Stratton,
President

Mr. Elliott S. Norton who has left for Europe as shown in the enclosed clipping from N.Y. Times has left with me the attached 4 sheets to be forwarded to the college presidents who sent greetings to Pres. Masaryk of whom there were 43 from nearly every state in the union.

These telegrams have been mounted on board and arranged for insertion into a loose leaf binder. The yellow leaves of faculty and student congratulations will, when returned to me, be sent to Mr. Norton at Prague for insertion under your telegram.

It is the conviction of those who have co-operated in this plan that these yellow sheets, if the presidents who have telegraphed send them to four of their faculty members to be read to their classes, will add greatly to the presidential greetings of admiration and veneration for Dr. Masaryk

As the end of next week is the 10th anniversary of the signature in America on October 18th of the Czechoslovak Declaration of Independence, I append a copy thereof and a cut of Pres. Masaryk as a present from Mr. Norton to the professors who co-operate.

Professors wishing to refresh their memories on the history of Dr. Masaryk can readily do so by reading Mr. Norton's article "Masaryk in America and Since" heretofore sent you. This, Mr. Norton hopes will be placed on file in your college library for the use of your students.

Will you kindly return the signed sheets to me as soon as possible so that I may forward them to Prague for personal delivery by Mr. Norton to Dr. Masaryk and insertion in the testimonial volume.

Very truly yours,

Marjorie Ball
Secretary to Mr. Norton

P.S. Any appropriate message written at the top of the sheets will be appreciated by Dr. Masaryk.

Forward to:

For his information
For comment
For reply direct
For preparation of reply for
President's signature
Further reference to

136 W. 44th St.
New York, N.Y.
April 3, 1930

Dr. Samuel Stratton, Pres.
Mass. Institute of Tech.
Cambridge, Mass.

Dear Dr. Stratton:

You will, I believe, recall the fact that, at my suggestion, you sent a congratulatory telegram, in October 1928, to Dr. Thomas G. Masaryk, in my care. These telegrams from the presidents of some 45 representative American Colleges and Universities were deeply appreciated by President Masaryk and I presume you received a direct acknowledgment from him. The telegrams were mounted, before their presentation at Prague, were bound in leather and they came from all parts of the United States.

Last March 7th (as was widely announced in the press of this country) was Dr. Masaryk's 80th birthday. About that time I received several requests from University presidents to address their general assemblies of students on Masaryk's career. As I was in Florida at the time, it was possible for me to accept only one, namely, that from John B. Stetson University, of Deland.

While paying a visit to Mr. Ferdinand Veverka, the Czechoslovak Minister at Washington last week, I discussed with him a plan I hope to consummate, namely, to interest a sufficient number of men and women of means, to develop a fund of some $5000. to enable me, as one of the men most closely associated with Dr. Masaryk during his stay in America in 1918, to have made and to present to each of the institutions whose presidents responded with congratulations in 1928 a bust of the first President of Czechoslovakia by a distinguished American sculptor. Minister Veverka expressed the opinion that this tribute would be deeply appreciated by Dr. Masaryk and that, because of the latter's outstanding work as an educator at the University of Prague, the gift would seem to be appropriate and acceptable to American educational institutions.

I am therefore writing you, as one of the Presidents of the above mentioned 45 institutions, to inquire:

1. Whether such a gift of a bust, with an appropriate inscription briefly outlining Dr. Masaryk's career as a statesman and an educator, would be acceptable to your institution, provided the fund can be raised.

2. Whether you would feel disposed to cooperate in raising the necessary $5000. by submitting the opportunity to subscribe to this fund to such of your University supporters as may be interested in this plan even though the subscriptions be modest ones.

3. Would you care to have a simple ceremony dedicating the proposed bust, if the plan is consummated, and if so, would you care to invite Minister Veverka or the undersigned, or both of us to tell your student body in a brief way the outstanding facts in the career of this eminent Educator-Statesman. It has been suggested that because of the great distances involved this might best be accomplished by a radio broadcast during the afternoon of some day next Fall. Investigation is being made as to whether it would also be possible to include in the broadcast a few words from President Masaryk speaking from Europe as was recently done with a speech of Mr. Philip Snowden from London with great success.

Your ideas on the three questions above asked will be of great interest to

Elliott S. Norton

Elliott S. Norton
Former Secretary of the Mid-European Union of which body Dr. Masaryk was President in Washington in 1918.

April 14, 1930

Mr. Elliott S. Norton
136 W. 44th Street
New York City

Dear Mr. Norton:

I have your letter of April 3d with reference to the bust of Dr. Masaryk. In reply I would say that in view of the fact that our Institute is purely scientific and technical, a bust of Dr. Masaryk might seem a little out of place. Furthermore, we have at present no museum or gallery in which we could exhibit such a bust. While I personally have met Dr. Masaryk, and have the greatest admiration for his work, I do not feel that an appeal for funds from our supporters, who are mostly technical men, would meet with much success.

With kindest regards, I remain,

Yours sincerely,

President

Referred to:

For his information
For comment
For reply direct
For preparation of reply for President's signature
Further reference to

136 West 44th St., New York.
April 18, 1930.

My dear Dr. Stratton:

Referring to my letter of recent date regarding my plan for honoring President Masaryk of Czechoslovakia, now eighty years of age, by presenting to the 45 colleges and universities, whose presidents, in 1928, showed a particular interest in his career by wiring congratulations on the first ten years of his Presidency, may I advise you of the following developments:

First: It now seems fairly well assured that the project can be financed by individual admirers of Dr. Masaryk who are becoming interested and that replicas of the proposed bust can be financed here and gratuitously presented to the colleges, either with or without any ceremony of presentation as may be acceptable to the institutions receiving them.

Second: It seems that certain of the colleges have rules restrictive as to the receipt of gifts of this kind but that, in their cases, this situation can be met by having the bust, if it is made, donated to the Political Science Department rather than to the University as an institution.

Third: A written endorsement, given below, of the plan has been received from the Czechoslovak Minister at Washington. Also several acceptances of the gift if and when it is available, are in hand from representative University Presidents. The Minister writes on this subject as follows:

"Washington, D. C., April 4, 1930.

My dear Mr. Norton:

I think your plan to arrange for the gift to some fifty American colleges and universities of a bust of President Masaryk with an appropriate inscription telling of his accomplishments as an educator and statesman is, as outlined to me, an excellent one and I feel sure it would be a source of gratification to President Masaryk.

Very sincerely yours,
(Signed) F. Veverka.
Envoy Extraordinary and Minister Plenipotentiary."

May I ask for an early reply as to whether the donation of such a bust as the Minister describes would, if sufficient demand for it from the colleges develops to warrant its preparation, be acceptable either to your institution or to your Political Science Department?

Very truly yours,

Elliott S. Norton.
Elliott S. Norton.
Former Secretary Mid-European Union.

THE OHIO STATE UNIVERSITY
W. O. THOMPSON, PRESIDENT
DEPARTMENT OF PHYSICS

COLUMBUS Oct., 20, 1924.

President S. W. Stratton
Mass. Institute of Technology
Cambridge, Mass.

Dear Dr. Stratton:

I have just been rereading Dr. Mendenhall's address before the Franklin Institute of Philadelphia, given on the occasion when the Franklin Medal was awarded him in 1918. It is entitled "Some Metrological Memories". If you have not read it I am sure that you will be interested in it and I hope it may interest you in appearing on the program of our Memorial Service for Dr, Mendenhall. It was published in the Journal of the Franklin Institute, July 1918 and pages 95-106 are most interesting.

Very truly yours

A. D. Cole

A. D. Cole

P.S: If it is not convenient for you to lay your hand on a copy of this article, I would be glad to mail you my reprint of it.

Report of the Committee on Necrology.

Memorial to Dr. Thomas Corwin Mendenhall.

The Ohio Academy of Science mourns today a trusted leader and former president, Thomas Corwin Mendenhall. He was eminent in Physical Science as an investigator, a teacher, an expositor and an organizer. The Franklin Institute of Philadelphia in granting him in 1918 the Franklin medal, "founded for the recognition of those workers in physical science, * * * * * whose efforts have done most to advance a knowledge of physical science" made their award "in recognition of his fruitful and indefatigable labors in physical research, particularly his contribution to our knowledge of physical constants and electrical standards." This was one of a long series of similar awards, crowning his fifty years of leadership in Science.

His earliest scientific paper was published in 1870. For the succeeding thirty years his contributions to the leading scientific periodicals were frequent and important. The Proceedings of the A. A. A. S, the American Journal of Science, Popular Science Monthly, Science, and the U. S. Coast and Geodetic Survey were principal avenues of publication.

As the first professor of physics of the Ohio State University, the pioneer work of equipping and putting into service a laboratory for instruction and research fell to him. He began this work in 1873, the first man elected to the faculty of the newly organized institution.

In 1878 he accepted the task of organizing the Physics department of the Imperial University of Japan at Tokio. He also founded the meteorological observatory there. His investigation work in Japan included careful measurements of the gravitation constant at Tokio and on the summit of Fujiyama, a determination of the density of the earth and some very accurate work with a Rutherford grating on the lines of the sun's spectrum. The celebrated astronomer, Professor Young of Princeton, pronounced these results extraordinary. He also helped found the Seismological Society of Japan,

which has done more than any other organization to make seismology an exact science.

In 1881 he returned to this country and resumed his work at Ohio State University. In that year he organized the Ohio State Weather Service. His activity in seismology continued after his return.

In 1884 he became professor in the U. S. Signal Corps at Washington and developed instruments for the study of earthquakes. He also started C. F. Marvin a former student of his in Ohio and the present distinguished Head of the U. S. Weather Bureau, in this same line of work. Dr. Mendenhall also began at this time an elaborate study of atmospheric electricity.

In 1886 he became president of the Rose Polytechnic Institute. Though a capable administrator he somehow kept up his scientific investigations and published four or five scientific papers during his three years presidency. The National Academy of Science also published a large volume of his atmospheric electricity work during this period.

In 1889 he was made Superintendent of the U. S. Geodetic Survey. He here developed the famous "Mendenhall half-second pendulum", which for more than 25 years continued to do extraordinarily accurate work in 15 Survey stations, and is still relied upon for the most exact results. One of these insturments was carried to Alaska, repeatedly landed in a surf boat for observations and when brought back to Washington gave the same value for "g" that it had given before the journey, to one part in 5000000. The reports and bulletins of the Survey contain many of his papers between 1889 and 1894. He was also Superintendent of Weights and Measures and achieved the important task of putting our national system of weights and measures upon a Metric basis.

In 1893 he was one of a small group of eminent electricians (chosen by mail ballot of 150 leading electrical men) to represent the United States at the International Electrical Congress at Chicago. Differences of opinion developed there threatened to make agreement upon definitions of the principal electrical units impossible. The Franklin Institutes exhibits a sheet of paper on which Dr. Mendenhall one evening wrote down definitions of the ampere, the volt and the ohm. These he presented next morning to the Chamber of delegates; and the definitions finally adopted are practicaly identical with his penciled memorandum.

In 1894 he began a seven year service as president of the Worcester Polytechnic Institute.

His work as an investigator and as an organizer of research was indeed notable, but he also had a most unusual gift for making the results of scientific work intelligible and interesting to popular audiences. As a consequence he has been for many years repeatedly called upon for memorial and dedicatory addresses. He gave a Convocation Address at Johns Hopkins on "Measurements of Precision, considered in Their Relation to the Condition of Man," and the same year prepared the principal address at the dedication of the new Ryerson Laboratory of the University of Chicago. He gave two series of lectures at the famous Lowell Institute in Boston one in 1882 and one in 1892. Also lectures at Cooper Union New York and in Philadelphia, Baltimore and Washington. In 1887 he was made a member of the National Academy of Sciences. In 1888 he was president of the Association for the Advancement of Science and won golden opinions as presiding officer of the Toronto Meeting. The next year he gave the retiring address at Indianapolis. In 1894 he gave an address as retiring president of the Philosophical Society of Washington.

Many of us remember the delightful address he gave a few years ago as president of our own Ohio Academy of Science and his address on "Some Metrological Memories" before the Franklin Institute of 1918.

His work has been recognized by the award of numerous decorations and medals. From the Paris Exposition in 1900 he received a medal for a monograph entitled "Scientific, Technical and Engineering Education in the United States," from the Imperial Education Society of Japan in 1911 a gold medal. The same year he was decorated with the Order of Sacred Treasures, Japan. The receipt of the gold medal of the Franklin Institute has already been mentioned.

These are but a few of the high points of achievement in a notable career. ~~His fine accomplishments and inspiring personality will long remain as a beautiful memory with us.~~

(Pars 5 #5

Dr. Mendenhall's Services to Ohio State University.

Mention has already been made of his pioneer work in equipping and developing the physical laboratory of the institution. His wise selection of equipment is shown in the fact that many of his early purchases are still giving good service on lecture table and in laboratory. His inspiring leadership of many of the early graduates of the institution, such as C. F. Marvin, W. C. Sabine, C. F. Scott, started them off on notable scientific careers.

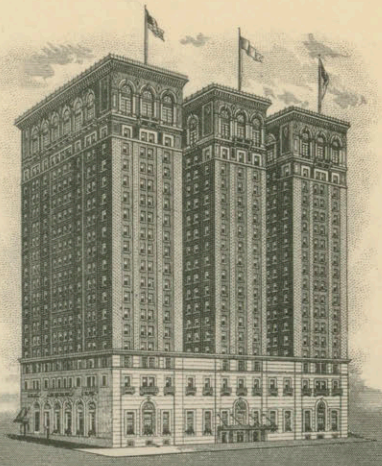
Professor Derby, one of his confreres on the faculty in the early 80's, has written concerning his important part in determining the educational policy of the institution as follows: - "In every faculty certain members are conceded leadership. It soon became plain to me that in questions of common University concern we usually followed Dr. Mendenhall. In the field of our educational policy he exercised a directive mind. Other professors keen and able in their several subjects, were less attentive to the interests of the institution as a whole, or too individualistic to secure agreement with their suggestions. We were fully awake to the trend of various propositions brought before us and our discussions, though usually courteous, were earnest and now and then sharp in tone. A determination that the work of the institution should be exacting and of high quality was always evident, and any suspected failure to maintain that quality occasioned sharp criticism. In the maintenance of these high standards, Dr. Mendenhall was foremost and his pungent wit seldom missed its mark. When later he withdrew from the University to enter a different scientific field his former colleagues deplored the loss of a beloved comrade, notable scientist and leader in education, but followed his brilliant career with affectionate admiration."

For many years following 1901 a break in health forced him to retire from active scientific and educational work. It was with great satisfaction therefore that some of us heard in June 1919, that the governor had appointed him to be a Trustee of the Ohio State University, on the first faculty of which he had served so efficiently many years before. His wise leadership soon caused his election as Chairman of the Board, a position which he greatly honored. ~~One of his last acts was to sign the diplomas~~ His interest in the University never lagged and his faith in its future was evidenced in many ways.

In the year 1920, on the occasion of the celebration of the fiftieth anniversary of the founding of the University, Dr. Mendenhall gave to the University a sum of money for the endowment of a gold medal to be known as the Joseph Sullivant Medal. This medal to be awarded at five year intervals to "that son or daughter of the University who shall have done or have completed, within the five-year period since the last award, a really notable piece of work in either the Liberal, the Fine , or the Mechanic Arts, the pure or applied Sciences, including the various branches of Engineering." The first award was made in 1923 to Mr. Benjamin Garver Lamme, of the class of 1888.

(There follows two pages regarding his activities in the Ohio Academy of Science)

(Signed) A. D. Cole
Wm. McPherson
Herbert Osborn, Chim. Committee on Necrology.



William Penn Hotel
Pittsburgh

May 1, 1917.

Dear President McLaurin:

I find I have been the unconscious cause of a situation which has given rise to some misunderstanding and embarrassment, and am therefore writing to you the full particulars.

As you know, Messrs. Hale and Noyes asked for my judgment regarding Physicists with reference to the Department at the Institute, and I told them that Mendenhall was the best man I knew. A few weeks later I had a hurried conversation with Hale in New York, and he told me that you had raised objections to Mendenhall and had suggested putting in Professor Norton instead. In parting, he asked me to write to you directly my own judgment in the matter. I rather stupidly interpreted this as a request to send you my estimates of the qualifications of the two men for the position, though Hale doubtless had in mind only a reinforcement of my judgment regarding Mendenhall.

I had an appointment immediately thereafter with Jewett, and knowing that he was intensely interested in the type of work done at the Institute, I remarked that Hale had asked me to write you with reference to the Physics situation there. I further remarked that I hesitated about doing so, both because I felt that it would be presumptuous for as much of an outsider as myself to be offering advice, and also because I knew the situation and the men now at Tech so little that to be expressing a judgment about them would be quite ill-advised. Jewett said that he thought he knew both the situation and the men at the Institute very well, and would be glad to write you himself if I thought it desirable. I told him to go

ahead for I felt sure that his judgment would be of much more value to you than would mine. He has since sent me the correspondence which has passed between you, with your request as to the source of his information.

I am sending this to you in full and will add the statement that no word of this matter has passed between me and anyone save Hale and Jewett. If there has been any ill-advised action, I am sure that you will see that it has been only mine, for with the intimacy of discussion of this and other matters which has recently existed between Hale and myself, it was well nigh impossible that he should fail to inform me as to what were the alternatives to the course of action which I had suggested, and as for Jewett's action, it was in direct pursuance of my request.

I remain,

Very sincerely yours,

R. A. Millikan

HENRY SMITH PRITCHETT

(The Technology Review, Vol. II, April, 1900, No. 2)

The election of Dr. Henry S. Pritchett, Superintendent of the United States Coast and Geodetic Survey, to the Presidency of the Massachusetts Institute of Technology, was confirmed at a meeting of the Corporation held March 30. He will succeed President Crafts at the beginning of the next school year.

Dr. Pritchett was born April 16, 1857, at Fayette, Missouri, and is the son of Professor C. W. Pritchett, Director of the Morrison Astronomical Observatory at Glasgow in the same State.

His college training was obtained in the local institution in that place, and supplemented in 1876 by study in mathematics and astronomy under Professor Asaph Hall at the Naval Observatory at Washington, and later by study at the University of Munich, leading to the degree of Doctor of Philosophy.

Dr. Pritchett began his professional life as a computer in the Naval Observatory, and on competitive examination he was advanced to the place of assistant astronomer in that observatory in 1878. This place he resigned in 1880 to become astronomer at the Morrison Observatory; and in 1881 he became assistant professor of mathematics and astronomy in the Washington University, St. Louis, and continued on the faculty of that institution until 1897.

In 1882 he was appointed astronomer to the Transit of Venus expedition to New Zealand, and spent the next year in these observations and in pendulum determinations in Australia, India, China, and Japan. In 1884 he became full professor of mathematics and astronomy in Washington University, the chair

formerly occupied by Professor William Chauvenet.

The greater part of Dr. Pritchett's professional life has been spent in the service of Washington University, where his work as teacher, as director of the observatory, and as president of the St. Louis Academy of Sciences, has brought him recognition among scientific men in this country and abroad. During this time he has published technical papers giving the results of original work in astronomy and geodesy, and is a member of a number of scientific bodies in Europe and America. At present he represents the United States in the international association for exact measurement of the earth, and will undoubtedly retain this position.

Dr. Pritchett has been called into the government service from time to time to take up special investigations, the results of which have appeared in various publications of the government.

In 1897 Dr. Pritchett was called by the President to the head of the Coast and Geodetic Survey, the oldest scientific department of the government. He took charge of the bureau at a time when it had been demoralized by political interference. He was called upon also to deal with the exigencies arising from the Spanish War and the large increase of coast line of the United States which resulted therefrom. The revision of the very imperfect Spanish charts of Porto Rico has been nearly completed from new surveys. His administration of the office has resulted in a reorganization of the whole service and the adoption of a plan of work which looks years ahead, and which includes the survey of the new possessions of the United States.

His administration of the office has been entirely satisfactory to the Secretary of the Treasury and to the President; and it seems likely that the permanent civilservice, with promotion for merit, which is well established in the department, will prove its efficiency so completely as to commend itself to Congress and to the country. The supervision of weights and measures and of electrical standards is also in charge of the Coast Survey, and the duties are yearly demanding a closer scientific supervision.

The Coast Survey was authorized in 1807 under the direction of the Secretary of the Treasury; and work was begun in 1816, naval officers being chiefly employed. Between 1818 and 1832 the survey was directed by the War Department, and little work was done. It was put in charge of the Treasury Department in 1833, and in 1834 transferred to the Navy. In 1836 the Treasury again took control, and the survey was reorganized by a board of which Hassler was chairman. The plans then laid down have since been followed. The title was changed in 1879 to Coast and Geodetic Survey.

Men of high reputation have filled the office of superintendent, and the circumstances which have led to their retirement have been of different kinds, sometimes being due to the inevitable conflict between the man of precise methods and a system of political favoritism; but the place has always been difficult to fill apart from such causes of friction, for the duties of the office not only call for administrative and scientific ability, but also for those rare

qualities in dealing with men which procure from legislative committees a recognition of the claims of a great national work of precise scientific measurement.

The list of superintendents includes Hassler, 1816-18 and 1832-43; Bache, 1843-67; Pierce, 1867-74; Patterson, 1874-81; Hilgard, 1881-85; Thorne, 1885-89; Mendenhall, 1889-94; Duffield, 1894-97; Pritchett, 1897-1900.

Professor Pritchett has published a number of papers on astronomical subjects during the last twenty years; and until recently his work, besides these researches, has been devoted to teaching mathematics, engineering, and astronomy. It is scarcely necessary to say that the experience and high reputation gained in these fields, as well as in an important administrative position, are fitting qualities to bring to the new position as the head of the Massachusetts Institute of Technology.

List of Papers Published by Dr. Pritchett

Report on Observations of the Total Eclipse of July 29, 1878. Washington, 1880.

Determination of the Rotation Period of Jupiter from Observations of the Great Red Spot. Proceedings A.A.A.S., 1881.

Observations of the Satellites of Mars. A.N., vol. 91.

Observations of Conjunctions of the Satellites of Saturn. A.N., vol. 92.

A Determination of the Mass of Mars. A.N., vol. 93.

A Determination of the Diameter of Mars from Micrometric Observations, with a Discussion of Systematic Errors. A.N., vol. 97.

Ephemeris of the Satellites of Mars. Am. Jour. Adv. of Science, December, 1881.

Observations of Comets. A.N., vol.99.

Determination of the Longitude of the Mexican National Observatory. A.J., vol.7.

The Transit of Mercury 1891. Sidereal Messenger, vol. 10.

Report of Washington University Eclipse Expedition. Proc. S.L. Acad. Sci., vol.7.

The Solar Corona of 1889 with Discussion of the Photographs (illustrated). Proc. Ast. Soc. Pacif., vol.3.

Report on the Determination of Latitude and Longitude of Morrison Observatory. Proc.Morrison Observatory, vol. 1.

A Formula for Predicting the Pupulation of the United States. Proc. S.L.Acad. Sci., 1890. (Reprinted in Proceedings American Statistical Society.)

Observations of Double Stars and Personal Equation in Double Star Measure. Proc. S.L.Acad. Sci., vol. 7.

Eclipses of Saturn's Satellites and their Use in Determining the Planet's Diameter (with tables). Thesis for degree of Doctor of Philosophy, Munich, 1895.

Personal Equation in Time Observations. Astrophysical Journal, 1898.

Lists of Observations of Double Stars, Comets, and Small Planets in the Ast. Nachrichten, and a large number of publications in various Government Reports containing the results of Latitude, Longitude, and Gravity Determinations, Meridian Circle Observations, etc.

A Plan for the International Measurement of an Arc of the Ninety-eighth Meridian. Proc. Royal Soc. Canada, 1899.

Dear Mr. Read:

When I had the pleasure of seeing you yesterday I should have shown you some recent gifts to the Institute that may have a value for the historical collection on which you are working. These gifts came from the grandson of Edward S. Tobey, who was one of the original members of the Finance Committee. They are as follows:-

1. Objects and Plan of an Institute of Technology 1860

2. Accounts of the Proceedings, preliminary to the organization, 1861.

3. Officers, Extracts from Act of Incorporation, etc. 1862.

4. Letter of M. D. Ross to Edward S. Tobey, dated 2/7/61.

5. Letter of Dr. Wm. J. Walker to Edward S. Tobey, dated Newport, R. I., 3/28/63.

6. Letter of Edward S. Tobey to M. D. Ross, dated 4/9/63

7. Letter of Dr. Walker to Edward S. Tobey, dated Newport, R. I., 4/16/63.

8. Original petition to Massachusetts legislation, dated July 14, 1863, and signed by the officers of the Institute and the Finance Committee, stating that as the sum of $100,000 has been subscribed to the Institute, they are enabled to accept the grant of land from the State, etc.

9. Letter of Dr. Walker to Edward S. Tobey, dated Newport, R. I., 11/15/63.

10. Typewritten data relating to the founding of the Institute, taken from the private papers of Edward S. Tobey, and as dictated by him.

11. Photograph of Edward S. Tobey, taken by Warren in September 1876.

12. Form of subscription book, in which is written by Edward S. Tobey, facts relating to the founding of the Institution.

Yours sincerely,

November 2, 1917.

Mr. Charles F. Read,
Old State House,
Boston, Massachusetts.

Millikan - Professor R. A.

University of Chicago,
Chicago, Illinois.

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December 14, 1931

Mr. Ambrose Swasey
7808 Euclid Avenue
Cleveland, Ohio

Dear Mr. Swasey:

I am writing to you about a matter in which I am very much interested. Dr. Stratton last year himself gave three prizes to students offering the best technical papers, each paper being presented by the student who wrote it. The total of these prizes amounted to the sum of $100. The officials here at the Institute are most anxious that these prizes be continued as a memorial to Dr. Stratton. We hope some day to have something very much bigger, but for the present this small matter interests me. To derive an income of $100, we need approximately $2000, and I am wondering if you would be willing to help me in this matter. Of course, what I would like to do would be to give the $2000 myself, but under present conditions I cannot afford to do this.

I know how heavily you are being taxed for all sorts of charities, but I feel that I can ask you, as Dr. Stratton's friend, without any embarrassment, as I know

you will tell me exactly how you feel about the matter.

I have not had a word from the Morgans for a long time, and am wondering what has become of them. I expect to go to Washington to be with my sister over Christmas. Perhaps you, too, will be in Washington, and I can then have the pleasure of seeing you.

With kindest regards to Cousin Alice, I remain,

Very sincerely yours,

MAP/MRM

OFFICE OF THE PRESIDENT

Dear Sir:

I shall be much gratfied if you can attend a meeting to be held in the Faculty Room (No. 3-210) of the Massachusetts Institute of Technology, Cambridge, at 3:30 P.M. on Tuesday, January the 16th. The object of this meeting is to discuss plans for a brief series of lectures on science to be given at the Institute for the benefit of children of high school age. The equipment of the Institute should make it practicable to have such lectures illustrated by a much greater variety of experiments than is ordinarily possible. The Institute is ready to place its equipment at the service of the lecturers and to pay the cost of the lectures. For the success of the plan it needs the cooperation of the schools and the advice of those directly responsible for these schools in the arrangement of various essential details.

Yours sincerely,

Richard C. Maclaurin.

January 11, 1917.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY.

Cambridge Massachusetts

Office of the President

To the Members of the Instructing Staff.

Gentlemen:

Several members of the Faculty have directed my attention to the growing practice of smoking in the corridors of the Institute with the attendant unsightliness of innumerable cigarette ends scattered over the floor. If this habit once gets firmly established as part of the regular order of things amongst the students it will be very difficult to check it. The Dean has therefore informed the students that smoking is prohibited in the corridors of the Institute. I am bringing this matter to the attention of the Instructing Staff because their example will be a determining factor in the effectiveness of any such prohibition and I hope that all will refrain from smoking in the corridors.

Yours sincerely,

Richard C. Maclaurin.

March 13, 1917.

OFFICE OF THE PRESIDENT

To the Heads of Departments:

Gentlemen:

The following information has been received by President Maclaurin from the office of the Provost Marshal General: There is nothing in the Act of Congress that exempts or discharges instructors in technical institutions from the operations of the selective service act. Such an instructor may, however, be discharged from service on the ground that he is occupied in an industry necessary for the operations of war. The question in each individual case is always twofold: (1) Is the industry in question necessary to the maintenance of the Military Establishment or the effective operation of the military forces or the maintenance of the national interest during the emergency? (2) Does the person by or in respect of whom the discharge is claimed occupy such a status in respect of such a necessary industry that his place could not be filled by another without direct, substantial, material loss and detriment to the adequate and effective operation of the particular enterprise?

The claim for discharge in such cases should be addressed to the District Board (or the Exemption Board).

Applications for discharge may be accompanied by a statement from the Head of the Department regarding the character of the work on which the Instructor is engaged.

Yours sincerely,

M. R. Miller,

Secretary to the President.

August 9, 1917.

OFFICE OF THE PRESIDENT

To the Heads of Departments:

Gentlemen:

Information to the following effect has been received by President Maclaurin, in answer to his inquiries, from the office of the Provost Marshal General:- In order to claim a discharge under the original jurisdiction of a district board, the claimant must show that he is engaged in one of the industries, including agriculture, upon which that jurisdiction is based. Students in technical schools and colleges can not be considered as engaged in such industries and therefore there is no statutory authority for granting discharges in their case under the provision of Section 44 of the Regulations for Local and District Boards. Until a drafted student has been fully accepted for service it is impossible to say what can be lawfully done with him. After he has been accepted he may make application to be detailed for service in a R.O.T. corps at the Institute or elsewhere. This application should be made to his commanding officer.

Application may be made to the Registrar of the Institute for a certificate regarding the standing of a student, and this certificate should be enclosed in the application to the commanding officer.

Yours sincerely,

M. R. Miller

August 9, 1917. Secretary to the President

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

The following considerations may be helpful to students and their advisers in settling the question whether they will return to the Institute at the beginning of the next term, December 30:

1. The Faculty, of course, recognizes that the conditions under which the students have lived during the current term have been quite abnormal and it will take these conditions into account when estimating the weight to be attached to the students' records during that period. It will not adopt a policy that will involve a lowering of the Institute's standards, it being in the interest of all concerned that those should be maintained as high as possible. It will, however, be more liberal than usual in permitting students to take courses next term that are dependent on those of this term and will give the students an opportunity of proving by their achievements in these dependent courses that they can make good their lack of preparation by steady work under more favorable conditions than have prevailed since the first of October. As the second term is considerably longer than usual it may reasonably be expected that quite a number of the students will be able by the end of that term to make up for any loss during the first term and so be in a position after the end of the second term to pursue their work normally until graduation.

2. The Faculty also recognizes that some students have made so little progress, particularly in certain subjects, during the present term that it will be better for them to begin afresh. As far as practicable arrangements will be made for the repetition in the second term of courses normally given in the first. By following such courses and by taking the special courses that will be arranged during the summer, students who begin on December 30 should in most cases be able to get themselves in step with the regular academic advancement at the opening of the next year in the fall of 1919.

3. The tuition fees for the work above referred to have already been announced, namely $180, payable in two equal instalments for the period from December 30 to the end of June, and $70 for the work of the summer term. There will be the usual arrangements regarding deposits for supplies and breakage and for the summer courses normally provided. The fees charged represent in all cases only a small fraction of the total cost, and as war conditions have greatly increased the cost of education of the type that the Institute provides, the fees may have to be raised in the fall of 1919 and thereafter.

4. Looking ahead it seems clear that there will be an unusually great demand for technically trained men and that in many fields of industry those men who have not had the benefit of a sound technical training will be far more seriously handicapped than has been the case in the past. It would seem clearly unwise for students who have already begun their technical training to discontinue it now with the idea that many of them have expressed of beginning again next fall. Practically this would mean a loss of a year as well as the possibility of greater cost for tuition later on.

RICHARD C. MACLAURIN.

December 16, 1918.

sent to members of the
corporation except
Freeman, Lowell, Hayes,
M. L. Emerson,
ex officio

OFFICE OF THE PRESIDENT

To the Members of the Corporation

Gentlemen:

At the last meeting of the Corporation I spoke of the progress that had been made in our campaign for endowment and of the small chances of success unless every member of the Corporation did his utmost to overcome the difficulties with which we are confronted. Some progress has been made since that meeting of the Corporation, but we are still a long way from the desired goal and more than ever it is evident that it will require the active support of all the friends of Technology to avoid failure.

It seems reasonable to suppose that industrial corporations that make a large use of technically trained men should take a share of the burden of training these men. One corporation has made a direct contribution to the Endowment Fund of the Institute and others are helping indirectly by entering into a contract for service along the lines indicated in the form of contract that I enclose. The prosecution of this plan seems to present the most helpful way out of the difficulties with which the Institute is now confronted, but in this as in other fields progress will be much too slow to ensure success within the time limit specified by Mr. "Smith", namely January 1st, unless all the members of the Corporation do what they can to help it forward. I hope, therefore, that you will bring this matter to the attention of those who direct companies in which you are largely interested and that you will exert yourself to the utmost to induce them to enter into contracts such as are here suggested.

Yours sincerely,

Richard Maclaurin

November 14, 1919.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

PRESIDENT'S OFFICE

JANUARY 8, 1921.

Gentlemen:

The Administrative Committee is engaged in studying questions involved in the operation of the Institute during the summer months.

1. THE SUMMER SCHOOL. The Summer School, originating in private undertakings by individuals of the staff to give brief review instruction in certain courses to students who had failed, has grown until the number of courses offered is about one hundred and the total attendance is about fifteen hundred. Moreover, the courses now given are for the most part either required portions of our Course-curricula or full equivalents given intensively for certain winter courses instead of brief reviews. With this change in the character of the courses has come about a change in the sort of students taking them, until the good students who are anticipating work or the college students who are regularizing their standing outnumber the repeaters. We have, therefore, nearly reached a four-term year like that at Chicago University, with much the same differentiation between the summer term and the other three terms. Is it or is it not desirable to develop further the summer work?

At Columbia, Chicago, Berkeley and Harvard a considerable proportion of the attendance during the summer is made up of teachers. Many states or municipalities expect their high school teachers to take extension courses or attend summer sessions for self-improvement and as a basis for promotion in rank or pay. Should we make an effort to attract teachers to the Massachusetts Institute of Technology for summer study? Ours is a scientific and engineering school which may well take its share of leadership in the improvement of the teaching of science in the schools, and which will benefit directly by the better training of students we receive from the schools. The science courses at the Massachusetts Institute of Technology are probably more carefully worked out, better taught, and more closely suited to the communal needs than those at most institutions. It would be our shame if this were not so. Yet we have been so preoccupied with the internal work of the Institute that we have taken small part in spreading our gospel. Is it not time to begin to do more?

2. SUMMER RESEARCH. Already our separately organized research laboratories — the Research Division of the Department of Electrical Engineering, the Research Laboratory of Applied Chemistry, the Research Laboratory of Physical Chemistry, and the new Research Laboratory of Industrial Physics—are practically operating on a year-round basis. Many other laboratories are somewhat occupied during the summer, either with professional work of the staff or with a carry-over of thesis work by candidates for the S.B., S.M., S.D., or Ph.D. degrees. In many ways the summer, with its simplified and concentrated schedule of courses and with the laboratories freed of their heaviest loads, offers better opportunities than the academic year for research both to students and teachers. Should the development of summer research be fostered?

The Technology Plan brings new problems of administration relative to summer work. The contractors, if left unguided, are as likely to desire the privileges of consultations with and research by members of our staff during the summer as during the other nine months of the year. Last summer Dr. Walker was much embarrassed by the pressure for solution of certain problems when all members of the staff qualified to do the work happened simultaneously to be away. Had we been sufficiently apprehensive of this difficulty, we might have been able so to arrange the instruction during the summer, and the assignment of the staff thereto, as to assure a sufficient continuity of representation of all departments so that the inconvenience to our contractors and our own embarrassment would have been minimized.

It may be possible with the experience of the past summer in view to guide the desires of our contractors to a certain extent into either of two different channels. First, we may succeed in heading off the major portion of the summer problems, or, second, we may be able to stimulate a concentration of problems into the

summer so that those who desire this sort of work may have the opportunity to do it when they are freest. The success of any such attempt at guidance requires a careful and long-continued laying of plans by the Director during the spring and in advance of the summer. Which policy, if either, shall be adopted must be settled before February 1. Shall we attempt to stimulate work under the Technology Plan during the summer or shall we try to minimize it?

3. The Salary Schedules. Last spring when the Administrative Committee undertook the revision of the salary schedules it became apparent at once that there were three distinct customs in appointment or payment. (*A*) Some members of the staff were appointed on a yearly basis, worked eleven months and had one month's vacation. These were chiefly the administrative officers and those engaged in our research laboratories. (*B*) Others were appointed on a yearly basis, worked a trifle over nine months and had about three months' vacation. These were chiefly the teaching staff of Faculty grade. They were paid extra for such summer work as they might do. In the main both these classes were on indefinite appointments and both were paid monthly throughout the year for their regular work. (*C*) Others were appointed on the basis of the academic year and were paid in eight installments from November 1 to June 1 inclusive. These were chiefly the instructors and assistants in teaching. With the lengthening of the school year during the past twenty years, these eight months' men were working about nine months if they were faithful, but the less faithful ones were causing serious embarrassments by failure to report for proctoring and other duties incident to the opening of the work in the fall or to its conclusion in June.

It was evident that order could be made from this chaos only by calculating and comparing salaries on a monthly basis, and by insisting on nine months of service from instructors and assistants. We therefore adopted the plan of paying all those who work for the academic year in ten installments from October 1 to July 1 inclusive, for nine months' work and one month's leave on pay, and those who work throughout the year in twelve installments for eleven months' work and one month's leave on pay.

It is certain that a large number of our staff prefer not to be in residence during the summer and we have no intention of putting any pressure upon anybody to work at the Institute during the summer, whether in teaching or in research. On the other hand, so many members of our staff may desire work that we shall be unable to find enough to fill their wants.

To ascertain the desires of the members of our staff we ask them to send, within the week, replies to the enclosed list of questions. As plans for the summer cannot yet be made definite, either on the part of the staff or on the part of the Administration, the replies must be considered informal and in no sense binding on the part of the signer to do the work if afforded the opportunity, or binding on the Administrative Committee to furnish the work desired. The questionnaire is only to give us a basis in consultation with the Chairman of the Summer School Committee and with the Director of the Division of Industrial Co-operation and Research, on which to meet so far as practicable the preferences of the staff.

THE ADMINISTRATIVE COMMITTEE.

QUESTIONNAIRE ON SUMMER WORK, 1921

To be returned within one week addressed to The Administrative Committee, President's Office, Massachusetts Institute of Technology

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1. Is it desirable to extend the Summer School for our students? .....

2. Is it desirable to make an effort to attract teachers? .....

3. Should we try to stimulate work under the Technology Plan to be done during the summer? .....

4. Do you prefer to have no work arranged for you during the summer of 1921? .....
   (If answer is *Yes*, disregard subsequent queries.)

5. Are you already engaged to do work here during the summer of 1921? .....
   (If answer is *Yes*, disregard subsequent queries.)

6. What courses ordinarily offered in the Summer School, whether required or optional, do you desire to teach?

.....

7. Would you teach them at your ordinary pay for ordinary teaching load, figuring one week at full teaching load as entitling you to one quarter of your monthly check? .....

8. What do you consider your ordinary weekly load in classroom hours for this kind of work? .....

9. What work would you be willing to undertake in co-operation with others in addition to that under Question 7 to round out your average teaching load?

.....

10. Would you prefer an underload or an overload, with adjusted compensation, in place of a normal load? If, so, which? .....

11. Check the part or parts of the summer you prefer to work:

    First Third Middle Third Last Third

12. What special new summer course would you desire to offer? Give name, hours per week, credit hours, number of weeks, and preferred inclusive dates.

.....

13. Would you like to be retained under the Technology Plan, or otherwise, for continuous summer research for a certain number of weeks at your standard rate of pay? .....

14. If so, indicate the nature of the work you would like to do, and the inclusive dates you prefer.

.....

15. Would you be available to undertake special professional work under the Technology Plan at your usual professional charges? .....

16. If so, indicate the nature of the work you would like to do, and the periods when you expect to be available.

.....

Signature.....

To Members of the Corporation

OFFICE OF THE PRESIDENT

Dear Sir:

The Acting President hereby calls a special meeting of the Corporation to be held at the Institute on Wednesday, March 30th, at three o'clock P. M.

The business of the meeting is to see whether the Corporation will confirm the action of the Executive Committee in appointing a new President and to transact such other business as may come before the meeting.

That the public may have no intimation of the matter until the Corporation has taken definite action you are earnestly requested to consider the call for this meeting strictly confidential.

The Executive Committee have pledged themselves to secrecy regarding the name of the man they have selected.

Respectfully yours,

James P. Munroe,

Secretary

March 26, 1921.

OFFICE OF THE PRESIDENT

To the Heads of Departments

Gentlemen:

The question of financing students' notes issued by Departments for the use of students has been raised by some heads of departments and by the Bursar. It has been the practice to charge the expenses of notes to the departmental appropriations for the year in which the notes were issued, even though the edition might be large enough to last beyond the end of the fiscal year. Hereafter, no part of the departmental appropriation will be used to pay for such notes unless the entire sale of the same is to be within the current year, and even then it is deemed advisable that the notes be handled through the Bursar's "General Notes" account, which for many years has been used to cover the cost of large issues. The profit from the sale of notes appears as a profit and loss surplus or deficit on the Bursar's "General Notes" account, and is used to cover such matters as insurance against fire loss, insurance againse loss on old notes unsold after a new edition has been brought out, etc.

Yours very truly,

THE ADMINISTRATIVE COMMITTEE

May 20, 1921.

OFFICE OF THE PRESIDENT

To the Heads of Professional Departments

Gentlemen:

It has been decided to request heads of professional departments and courses to make arrangements for some member of each department to approve, before the first of July, the registration material now in hand. The recent changes in the Faculty Rules and the very large number of irregular students now in the Institute, particularly in the Junior year and about to enter the Senior year, make it necessary that the registration of each student should be examined with particular care and that he be not permitted to take work for which he is, in the opinion of the department, not prepared, and further, that he is required to take such courses as in the opinion of the department are necessary. We understand that the department will act with power upon this registration material.

We desire further to call your attention to the fact that under the Faculty vote a large number of students have been permitted to take condition examinations in senior subjects about July 1st, and that preparation should be made to accommodate the students in accordance with this Faculty vote. We are requesting the Registrar to solicit examination papers from members of the Faculty concerned and to hire proctors as may be necessary to proctor the examinations.

Yours very truly,
THE ADMINISTRATIVE COMMITTEE.

June 16, 1921.

To the Dean, Heads of Departments

and Heads of Professional Courses.

Gentlemen:

Arrangements have been made with the Bursar and Registrar, after consultation with our Committee on Registration, which it is hoped may do away with some of the confusion and annoyance occurring, particularly during the first week of the term. Details of these arrangements will be sent to all members of the Instructing Staff in due time. Briefly, the plan provides that:

1. Registration material be distributed and collected by the Registrar early in December.

2. Among this material will be a list in duplicate of all studies for which the student proposes to register.

3. This list in duplicate will be sent by the Registrar to Heads of Departments for the upper three classes and to the Dean for Freshmen, not later than the final day on which the Faculty considers student records.

4. This list in duplicate shall be approved by the Departments as follows:-

a. An officer of the Department shall compare what the student proposes to take with the student's past record including the December record and Faculty votes and shall approve the list as it stands provided admission to the subjects applied for complies with the rules and votes of the Faculty and is otherwise acceptable. But

b. If the officer finds that the list does not conform to the rules and votes or if in his opinion the student proposes to overload himself (considering his ability as indicated by his past records) or if the student is applying for work for which he has not adequate preparation, or if the student has not entered upon his list of proposed studies, courses given during the second term which he has failed in a previous term and which he should repeat during the coming term, then the officer shall strike from the list in duplicate with red ink any courses which he disapproves and shall enter upon the list in duplicate in red ink any courses which the student must take, it being understood that it is an obligation upon the student to give preference to these subjects in arranging his working schedule of hours and that if tabular view conflicts occur these repeated subjects must have the right of way.

N.B. It is particularly important for the smooth running of the Institute that this stage (4 b) of registration be carefully observed by all departments. Students should be encouraged to make up back failures as promptly as possible.

c. The Department shall retain in its Headquarters one of the duplicate approved study lists and hold it for delivery to the student as a basis for his admission to classes. These lists should be ready for the students by 9 A. M. December 30th. The other (duplicate) list shall be sent at once to the Registrar.

5. The student will call at Department Headquarters for his approved list after 9 A.M. Friday, December 30th and will make out his class admission cards and stubs (use of which will be explained in a circular sent to all members of the Staff) in accordance therewith. His name will not be entered upon the class roll without such a ticket which will be taken up by the officer of instruction to constitute his roll.

N.B. As soon as practicable after the opening of the term the Registrar will check his duplicate approved list against the instructor's roll reports made up from the stubs of the class cards and students who through carelessness or for other reasons have made out admission cards differing from the approved list will be excluded, with the possibility that they will not then be admitted to other subjects in place of those from which they are excluded. It is vital that Heads of Departments shall call attention of all officers to whom they may delegate the work of approving registration to the Faculty Rules that (1) a student is excluded from registration if in his preparatory courses he has either an initial FF or an absence of record, or if, as a Sophomore or Freshman, he comes under the 50% rules and (2) a student who is admitted to any work in which he has an F in required preparation is subject to immediate exclusion at any time that his work in the dependent subject is unsatisfactory and that consequently it is unwise for the student to enter or for his Department to permit him to enter upon dependent work for which he has failed in preparation unless he has a fair chance of success from the start.

6. Students who take exception to the rulings of those members of the Department who approve registration may petition for change. The petition should be first submitted to the member of the Department who approved the registration. If, on consultation with the student, he believes injustice has been done and is willing to endorse upon the petition that he recommends its being granted, he will also endorse in red ink upon both the class card and the stub for the subject in question the word "Petition" with his own initials. The student may then present the card and stub to his instructor and be entered upon the class roll provisionally subject to final action by the Petitions Committee.

We are addressing this letter to you at this time that you may have opportunity to perfect your departmental organization to care for the December registration. Copies of this letter are available if you desire them for the officers to whom you may delegate the approval of registration material.

Yours sincerely,

December 6, 1921. THE ADMINISTRATIVE COMMITTEE.

N.B. It is particularly important for the smooth running of the Institute that this stage (4 b) of registration be carefully observed by all departments. Students should be encouraged to make up back failures as promptly as possible.

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We are addressing this letter to you at this time that you may have opportunity to perfect your departmental organization to care for the December registration. Copies of this letter are available if you desire them for the officers to whom you may delegate the approval of registration material.

Yours sincerely,

December 6, 1921. THE ADMINISTRATIVE COMMITTEE.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY

CAMBRIDGE, MASS.

June 5, 1923

Sir:

It is not generally appreciated among those who contemplate entering college that at the Massachusetts Institute of Technology developments in the field of Biology, both in the line of public health and industrial hygiene and in the technical applications of bacteriology to the fisheries, the food industries, the fermentation industries, and other industrial processes, have led to a considerable demand for men trained in this branch of applied science.

The Institute's Department of Biology and Public Health has this year received applications for many more men than it has been able to supply. Some of these applications have been for health officers and laboratory technicians with departments of health; others have been for administrative positions in charge of public health education, developmental work in the field of child hygiene and nutrition, and as trained health experts with insurance companies and other private health organizations.

There has been an unusual demand for teachers in Bacteriology, Physiology, and Sanitary Science. In the industrial field there has been a demand for men trained in the various lines of fermentation, manufacture of disinfecting materials, and as research workers in the laboratories of large commercial organizations such as General Motors Corporation, the Commercial Solvent's Corporation and others.

The Department has this year been asked to recommend not less than four times as many men as it has been possible to supply at salaries ranging from fifteen hundred dollars to thirty-five hundred dollars.

Without any considerable expansion for equipment of teaching staff the Department could easily take care of fifteen to twenty men or women every year. The average student entering the Institute thinks only of engineering and fails to realize the developments that have taken place in the biological field.

Will you please call this to the attention of any young men whom you know who contemplate entering college next fall.

Yours sincerely,

S. W. Stratton,

President.

This letter sent to schools not in Alumni Centers

Sample #3

Same as Sample #2 except P 2 on next page

OFFICE OF THE PRESIDENT

My dear Sir:

The educators of the present day realize that a great service will be rendered to future generations by devising ways and means to assist young men in choosing their vocations according to their talents. The interest of psychologists in this matter is evident from the numerous tests now being conducted. The National Research Council at Washington, D. C., is publishing circulars such as "Physics as a Career," "Engineering Research as a Career," etc., the purpose of each circular being to present the qualities necessary and the educational training required for success in a particular profession, and the rewards which may be expected. With these facts as a basis, it is hoped that a young man, by self-analysis and by consultation with his teachers, may discover his possibilities for success in a given field.

Universities, colleges and technical schools should participate in the movement by explaining the educational requirements which they demand and the training they offer in the particular fields in which they specialize. The Massachusetts Institute of Technology is taking the initial step by placing before the young men in secondary schools a bulletin describing the various branches of engineering, science, architecture and engineering administration in which it offers courses, and by pointing out the talents and qualities requisite for success.

It is apparent, however, that the administrative officers and teachers of the secondary schools, from their intimate contact and personal knowledge of their pupils, are more competent to judge which ones have the taste and ability for the kind of career for which Technology and other engineering schools offer train-

ing. To assist you in helping your students make their decisions regarding their life work, I am sending to you copies of a new bulletin entitled "The Massachusetts Institute of Technology." These will be accompanied by copies of our bulletins, "General Information and Requirements for Admission" and "Courses of Study," which latter circulars will be beneficial to students who may decide to enter our institution.

Knowing that young men like to have first-hand information and hear the experience of those who have been "through the mill," I shall be pleased to refer any of your boys intending to enter Technology to an alumnus in your vicinity, who will gladly present more detailed information.

I am certain that your interest and enthusiasm in this problem of preventing the waste of the talents of our youths by misplacement in industry is as great as mine. Co-operation is necessary for success, and I shall be appreciative of suggestions regarding ways to ameliorate the present conditions and to learn by what means Technology may assist you in placing such facts before your young men that those of promise may not be allowed to drift but may be directed toward the fields in which their talents will be best utilized.

Very truly yours,

S. W. Stratton,
President.

February 15, 1924.

OFFICE OF THE PRESIDENT

November 18, 1925.

To the Heads of Departments and

Separate Courses

Gentlemen:

The Corporation at its last meeting authorized the President to officially appoint Advisory Committees to serve jointly with the Visiting Committee of the Corporation and the Instructing Staff of the various departments, and to give publicity to these appointments in such publications of the Institute as may seem desirable

This places the question of departmental advisers on a more formal basis than heretofore and is a more suitable recognition of the services of the men who consent to cooperate with the Institute in considering the policies of the Institute as they relate to technical education.

I am enclosing herewith a copy of a letter requesting individuals to serve on the Advisory Committee for the Department of Electrical Engineering. This form will be followed as far as possible in making appointments for all departments. I would be pleased to confer with the various Heads of Departments when convenient as to the personnel of the Advisory Committees directly concerned with the work of each Department or separate course.

Yours sincerely,

Report of All Technology Preparedness Committee

To the Institute Committee,
Gentlemen;

I. Purpose

I. In investigating the field for service open to the students at the Institute in event of future hostilities with Germany, the Committee has entered upon its duties with the following aims in view;

(1) To enumerate the various organized military and naval forces in the scheme of national defence.

(2) To thoroughly investigate each one of the several branches and arms of the various forces and to ascertain with particular reference to Technology men:

(a) The duties and obligations incident thereto.

(b) The opportunities existing therein.

(c) Necessary preparation and mode of enlistment.

(d) Means of obtaining further detailed information.

(3) To ascertain in the industrial and research field:

(a) Specific opportunities for service open to men of undergraduate training in each of the 15 courses of the Institute.

(b) The duties and preparation incident to such opportunities.

(4) To make recommendations and to present advice as to undergraduate conduct upon declaration of war based upon interviews and letters from well informed military and business men.

II. Means of Presentation

Your Committee has taken the following means to put this information before the student body.

(1) It has placed an organization chart of the army and one of the navy on a special bulletin board in the lobby of Building 10, showing:

(a) line of promotion

(b) relation of the various branches and arms of service

(c) necessary preparation and mode of enlistment and means of obtaining further detailed information.

(2) It has placed on the same board a survey of the industrial field.

III. Recommendations

To Technology undergraduates desiring to serve the United States in case of a war with Germany, your Committee on Preparedness recommends as follows:

I. That upon the immediate outbreak of hostilities, all undergraduates withhold their services completely and await developments, for

(1) It seems likely that the United States will take an inactive part in a war with Germany, similar to Japan's attitude in the present European War.

(2) At first at least, it will be better service to the Government to remain in Technology, for

(a) The Government never does take cadets out of West Point till the last extremity in a war.

(b) Germany did not call undergraduates from colleges at the outbreak of the European war, and it is believed that she has not done so yet.

(c) We should not repeat the mistake made in England of allowing men with special qualifications for service to enlist when they might have been more useful behind the lines.

(3) Your Committee recommends that the undergraduates wait until the demand of the industrial and research field has been defined by war conditions. In case of aggressive warfare many men will be needed here.

(4) The requirements for entrance to the Engineering Corps and other branches of the service may be lowered to make it evident that men not now eligible will be very useful.

II. Your Committee recommends further that upon the initiation of hostilities

(1) That a committee be appointed to keep the undergraduates constantly in touch with the national demand for technical service.

(2) That every man be examined to determine physical fitness for naval or military service.

(a) The class not fit for active service can prepare for definite industrial work.

(b) The class fit for active service should prepare for such service, although it may well turn out that many will be used for industrial work.

Note: An opportunity for such preparation may be presented

(1) Through a change in the curriculum of the Institute.

(2) Through the engineering Corps and many similar movements which will be developed once we enter war.

III. Your Committee advises that undergraduates do not overrate their ability to serve. The positions which they will be fitted to fill will not have much greater responsibilities than positions obtainable in peace times; unless the war be very severe. Responsibilities will increase more rapidly under war conditions however.

IV. With reference to enlisted service, your Committee advises that

(1) No group of undergraduates enlist as a unit; the objection being, that it is too great a concentration of the same kind of material and will not make for its best use.

(2) It seems to be a consensus of opinion that Technology men are well enough qualified to become officers in case of aggressive warfare and that there will be sufficient opportunities for all.

(3) There will undoubtedly be offered short term enlistments for war service only in army, navy and marine corps.

V. With reference to the army

(1) It seems likely that the army will not be called on for active service but will be mobilized as a perparedness move.

(a) The enemy is remote and preoccupied.

(b) After the European war is over, the enemy may be destroyed or desirous of making friends with the United States.

(2) All men who can meet the requirements should enlist as officers, when it becomes advisable.

(3) Undergraduates should enlist through the regular army or Officer's Reserve Corps, not in the volunteers or State militia.

(4) Technical education will be most valuable in the Engineers Corps, Coast Artillery and Ordnance Departments. The field artillery, cavalry and infantry are decidedly second choice and arranged in order of preference.

VI. With reference to the navy

(1) The navy will have more chance to see active service than the army.

(2) Opportunities to enter are limited because the possible expansion is restricted by the ships available.

(3) Entrance in the regular navy or naval reserve is possible only by

(a) Enlistment as seamen or firemen.

(b) Entering a trade by examination for gunner's mate, electrician, machinist's mate, etc.

(c) Trying examination for naval civil engineers corps. A commission is available in this department.

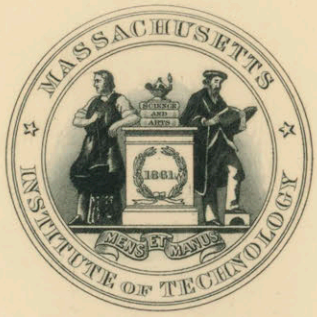
VII. With reference to the industrial and research field

(1) The extent of opportunities depends wholly on the extent to which the United States enters the war. This cannot be told at present.

(2) It seems likely that Technology men would be in considerable demand for inspectors, supervisors, foremen, research assistants, machine and factory designers.

(3) While it is possible for students in the three lower classes to fill some of these positions, still, judging from the policy of Germany, it would appear that they would be of more use to their country if they finished their education.

Every Tech man should feel that he holds his life and his ability for work in trust for his country—to be rendered up at whatever moment and in whatever way would be most useful. Patriotism should be uppermost in every man's heart, but intelligent rather than blind patriotism. If at this moment the most intelligently useful course is to remain at Technology, every man should follow this course. When the time comes for action, as it surely will, men should act with only one thought and one desire—to do their utmost for their country to which they owe their own liberty and happiness.



To

Dear sir:

I have the pleasure to inform you that you have been appointed by the Corporation of the Massachusetts Institute of Technology a member of the Committee to the

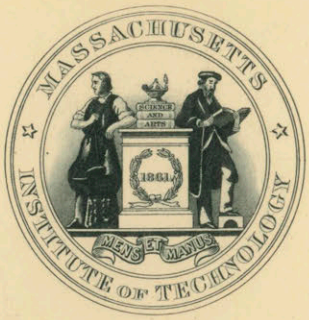
for the year 19

and to ask your acceptance of the appointment The Committee includes also the persons named on the following page

Yours sincerely

Cambridge

President



To

Dear sir:

I have the pleasure to inform you that by authority of the Corporation of the Massachusetts Institute of Technology you have been appointed a member of the Advisory Committee for the

for a period of beginning

The Committee includes also the persons named on the following page

Yours sincerely

Cambridge

President