

STONE & WEBSTER,
147 MILK ST. BOSTON.

Boston, October 31, 1911.

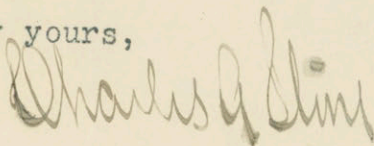
Dr. R. C. Maclaurin, President,
Massachusetts Institute of Technology,
Boston, Mass.

Dear Dr. Maclaurin:

I think you will be interested in seeing the list of graduates of technical schools and colleges in the employ of Stone & Webster. There are about 284 in all.

You will see that the Institute of Technology predominates.

Sincerely yours,



CAS/MED

Enclosure.

MASSACHUSETTS INSTITUTE OF TECHNOLOGY.

Elbert G. Allen	George LeR. Mitchell
W. P. Bentley	Harold K. Munroe
Viggo E. Bird	Walter N. Munroe
John S. Bleecker	J. R. Morse
J. B. Blood	Luther R. Nash
Wm. H. Blood, Jr.	Edwin E. Nelson
L. H. G. Bouscaren, Jr.	Joseph E. Nute
Henry G. Bradley	Galt F. Parsons
Leonard B. Buchanan	R. B. Pendergast
Karl Burroughs	Alfred G. Place
Arthur F. Butler	Joseph Pope
M. W. Carty	A. Stuart Pratt
Maurice S. Chapin	George H. Priest
Nathan Cheney	Leonard W. Pritchett
Franklin N. Conant	J. Randolph Reyburn
Worthington Cornell	Russell Robb
R. H. Crosby	Dwight P. Robinson
Frederick T. Crossley	Gardner Rogers
A. W. Crowell	Howard L. Rogers
George A. Cutter	George W. Rounds
Frank Dabney	Frederick P. Royce
Nathan H. Daniels, Jr.	Albion W. Shaw
Benj. W. Dow	Louis A. Schier
Willard W. Dow	Walter Schier
Jesse J. Eames	Marcy L. Sperry
Arthur J. Farnsworth	Percy A. Staples
Cyrus Y. Ferris	Edward T. Steel
A. L. Frost	Charles A. Stone
Francis B. Galaher	William I. Sturtevant
Don L. Galusha	Richard T. Sullivan
L. S. Gordon	Herbert H. Sutton
Leslie R. Grant	Philip L. Sweetser
C. F. Green	Samuel B. Tuell
Frank E. Guptill	Charles F. Wallace
Reynold M. Harding	L. Arthur Wallon
Charles H. Harris	Thomas G. Webber
Carl E. Hollender	Edwin S. Webster
Bradford B. Holmes	Lester S. Weeks
I. C. Horton	Philip M. Wentworth
Harry H. Hunt	Charles F. W. Wetterer
E. J. B. Huntoon	A. H. Wilson
Thomas C. Keeling	Laurence S. Winchester
Charles W. Kellogg, Jr.	S. C. Wolfe
Warren W. Loomis	D. M. Wood
Joseph B. Lukes	F. J. Wood
J. E. Lynch	J. D. Wood
Thos. J. McInerney	J. C. Woodsome

HARVARD UNIVERSITY

Harold A. Allen
Donald C. Barnes
W. O. Batchelder
Walter M. Bird
Francis Brown
J. H. Buck
L. F. Carlton
Richard Washburn Child
Chester M. Clark
Leslie R. Coffin
Shirley R. Crosse
David Daly
Ernest I. Doe
A. Falconer
W. A. Forbush
John W. Hallowell
Thomas J. Hanlon, Jr.
Henry R. Hayes
Joseph Husband
Arthur M. Jones
Reginald D. Kernan
G. H. Ladd
J. Philip Lane
Carl Lawson
G. W. Lee
Joseph H. Libbey
Joseph S. Lovering
William H. McGrath
J. J. Milton
Herbert Nash, Jr.
J. T. G. Nichols, Jr.
Thomas Nickerson
Harold W. Pierce
Chester C. Pope
Frederick S. Pratt
Dwight P. Robinson
C. C. Rousch
Willard P. Sheppard
Tennyson W. Simpson
A. L. Snyder
Cabot Stevens
Richard T. Sullivan
Alvah K. Todd
Arthur Tyng
John F. Vaughan
Eliot Wadsworth
Philip L. Warren
Walter L. Weston
Herbert S. Whiton
Theodore T. Whitney, Jr.

YALE UNIVERSITY

Mitchill Allen
Charles H. Bartlett
H. L. Bunce, Jr.

Henry Hull
H. J. Pettengill, Jr.
F. A. Rogers.

UNIVERSITY OF MAINE

Arthur L. Adams
J. L. Alexander
Lester M. Bragg
Walter H. Burke
John L. Collins
B. M. Cowan
Chester G. Cummings
James M. Eaton
Howard C. Foss
Willis T. Harvey
W. A. Hill
Stanley T. Hilliard
Joseph Jacobs

Frederick D. Knight
Earle L. Milliken
Harold R. Miller
Fred C. Morton
W. N. Patten
Howard G. Philbrook
P. I. Robinson
A. C. Small
George E. Springer
I. M. Stover
S. F. Thomas
Frank E. Webster

CORNELL UNIVERSITY

Walter H. Balcke
R. G. Barton
Ivan A. Boyce
Davis M. DeBard
Thomas L. Dunn
Victor M. Ehlers
S. A. Kalberg
E. M. Kephart

J. C. Hemingway
Charles W. Hunter
G. O. Muhlfield
Lee H. Parker
Barrett Smith
Donald Stewart
R. D. Vaughan

WORCESTER POLYTECHNIC INSTITUTE

Horace H. Field
W. P. Ingham
H. W. Osgood
O. D. Rice

W. D. Smith
Frederick A. Spencer
Wilfred L. Robbins
A. H. Warren
F. E. Wood

GEORGIA TECH.

H. M. Corse
A. Olin Dayton
T. M. Gibbes
J. G. Holtzelaw

J. P. Ingle
B. T. Longino
Wayne Warfield
W. E. Wood

UNIVERSITY OF GEORGIA

G. Willis Radcliff

ALABAMA POLYTECHNIC INSTITUTE

H. H. Schomburg

UNIVERSITY OF VIRGINIA

J. A. Dixon

UNIVERSITY OF TEXAS

Robert C. Brooks

DARTMOUTH COLLEGE

G. E. Chamberlain
Royal Parkinson

W. G. Small
Frank B. Williams

BROWN UNIVERSITY

E. S. Roberts

W. W. Loomis

PRINCETON UNIVERSITY

J. Hugh Bissell

Miles Standish Slocum

MCGILL UNIVERSITY

Winthrop K. Harding
W. M. B. Macdonald

Walter G. Ross

TUFTS COLLEGE

W. V. Burnell
Chester I. Conn
J. T. Doherty
G. Everett Ellis, Jr.
P. E. Hatch

J. H. Hood
J. N. Ives
W. L. Locke
R. R. Spofford
R. Kennard

AMHERST COLLEGE

Carl E. Hollender

BATES COLLEGE

J. A. Hunnewell

H. G. Payne
(Also Univ. of Minn.)

LEHIGH UNIVERSITY

Gilbert H. Hoppin
T. W. Peters

J. B. Townsend

STEVENS INSTITUTE

G. I. Branch
E. B. Bumsted
T. E. Landvoigt

G. Kelly
Hans von Vittinghoff

PRATT INSTITUTE

Robert H. Wilder

RENSSELAER INSTITUTE

H. Jermain Slocum, Jr.

UNIVERSITY OF MICHIGAN

Claude C. Curtis
O. L. Davidson

Dwight E. Lowell
Harris P. Ralston

UNIVERSITY OF WISCONSIN

R. M. Arms

Emil A. Ekern

SYDNEY TECH.

S. Harold Beale

TECHNICAL INST. OF VIENNA

H. J. Strobel

NATIONAL NORMAL UNIVERSITY OF LEBANON, OHIO

Edward N. Lake

UNIVERSITY OF ILLINOIS

Herbert W. Day

Edgar M. Thomas

ROSE POLYTECHNIC

C. W. E. Clarke

R. A. Philip

ARMOUR INSTITUTE OF TECHNOLOGY

F. G. Dana
R. M. Henderson

William F. Sims

NORTHWESTERN UNIVERSITY

Harry M. Hope

MICHIGAN AGRICULTURAL COLLEGE

Walter Goodenough

UNIVERSITY OF VERMONT

George G. Hinsdale

TECHNICAL COLLEGE, GLASGOW, SCOTLAND

W. R. Beattie

COLUMBIA UNIVERSITY

G. P. Bender

BROOKLYN POLYTECHNIC INSTITUTE

G. I. Branch

POLYTECHNICAL UNIVERSITY OF COPENHAGEN

G. T. Brockner

LOWELL INSTITUTE

C. M. Durgin

C. W. Jones

JOHN HOPKINS UNIVERSITY

E. S. Glines

DRESDEN TECHNOLOGY, ACADEMY OF FINE ARTS, SAXONY

M. Hohl

PURDUE UNIVERSITY

J. K. Ostrander

L. Silberberg

DELAWARE COLLEGE

S. M. Parrish

TORONTO UNIVERSITY

W. K. Saunders

UNION UNIVERSITY, SCHENECTADY

L. Sumerish

IOWA STATE UNIVERSITY

E. C. Macy

INSTITUTE OF TECHNOLOGY, STOCKHOLM

T. Lindberg

STATE NORMAL SCHOOL, RANDOLPH, VT.

A. C. Ralph

UNIVERSITY OF PENNSYLVANIA

A. L. Frost

UNIVERSITY OF MISSOURI

H. Gay

BROOKLYN POLYTECHNIC

H. P. Hunninghouse

Dear Mr. Stone:

I must thank you for the list, which to me is most interesting, of the graduates in the employ of your firm.

Yours sincerely,

November 1, 1911.

Mr. Charles A. Stone,
147 Milk Street,
Boston, Mass.

GASTON, SNOW & SALTONSTALL

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WILLIAM A. GASTON
FREDERIC E. SNOW
RICHARD M. SALTONSTALL
THOMAS HUNT

LAWRENCE A. FORD
HENRY ENDICOTT, JR.
JOHN C. RICE
ARTHUR A. BALLANTINE
WARREN MOTLEY

Shawmut Bank Building

Boston Dec. 31, 1912.

Dear Charley :

I enclose in this a check for five thousand dollars (\$5,000), to your order, for the Institute of Technology, as agreed with you. This is sent with the kind regards of Mr. Snow, Mr. Saltonstall and myself, and with the best wishes for the Institute of Technology.

Yours very truly,

William A. Gaston

To
Mr. Charles A. Stone,
147 Milk Street,
Boston, Mass.

Boston, Mass., January 2, 1913.

William A. Gaston, Esq.,
Shawmut Bank Building,
Boston, Mass.

My dear Billy:

Please accept my thanks for the check for five thousand dollars (\$5,000.), to be used for the completion of the purchase of the new site for the Massachusetts Institute of Technology.

Will you please extend my thanks also to Mr. Snow and Mr. Saltonstall and tell them how much we all appreciate it.

I am sending the check to Dr. MacLaurin, and you will receive official acknowledgment from him.

With renewed thanks and best wishes for a Happy New Year, I am,

Yours very truly,

Chas A. Stone

CAS/RED

Dear Mr. Stone:

Dr. Maclaurin has asked me to send to you the enclosed pamphlet, published by the Alumni Association at the time of his election to the presidency, containing some account of his works. Later details with reference to publications, degrees, etc., will be found in Who's Who.

With reference to publications, the most important have been a series of Memoirs on scientific subjects, published by the Royal Society of London, and a treatise on Physical Optics, published by the Cambridge University Press. Other publications are Light, a series of lectures delivered in the Natural History Museum, New York, and Title to Realty, a work on the history of English law relating to real estate.

Dr. Maclaurin's more recent publications have mostly been articles in reviews and magazines, such as the following:-

Address to the National Association of Cotton Manufacturers.
April 27, 1910. (printed by the Association.)

- ✓ Science and Education....
The School Review, May, 1910.
- ✓ Some Tests of Academic Efficiency
Popular Science Monthly, May, 1910.
- ✓ Technical Education
The Youth's Companion, June, 1910.
- ✓ Address to the American Chemical Society
Science, July 1, 1910.

Mr. Stone - 2.

- ✓ Educational and Industrial Efficiency
Science, Jan. 1911.
- ✓ The Reform of Oxford,
North American Review, March, 1911.
- ✓ The Outlook for Research,
The Pedagogical Seminary, March, 1911.
- ✓ Some Factors in the Institute's Success,
Science, April, 1911.
- ✓ Darwin at an American University,
Atlantic Monthly, June, 1911.
- ✓ Science and Religion: the End of the Battle,
Outlook, September 9, 1911.
- ✓ The Sherman Act,
The Rollins Magazine, October, 1911.
- ✓ The Main Elements of Success,
The Youth's Companion, June, 1912.
- ✓ Presidential Candidates and the Trust Problem in America,
The Contemporary Review, November, 1912.
- ✓ The Sore Need of Aviation,
Aero Club of America Bulletin, August, 1912.

Yours very truly,

Secretary to the President.

February 10, 1913.

Mr. C. A. Stone,
147 Milk Street,
Boston, Mass.

MEMORANDUM

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BOSTON, December 23, 1912.

TO C. A. Stone, Esq.

This memorandum is to confirm our conference of this morning:

1st. It seems to us that the Building Committee should have not more than three members, it being understood that any officers of the Institute or any outside engineers can be assigned by that Committee to the study of specific problems or to advise with the Committee on any particular phases of the work.

2nd. If an architect is to be employed to design all the buildings, it seems very desirable to put on him the responsibility for all parts of the design, including all the engineering features. It should be understood that if this architect wants to retain specialists in electrical work, ventilation, plumbing or other branches of the work, this employment shall be subject to the approval of the Building Committee.

Mr. Freeman has already been assigned certain parts of the work and the logical way for him to work into the final set-up would be to have him act in the capacity of consultant to the Building Committee, passing in a general way on detailed plans which would be worked out

STONE & WEBSTER ENGINEERING CORPORATION

MEMORANDUM

BOSTON, December 23, 1912.

TO C. A. S. 2.

by your architect. If Mr. Freeman has developed any broad plans for any of these engineering features, he would naturally transmit them to your architect through the Building Committee as a starting point.

The enclosed printed slip shows the Association's standard fees for architects and you will note that the owner pays for the assistance of specialists in heating, ventilating, mechanical, electrical and sanitary problems when such assistance is necessary. You will notice also that when an operation is conducted under more than one contract the sliding scale of percentages is applied to each contract separately instead of to the work collectively. This might make a substantial difference in the fee paid to the architect for this Institute work. Of course the minimum fee would be paid if the Committee made a single contract with one concern to care for all parts of the construction work on a percentage or fixed fee basis and of course no fixed fee could be intelligently fixed at this time or until plans are far enough advanced so that reasonably close estimates of cost can be made.

STONE & WEBSTER ENGINEERING CORPORATION

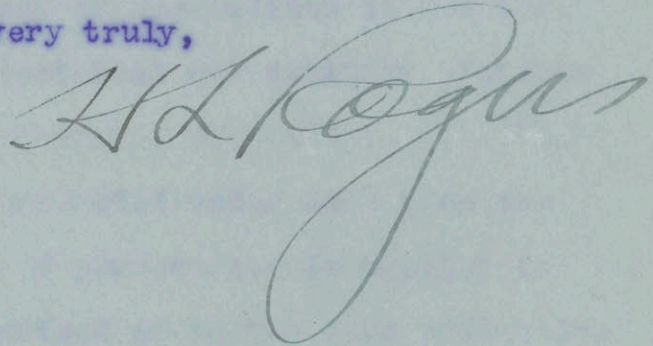
MEMORANDUM

BOSTON, December 23, 1913.

TO C. A. S. 3.

The question of putting the supervision in the hands of some of the officers of the Architectural Department was suggested and it was decided that this supervision was a part of the responsibility of the architect and that injection of a third party into the organization would be confusing and unsatisfactory.

Yours very truly,



1 Enclosure.

Folder #353

Dear Mr. Stone:

I enclose a memorandum with reference to the proposal to cooperate with Harvard in the establishment of a Graduate School of Applied Science. My thought is that this memorandum might serve as the basis of a communication to Harvard. Before sending such a communication, I should be glad to have any criticisms or suggestions that occur to you.

Yours sincerely,

April 2, 1913.

Mr. Charles A. Stone,
147 Milk Street,
Boston, Mass.

PRIVATE.

HENRY L. HIGGINSON,
44 State Street, Boston.

H - O.

May 20, 1913.

Dear Charley:

I have meant for some days to see you, and am sorry to hear that you are lame. Is it through an accident? At any rate, get well because a lame man cannot walk comfortably, and if he cannot walk, he will not be in good health.

You and I agree upon one important union, for the sake of the community. Whether it is good for either institution may be doubted, but it certainly would be good for the community, and why not unite our strength and accomplish as much as possible? But my point is this: it would assist now to bring about a union, and it would also assist hereafter in bringing students and teachers together if the ground opposite Soldiers' Field were taken. I know that one man said that he would not give any money if that were done; cut him out,- and I think you probably would get more money by going out there. I also think that he would be ashamed of himself, and would put in his money; if not, he really does not wish the good of the Technology. The present ground has not a good bottom, and that ground there has, as we know from Soldiers' Field. Go through a foot or two of soil, and you come to hard

C. A. S.

2.

gravel, which is sound and strong and which has borne the stadium without a wiggle. Still further, you get free from all shaking through the railroads or heavy traffic. Street cars go spinning by, and make a great deal of noise and shake the ground, for it is not firm ground as the other is. The railroad would shake it still more, and a good friend of yours and mine told me a month ago that, as he lay in his bed in his house in Beacon Street, he felt the shaking of those heavy trains. Still further, I see that that new boulevard, which is very likely to be built, cuts off a corner of your ground.

You overcome a good many impossibilities; think whether this cannot be done. It would not lessen your influence or importance; and by "yours" I mean that of the Technology, for nothing can do that. If you come in to see me tomorrow, I shall be delighted, and we will talk it over, and if you cannot come in, will you keep this letter to yourself and, if possible, use it?

The only disagreeable side is that you and Ned and Frank Higginson and I own a lot of that land. Perhaps we could agree to let our interests go and in that way remove all thought of selfishness. It is teamwork of the best kind which is needed in this case.

With kind regards, I am

Yours truly,

(Signed) H. L. Higginson,
O.

Charles A. Stone, Esq.,
147 Milk Street, Boston, Mass.

[encl 5/24/13]

JOHN R. FREEMAN,
Providence, Rhode Island.

May 22nd, 1913.

Charles A. Stone, Esq.,
147 Milk Street,
Boston, Mass.

PERSONAL.

Dear Mr. Stone:-

Regarding the costs of my design for Technology. We had made an elaborate start toward working these out carefully in my office, about four months ago and had found a total cost of about two and a quarter million dollars. This was on the basis of figuring weights of steel and quantities of concrete in much detail and represented perhaps a month's work of my architectural engineer, Norton, and of Professor Cross, a structural steel expert, but I never found time to myself to go into their figures carefully and see if the unit costs for concrete were right.

I felt that the quarter of a million dollars leeway would probably cover the odds and ends of trouble and expense on the concrete and that Norton and Cross could be relied on to get the steel figures about right.

Therefore, I felt confident that the whole structure with its million square feet of floor area could be brought within 2-1/2 million dollars, which is \$2.50 per foot.

I make this explanation to show that the \$2.50 per square foot was not assumed as the basis but was reached after about a month of detail work by two good men.

I started to have these costs sent you last week, but my Assistant Engineer Kennison, whom I put on the job to smooth up the figures and explanations so they could be easily followed, did not finish doing that until another piece of work of great importance claimed his attention.

It surely is right to be on the safe side and that is why I had intended to have two or three additional and entirely independent estimates by Aberthaw, Kahn and S. & W. Engrs.

Very truly yours,

(Signed) John R. Freeman.

I am much pleased that Mr. Bosworth's revised design promises so well.

Dear Mr. Stone:

I am much gratified that arrangements have been made with the Stone and Webster Engineering Corporation to act as Construction Engineers for our new buildings, under conditions that seem satisfactory to all concerned. All your colleagues on the Executive Committee are greatly pleased that things have been settled in this way, and are specially gratified that there need be no thought of losing your cooperation on the Executive Committee. We all feel that that would be a real calamity to the Institute. In this connection, I take pleasure in forwarding a copy of a letter received some time ago from the Secretary of the Alumni Association.

Yours sincerely,

See folder 132

August 1, 1913.

Mr. Charles A. Stone,
Rocky Point
Plymouth, Mass.

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STONE & WEBSTER

147 MILK ST. BOSTON

Boston, Mass., May 24, 1913.

Richard C. Maclaurin, Esq.,
President, Mass. Institute of Technology,
Boston, Mass.

Dear Sir:

I am enclosing copy of a letter which Mr. Stone received from Major Higginson, which he asked me to send to you; also copy of a letter from Mr. Freeman.

Yours very truly,

Joseph S. Loring
Secretary.

JSL/MED

2 Enclosures.

[encl 1/12/14]

Boston, Mass., January 12, 1914.

Dear Charley:

The Union has been made and it is a great step for the whole community.

Will some one of value state publicly - or on each chance, privately - that all the ruling Boards have sought no advantage for either institution - and have diligently sought the good of the whole community. I know that such has been our object - and we have simply tried for a plan which would work. I've seen no selfishness.

Now, another point. Cambridge is the home for many institutions - Tech., Harvard, Rindge; two new hospitals, Mt. Auburn Cemetery, etc., etc. None of them pay taxes. Never mind the promises made; the Tech and we all will be taxed handsomely in Cambridge - and the more of us, the sooner will come the taxes. We all know that, and have before us today a proposition which touches the matter. Why did I go to Boston for a playground? Because the Harvard people begged me not to buy land in Cambridge - and that 25 years ago. You'll have a plant costing 5 millions presently and \$100,000. will be the tax. Don't forget all this. Some told you the same story long ago. Perhaps you can do nothing, but you and Maclaurin can lift a great load. You and we must be in each other's neighborhood. See me, do.

Yours,

(Signed)

H. L. Higginson.

I hate remorse - (Why did I do so? Cursed fool!)



OFFICE OF THE PRESIDENT

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Dear Sir:

I am enclosing a copy of a tentative agreement with reference to cooperation between this Institute and Harvard. This agreement is the result of several conferences. What I am sending to you now is the last draft submitted by President Lowell, who since I last discussed the matter with him, has made several alterations in sections 2, 5, 6, 7 and 8. In a note, he says, "You understand that these are merely suggestions and that I am making them on my own responsibility, for we are not drawing up an agreement, but a basis on which to confer further."

There was some discussion of the whole scheme at the meeting of the Executive Committee yesterday, but on a matter of such importance, it is eminently desirable to have the considered judgment of every member of the Executive Committee. I hope that in the near future it may be possible to arrange a meeting at which all the members can be present and the whole matter discussed carefully. May I be permitted to remind you that the draft that I enclose is of a confidential character?

Yours sincerely,

October 15, 1913.

Mr. Charles A. Stone

147 MILK STREET
BOSTON

Boston, Mass., January 14, 1914.

Richard C. Maclaurin, Esq., President,
Massachusetts Institute of Technology,
Boston, Mass.

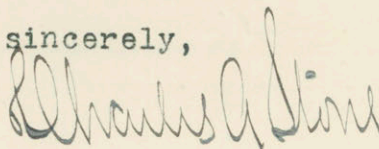
Dear Dr. Maclaurin:

Enclosed please find a translation of a hand written letter from Colonel Higginson. I think the translation is correct, but the writing is, in some places, almost illegible.

I promised to see him about it in a day or two.

Have you any suggestions to make?

Yours sincerely,



CAS/MED

Enclosure

STONE & WEBSTER

147 MILK ST. BOSTON

Boston, Mass., January 14, 1914.

See memo 865

Richard C. Maclaurin, Esq., President,
Massachusetts Institute of Technology,
Boston, Mass.

Dear Dr. Maclaurin:

I have received the enclosed memorandum from our Engineering Corporation in regard to the type of columns for the new Technology buildings, and thought you might like to look it over.

I am taking the matter up with Mr. Tolman, and, if necessary, will get Mr. Tolman, Mr. Freeman and Mr. Main together later to look over the plans. I think perhaps if they came here and had a chance to go over them, they would be entirely satisfied.

Yours very truly,

Charles A. Stone

CAS/MED

Enclosure

147 MILK STREET
BOSTON

Boston, Mass., January 16, 1914.

Dear Dr. Maclaurin:

I am enclosing the letter from Dr. Pritchett, which I spoke to you about yesterday, together with the article which appeared in the "Post". I think it might be well for you to look it through before you go to New York.

I am sorry to have Pritchett feel disturbed about the matter, but I do not know that anything can be done. We had certainly better keep quiet, I think, under all the conditions.

I am also enclosing a letter which I received from Mr. Vail. He called me on the telephone to ask if I was planning to be at the dinner on Saturday. I spoke of our dinner in ^{Boston} ~~New York~~, and sent him a copy of "The Tech". I thought you might be interested to know that he apparently is much pleased that his name was mentioned in connection with the matter.

As to Colonel Higginson's letter, which I sent

[1/16/14]

Dr. R. C. M.

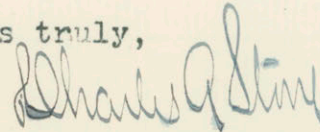
2.

you yesterday, some day next week when you are at leisure we might get together at lunch and talk over this taxation. My own idea is that the best way of solving it is to annex Cambridge to Boston. Now that you have arranged all other questions of dispute so well, I am sure that you could accomplish this easily if you decided to undertake it.

I am very sorry that I cannot be at the dinner on Saturday night.

With regards, I am,

Yours truly,



CAS/MED

Enclosures.

P.S.

I have not replied to Pritchett, so shall appreciate it if you will kindly return his letter, together with the clipping, at your convenience.



[1/19/14]

117

Dear Mr. Stone:

I have been away for a few days or I should have replied earlier to your recent letters. I hope that we may meet soon to discuss the various questions raised therein. The problem that Mr. Higginson raises is a serious one and we should give it serious consideration. As to Dr. Pritchett, I am not at all surprised at his being disappointed about the misrepresentations of his plans with reference to Harvard. On the other hand, I have not the slightest doubt that he is pursuing the path of wisdom in keeping silent in the matter. In the long run, those whose opinions are worth considering will learn to appreciate the real facts. At your request, I am returning Dr. Pritchett's letter and also the one from Mr. Vail. Dr. Pritchett asks for an authoritative copy of the plan of cooperation that was adopted by the Corporation in the spring of 1905. On looking through the records, I find to my surprise that the plan is not set forth in the records. The vote merely refers to a "Proposed plan". There is, however, I think, no reasonable doubt that the plan is that set forth in the printed pamphlet that I enclose. I should like this returned at

Mr. Stone - 2.

Dr. Pritchett's convenience. There seem to be no spare copies of it, although the whole matter is re-printed in the Technology Review of April 1905.

I was much interested in the concise, and convincing statements with reference to the columns in our new buildings made by Mr. Robinson. You understand, I hope, that I have always relied with entire confidence on your Corporation in this matter, and that the only reason for discussing it is to remove the doubts of Mr. Tolman and some of his colleagues in the Corporation.

Yours sincerely,

January 19, 1914.

Mr. Charles A. Stone,
147 Milk Street,
Boston, Mass.

[4/1/14]

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Dear Mr. Stone:

In dealing with the numerous problems presented by the equipment of our new buildings with proper appliances for heating, lighting, ventilating, etc., I feel that I am not well qualified to decide matters on my own responsibility, because of the lack of experience along these practical lines. I have tried to impress upon Mr. Lotz and the other officers of the Stone and Webster Engineering Corporation, with whom I have discussed such problems, that I am relying upon them to safe-guard the Institute against all needless expenditures. We do not want any fancy equipment or anything but a common sense solution of our problems. I am specially concerned over the ventilating problems because I know that it is not unusual for ventilating engineers to recommend elaborate equipment and not to have due regard to the cost of its maintenance. I know of one great educational institution which, after installing an elaborate equipment for ventilating its buildings, has had to abandon its use altogether, because the running expenses are so great. I am writing to you on the subject because I think that it would have a good moral effect if you were to impress these general ideas, in so far as you agree with them, upon the officers of the Stone and Webster Engineering Corporation who are

Mr. Stone - 2.

supervising this work. Any such suggestion would come from you with peculiar weight.

Mar. 31, 1914
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As an example of my difficulties, I enclose a letter from Mr. Smith, (not the donor of millions, but our Superintendent of Buildings and Power). He has the reputation here of being a sane, practical man, and he certainly is a most devoted servant of the Institute. You will see that his letter suggests that if we follow the recommendations of the ventilating experts, we will commit ourselves to considerable annual outgo for running expenses, which might possibly be avoided by some expedient. I should like to know what your people think of Smith's criticisms.

Yours sincerely,

April 1, 1914.

Mr. Charles A. Stone,
147 Milk Street,
Boston, Mass.

P.S. Since dictating the above, I have received a letter from Everett Morss on the same subject. I enclose that letter. R.C.M.

Dear Mr. Stone:

There will be a special meeting of the Executive Committee here at four o'clock on Monday next, June 1st. The main purpose of the meeting will be to determine, to some extent, to what uses the present buildings of the Institute are to be put until the easements of the abutters can be removed. This is a large question which will, of course, require much consideration before its ultimate solution, but the only part of it that need be settled now is whether some portion of the Institute's present work, for example part of the mining, should be carried on here. The answer to this question will affect the building operations in Cambridge, and it is important to have our building plans determined as speedily as possible. If you can not be present on Monday, I hope that it may be possible for you to communicate with me in the meanwhile so that I can ascertain your views with regard to certain suggestions that I shall make.

Yours sincerely,

May 28, 1914.

Mr. C. A. Stone,
147 Milk Street,
Boston, Mass.

See #346

Dear Mr. Stone:

I enclose a copy of a letter sent by me yesterday to the Mayor of Cambridge. I hope that I have succeeded in this letter in accurately stating the conclusions reached by the Executive Committee after its discussion on Monday.

Yours sincerely,

November 11, 1914.

Mr. Charles A. Stone,
147 Milk Street,
Boston, Mass.

Dear Mr. Stone:

It may interest, and perhaps amuse, you to know that His Honor the Mayor of Cambridge in replying to my letter relative to Cambridge scholarships, says: "You may be assured that this action on the part of the Massachusetts Institute of Technology is very pleasing to the officials of our City and to our citizens in general. Again thanking you for this generous action, I am, Very truly yours, Timothy W. Good, Mayor".

Yours sincerely,

November 13, 1914.

Mr. Charles A. Stone,
147 Milk Street,
Boston, Mass.

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Dear Mr. Stone:

I enclose copies of letters that I have recently received from Mr. Everett Morss and Mr. Kebbon (representing the Architect, Bosworth.) These both deal with the problem of the proper height of the stack at the power house. This is a question that I have already discussed with you and we should settle it as soon as possible. When I saw you last my understanding was that Mr. Bushnell was to have some short statement made out showing the relative merits of a short and a high stack, their cost of construction and maintenance. If Mr. Morss correctly represents Mr. Bushnell's opinion, it is somewhat different from the impression that I received when he presented the case to you and me. I should like, of course, to understand ^{accurately} what the experts think on this matter, before the question is decided. I tried to get in touch with you to-day, but you have been fully occupied. If you still think it worth while getting Mr. Bushnell to make the statement to which I have referred, perhaps you will be good enough to take the matter up with him directly.

Yours sincerely,

December 22, 1914.

Mr. C. A. Stone.

[129/15]

Dear Mr. Stone:

Mr. Olney has suggested certain changes in the agreement between the Institute and Harvard University. In a letter to me dealing with this, he says: "Perhaps I ought to explain that in suggesting changes in the phraseology of the agreement I did not recommend any which alter its substance or conflict with the obvious intent of the parties in assenting to it. The only effect is to make what is meant appear on the face of the instrument without resort to inference or implication. The execution of the agreement is now opposed and a court adjudication called for principally, if not altogether, because of a supposed conflict of the agreement with the terms of the Gordon McKay will. The opposition seems to me to be founded on misinterpretations and misunderstandings of the agreement which the proposed changes will, I think, tend to remove. And the carrying out of the agreement is of such great importance to the public and all parties concerned and especially to the Institute that I strongly advise their adoption."

The changes that he suggests are as follows:-

Clause I. "The University and the Institute shall be unaffected in name, organization, title to and rights over property, or in any other way not specifically mentioned in this agreement."

Strike out the words "or in any other way not specifically

Mr. Stone - 2.

mentioned in this agreement", and substitute therefor "except that the University is hereby given whatever rights and interests are necessary to secure to the students of the University the educational opportunities and advantages meant to be acquired for their benefit under the operation of this agreement. For the purpose of keeping in touch with the actual operations of the School the President of the University may from time to time visit the School, examine the plant, and familiarize himself with its methods and workings."

Clause VIII. "All students registered at the Institute in the various numbered professional courses covered by Section II that lead to degrees of the University shall be deemed to be prospective candidates for such degrees, unless they signify a contrary intention, and shall be entitled to the same rights and privileges as students in the professional schools of the University."

Strike out the words "deemed to be prospective candidates for such degrees unless they signify a contrary intention and", and substitute "eligible for those degrees provided they satisfy the conditions prescribed by the University and they".

Clause IX. "The President or Acting President of the Institute shall be the executive head for all the work carried on under this agreement. As an evidence of his responsibility in directing it he shall make an annual report to both Corporations."

Strike out the words "As an evidence of his responsibility

Mr. Stone - 3.

in directing it he shall make an annual", and substitute therefor,
"and for that purpose shall be the Agent of the University as well
as of the Institute and shall annually".

I am calling a special meeting of the Executive
Committee to consider these^{proposed} changes, the meeting to be held in the
offices of Messrs. Stone and Webster on Monday next at two P.M.
The special committee, consisting of the President, Treasurer and
Colonel Livermore, appointed at the last meeting of the Executive
Committee to confer with a similar committee from Harvard, recommends
the adoption of these changes. If the Committee as a whole approves,
a special meeting of the Corporation will be called to deal with the
matter.

In case you can not be present at the meeting on
Monday, will you be good enough to let me know whether you approve
of the changes or otherwise.

Yours sincerely,

January 29, 1915.

Mr. Charles A. Stone,
147 Milk Street,
Boston, Mass.

Dear Mr. Stone:

At the last meeting of the Executive Committee I stated that the Architect wished to have some inscriptions on the pavilions of our new buildings. The most suitable inscription would probably be names of men distinguished in science, pure or applied, or architecture or in any other subject germane to the work of the Institute. Ten names would be given special prominence and there would be room for about a hundred others in smaller letters. I enclose a list of names that have been suggested by various members of the Faculty and shall be glad of any suggestions from you as to other names and as to how this list should be cut down to about a hundred. The ten names to which I have referred would need to be chosen with special care; a tentative list is the following: Archimedes, Aristotle, Copernicus, Darwin, Faraday, Galileo, Ictinus, Lavoisier, Newton, Shakespeare. Of course, I should welcome your suggestion on this matter also. Amongst the ten, I think there should be one architect, one or two men standing for broad human studies or interests, and the rest representatives of fundamental sciences. I should be glad to have your

Mr. Stone - 2

suggestions as soon as possible as the carvers are at work and the architect is clamoring for names.

Yours sincerely,

May 17, 1915.

Mr. Charles A. Stone,

147 Milk Street,

Boston, Mass.

See #115

Dear Mr. Stone:

Dr. Maclaurin has asked me to send you the enclosed list which gives the names that have been inscribed on the new buildings of the Institute. The names to the right (Aristotle to Copernicus) are those that have been given special prominence.

Yours sincerely,

Secretary to the President.

October 21, 1915.

Mr. C. A. Stone,
147 Milk Street,
Boston, Mass.

Dear Mr. Stone:

I learned from your office yesterday that you were expected in Boston last night and I hoped to reach you by telephone this morning before leaving for New York by the ten o'clock train. I find now that you are not here, but may be in Boston this afternoon. The matters that I wanted to refer to are the following:-

(1) The pageant. As this is to be a leading feature of the celebrations it should be in really competent hands. From what I learn of Cram, I think that he would do well, provided he had a man of sound judgment and business experience to hold him down on coals, to see that things were put through with business-like promptness and to prevent him from doing the foolish things that people with artistic temperaments are apt to do. The best man to undertake this work is right at your hand - Webster. He, doubtless, has men in your organization to whom he could entrust most of the work keeping his eye only on the matters of larger importance. If Webster can not undertake this, I should suggest Whiting, but there may be others better that would occur to you.

(2) Since our program was tentatively arranged, the democrats have fixed their national convention for Wednesday,

Mr. Stone - 2.

June 14th. This, I suspect, will seriously interfere with publicity on the following day, Thursday, so that I should scarcely expect to get much publicity particularly in the middle and far west, if we hold our main academic function on Wednesday. I have therefore thought that we should seriously consider some re-arrangement of our program. I am not prepared to make definite recommendations until I have discussed the matter with you and other members of the Executive Committee. Perhaps we could dedicate the buildings on Tuesday, modifying the Commencement exercises and perhaps incorporating them with the ceremony of dedication and letting the alumni go to Nantasket on Wednesday.

(3) I have talked to Dr. John Warren, University marshal, with regard to their organization of academic ceremonies. He has given me some memoranda regarding some of their functions and promised me others. These will be helpful, although I have not yet found anything very novel by way of suggestion.

(4) du Pont was here yesterday, and I spoke to him of the importance of trying to clear up the building program by raising the relatively small amount of money still needed to complete that program. He said that he would be very glad indeed to meet with you and Vail and me in New York if such a meeting could be arranged. He thought that it might be expedient to bring in Hayden. He suggested that he invite the

Mr. Stone -3.

others to lunch and that we talk over the possibilities of men who might be approached in the matter. I hope, of course, that such a meeting can be arranged in the near future, especially as Mr. Vail is likely to go away soon. I should hold myself in readiness to go to New York at any time.

Yours sincerely,

December 10, 1915.

Mr. C. A. Stone,
147 Milk Street,
Boston, Mass.

This letter sent to C. A. Stone
55 Wall Street,
New York, N. Y.

Care American International
Corporation.

P. S. This letter was dictated on Friday, but not sent off as I learned later that you were not to be in Boston on Friday. On my return from New York I found that you had been here for the week-end, but, unfortunately, I missed you. I am sending this letter now in case I should miss you again, if you are in Boston this week-end.

Do you know anything of Col. Brackenridge of San Antonio, Texas? He has been suggested as a possible benefactor to Tech. He is said to have connections with the City Bank in New York. Perhaps Vanderlip or Stillman could tell you about him.

R. C. M.

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STONE & WEBSTER

147 MILK ST. BOSTON

New York
December 20
1915

Dr. Richard C. Maclaurin,
President, Massachusetts Institute of
Technology,
Boston, Massachusetts.

Dear Dr. Maclaurin:

I am sending the enclosed,
which simply amplifies my conversation with
you of yesterday.

I will arrange definitely that Mr.
Webster be appointed Chairman of the Pageant
Committee, and talk with you further about
Mr. Cram when I get back to Boston.

I have seen LasCasas, Chairman of
the Park Commission, and he says they will
co-operate with us, but that we must have
a definite plan for a float and complete
program of all arrangements before it is
worth while for them to take the matter up
for consideration.

He suggested that the Navy or the
Militia might be willing to co-operate with
us. He thought the Militia had some pon-
toons which would be useful. I should doubt
that, but why not try to work the Navy in?
Our naval course in architecture would give
us a sufficient connection. The present
fleet of the United States Navy is not so
large but what it could nearly all float in
that Basin! They certainly have a lot of
launches which would be far the best craft
we could get hold of to convey the people
from one side of the river to the other.
Please remind me to talk with you Friday
about this.

no enclosure

Dr. R. C. M.

2.

I go away Monday morning, the 27th, to be gone through that week. If there is anything else of importance that you think ought to be attended to, please let me know.

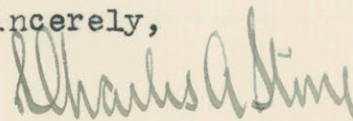
Will wire or telephone you as soon as I find out if it is possible to get Vail and duPont together in New York.

I forgot to say that Mr. C. F. W. Wetterer - who is one of our very best young men, an able executive and close to me - will act as my secretary in this whole matter. Mr. Webster is going to steer him when I am not there, and between us I feel sure that we can manage the affairs of the Reunion with your assistance.

I have explained it all to Litchfield, and I think he is thoroughly in accord with the arrangement. He promises to have Wetterer at all the meetings and keep him posted about every step; and Wetterer will travel back and forth to New York on the train with me if he can't get at me any other way.

In case you find it difficult to get hold of Webster or me directly, please put things up to Wetterer and get him to find whichever one of us is needed. Wetterer will keep all of this correspondence, so that he will know exactly what is going on.

Yours sincerely,



CAS/MED

P.S. I have today seen Mr. duPont, and he will make an appointment with Mr. Vail, you and me immediately after the first of the year - and will let us know when.

C.A.S.

Dear Mr. Stone:

I have seen Mr. Cram and he will be delighted to accept the position of the Director of [^]Pageant, with the understanding that his work will be under the general control of Mr. Webster as chairman of the Committee.

Yours sincerely,

December 28, 1915.

Mr. Charles A. Stone,
147 Milk Street,
Boston, Massachusetts.

Dear Mr. Stone:

I enclose a copy of a letter that I am sending to Mr. du Pont, as it contains in substance what I should wish to say to you. My statement that if the \$150,000 to be raised outside of the alumni could be reduced to \$100,000 I should feel fairly confident as to the result may perhaps remind Coleman du Pont that he has spoken recently of contributing \$50,000 and said that he thought Pierre would do the same. Of course, however, I do not wish to press such points, especially where so much generosity is being exhibited.

After you had left, I had a few minutes talk with Mr. Vail and he said that he expected to see you to-morrow (Thursday) and would discuss with you what might be done. In view of what he has said formerly, I think that he might be counted upon for some contribution, and if this for any reason is inconvenient at this time, at least we should enlist his help in getting money from other people.

Yours sincerely,

January 5, 1916.

Mr. Charles A. Stone,
55 Wall Street, New York City

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AMERICAN INTERNATIONAL CORPORATION

55 WALL STREET

Office of the
President

NEW YORK,

January 14, 1916.

Dr. Richard C. Maclaurin,
President, Massachusetts Inst. of Technology,
Boston, Mass.

Dear Dr. Maclaurin:

Mr. Stone asked me to write and say that he had given Mr. Webster the telegram which Mr. Vanderlip had sent to Mr. Hill, also Mr. Hill's reply.

You have probably received these by this time. Mr. Hill, unfortunately, could not accept the invitation to talk next June.

Mr. Stone told me to ask you if you had considered asking Mr. Elihu Root to make the address, and if so, did you want him? Mr. Stone would be very glad to try and get him if you do want him.

Yours very truly,

Joseph J. Loring
Secretary.

JSL/MED

Dear Mr. Stone:

I must thank you for your efforts regarding Mr. Hill. When the question of the principal address at the dedicatory exercises was being considered, it was agreed that, failing Mr. Hill, Chief Justice White should be invited. I saw Mr. Fish yesterday, and he is to go to Washington as soon as he can do so to see the Chief Justice on the subject. Mr. Root's name has been spoken of as an alternative, and I have no doubt that he would be admirable. We must, however, await the results of Mr. Fish's efforts before taking any further steps in the matter.

Mrs. Stone was good enough to telephone to me regarding some of the arrangements with reference to the Banquet in New York on the 29th. Would you be good enough to let me know the name of the distinguished Frenchman who is to speak? I am much gratified that you have secured a man of such standing and shall do what I can to stir up the New York alumni to render him all the honor that they can.

Yours sincerely,

January 17, 1916.

Mr. Charles A. Stone,
55 Wall Street, New York, N.Y.

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AMERICAN INTERNATIONAL CORPORATION

55 WALL STREET

Office of the
President

NEW YORK,

January 18, 1916.

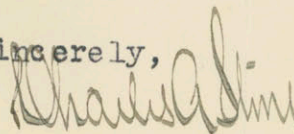
Dr. Richard C. Maclaurin,
President, Massachusetts Institute of Tech.,
Boston, Mass.

Dear Dr. Maclaurin:

Thank you very much for your letter of January 17th. If Mr. Fish's efforts have not been successful, let me know and I shall be very glad to try and get Mr. Root.

We have succeeded in securing a Frenchman, as I told you before, and also a Russian, to make a speech at the dinner on the 29th. The Frenchman is Mon. Homberg, who is head of the French Commission here in the United States; and the Russian is Count Shulenburg, who is chief technical man in the Russian Commission here.

Yours sincerely,



[1/26/16]

Dear Mr. Stone:

As you know, Mr. Bosworth's progress with plans for the President's House has been somewhat painfully slow. I have not pressed him hard within the last two months because of my anxiety to have the dormitory plans as rapidly developed as possible so that there may be no danger of these buildings not being ready for occupancy in the fall. However, Mr. Bosworth has been giving intermittent attention to the problem of the House and yesterday I received from him the latest plans and elevations. Mr. Bosworth feels that he has now got things as nearly right as he knows how and although I have not cared to trouble you with all the preliminary studies, it seems now that we are evidently nearing the final form, and that if this scheme is to be carried out, you should have an opportunity of passing upon the plans. Mrs. Maclaurin and I studied them carefully last night and on the whole feel very well satisfied. We would suggest a number of minor changes on the second floor but these are all small matters mostly changes of closet conditions and the like with which it can not be necessary to trouble you. As regards the exterior, we think very well of it, although there are details

Mr. Stone - 2.

that Mrs. Maclaurin finds objectionable; but I see no reason why these could not be modified without affecting the spirit of the whole. The broad features of the House, both inside and out, I think are distinctly good, and it seems just about the right size. Its cubage has been reduced from earlier plans so as to make the necessary proportional change to bring the cost approximately within the limits that had been set. Of course, however, in a house of this kind, the relation between cost and cubage is not very direct, and it would seem that if the general scheme is approved a new estimate regarding cost should be made. I am sending blueprints to you by this mail and also to Mr. Webster with a duplicate of this letter.

Mrs. Maclaurin and I leave for New York to-morrow evening and if we are fortunate enough to see you there under circumstances which make a discussion of house plans convenient, we might go into the matter then.

Yours sincerely,

January 26, 1916.

Mr. C. A. Stone,
55 Wall Street,
New York, N. Y.

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AMERICAN INTERNATIONAL CORPORATION

55 WALL STREET

Office of the
President

NEW YORK,

January 31, 1916

Dr. Richard C. Maclaurin,
President, Massachusetts Institute of Technology,
Boston, Mass.

Dear Dr. Maclaurin:

Dr. Pritchett has just called me on the telephone and told me of an interesting discussion which he had with some Harvard men here in New York yesterday. I think that it may mean the beginning of trouble, and we ought to try to put a quietus on it if possible.

It seems that the Harvard men are again claiming that the Institute of Technology has put over a deal which robs Harvard of its scientific school without giving anything adequate in return. When I say that they are again raising this question, I do not know that "again" is quite pertinent, because I am not sure but what the question has been raised continually. However, it has now assumed a rather more definite form, and I understand that the New York Harvard Engineers Association, the Visiting Committee of the Scientific Department of Harvard College, and the Cambridge Harvard Engineering Association are united in the agreement to draw some sort of a formal document to be presented to the Fellows of Harvard College, protesting against the proposed arrangement with the Massachusetts Institute of Technology.

They suggested to Dr. Pritchett that the agreement should be so altered that the control of the Scientific School should be vested in an entirely new body to be created for the purpose which should have an equal number of representatives from Harvard and from Technology. Dr. Pritchett told them that he considered the proposed arrangement, which has been tentatively agreed to, by far the most satisfactory that it would be practical to work out, and hoped that they would not press their point.

I do not know who the representatives of these associations are, but I presume you can easily find out from the catalog.

Dr. Pritchett is going to write Lawrence Lowell and tell him what he has heard. I would suggest that at your convenience you speak to President Lowell and see whether there is any way of nipping this in the bud.

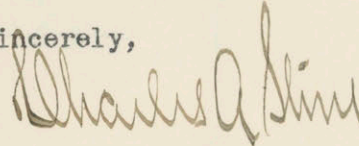
Dr. R. C. M.

2.

I was sorry not to see you and Mrs. Maclaurin yesterday before you left, but some important business came up which took me all day, and I hardly had time to see Mrs. Stone off on the train.

I regret that I cannot be at the council meeting tonight, but Horn and Litchfield said they did not think it was necessary; and I am sure everything will go along all right.

Yours sincerely,



CAS/MED

Dear Mr. Stone:

Your letter of yesterday has just reached me and I have talked to Lawrence Lowell on the subject. He does not think that there is anything new in this, and says that members of the various Associations that you mention have called on him from time to time ever since our agreement was made and criticised it along the lines that you indicate. He does not think that the individuals concerned are men of much influence and believes that the best way to bury their protests is to have them presented to the Fellows of Harvard College. He says that he would be glad to discuss the situation with you if he can reach you by telephone or otherwise when you are next in Boston.

Yours sincerely,

February 1, 1916.

Mr. Charles A. Stone,
American International Corporation,
55 Wall Street, New York City.

Dear Mr. Stone:

I was called up this afternoon from New York by some officer of your Corporation who made inquiries regarding men who might be employed to investigate potash properties. The telephonic communication was bad so that I did not catch the name of the officer, hence I am writing to you. The best man that has been suggested to me so far is Mr. Allen H. Rogers, who graduated from our Mining Engineering course in 1890. He is a consulting mining engineer with an office at 71 Broadway, New York and also at 201 Devonshire Street, Boston. He had several years experience with the American Smelting and Refining Company, and has had charge in a general way of the potash investigation for the American Metals Company. He is highly spoken of by the senior members of our Department of Mining Engineering. Mr. Galen Stone tells me that his firm has invested several millions on the advice of Mr. Rogers and has great confidence in his ability.

Yours sincerely,

March 1, 1916.

Mr. Charles A. Stone,
American International Corporation,
55 Wall Street, New York, N. Y.

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[3/9/16]

Dear Mr. Stone:

I enclose a letter from President Lowell regarding the problem of another speaker for the alumni banquet in June. I raised the question with him because he goes much more to college functions than I do and has therefore heard far more presidential oratory. I have never heard either Wheeler or Van Hise speak publicly. The former is a good deal of a humbug, but he certainly makes a good impression and seems to carry weight. Van Hise I have thought a little heavy but his reputation is of course high, and I should agree with Lowell that any of the three men that he speaks of would serve the purpose well. I should add President Butler of Columbia to the list.

Bosworth was with us yesterday and is leaving this morning. We spent a good deal of time on the House problem. He professes himself as being quite satisfied with cutting the height of the House down by five feet, and thinks now that from some points of view this is an improvement. The vaulted hall, of course, goes with this scheme but can be replaced by a very attractive hall. The new scheme seems to me to be more suitable to the real needs of the situation, particularly in being less pretentious. He did not have the elevations presented in so attractive a form as with the earlier scheme, but of course

Mr. Stone - 2.

we must not be misled by mere pictures. The reduction in height and the treatment of the hall should make a considerable reduction in cost and although the total must still be much higher than we originally contemplated, I do not at present see how any very considerable further reductions can be made unless we begin all over again and aim at a smaller and much simpler House. I appreciate the extreme generosity of you and Mr. Webster in the whole undertaking, and I have been a good deal disturbed by the growing expenditure that seems to be involved. I understood from Bosworth that he had shown you the plans and elevations, but if not of course he can easily do so in New York. Shall we go ahead now, allowing of course for minor modifications that may suggest themselves, or is there something in the scheme that strikes you as being radically at fault? It would, of course, be a great mistake, after such protracted deliberation, to do something merely for the sake of action, if from any point of view further study seems desirable. I should be quite content to go ahead now.

Yours sincerely,

March 9, 1916.

Mr. Charles A. Stone,

American International Corporation,

55 Wall Street, New York City.

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AMERICAN INTERNATIONAL CORPORATION

55 WALL STREET

Office of the
President

NEW YORK,

April 6, 1916.

Dr. Richard C. Maclaurin,

President, Massachusetts Institute of Technology,
Boston, Massachusetts.

Dear Dr. Maclaurin:

Enclosed please find copy of letter I received
from Lawrence Lowell.

I have not had a chance to speak to Mr. Webster
as yet, and think probably we would both be inclined to do
the same thing in regard to this land. I am not quite sure
whether, so far as we are concerned, it is an asset or a
liability.

If we should decide to give the land, do you think
that there would be any advantage in giving it to Tech rather
than Harvard and having Technology hold an interest. It de-
pends to a considerable extent upon what the others do in
regard to the matter, and I have written President Lowell that
I could not decide definitely until I had had a chance to talk
with Mr. Perkins, who is Trustee of the property.

Yours sincerely,

CAS.MED

Charles A. Stone
J. S. L.

Mr. Stone was obliged to leave the
office before signing this letter.

[encl 4/6/16]

HARVARD UNIVERSITY

Cambridge

President's Office

April 3, 1916.

Dear Mr. Stone:

You may remember that a dozen years ago a number of us paid cash, or gave notes, to buy some land on which the Institute of Technology was to built, if the proposal for an alliance of those days went through. Thereafter Harvard was to have an option on it for a year or two. All those rights have disappeared, and the land now belongs to trustees for the subscribers. No doubt it could be sold for only a part of what has been paid out with the interest accumulated thereon; but the trustees want to know what to do with it. Some of us are proposing to give our shares to the University, which would be greatly benefited by holding this land adjoining its own.

You know it is my profession to be a beggar, and you must not take it amiss; for I know that you will say frankly whether you feel inclined to give yours also, or not.

Very truly yours,

(Signed) A. Lawrence Lowell

Charles A. Stone, Esq.,
 147 Milk Street
 Boston, Massachusetts

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Dear Mr. Stone:

Answering your inquiry regarding President Lowell's suggestion, I do not see that if you decide to give the land, there would be any particular advantage in giving it to Tech rather than to Harvard. You will not, I think, accuse me of unreadiness to accept anything that might be useful to Technology. In this case, however, I do not see what would be the advantage of holding an interest in land that there is no probability of our being able to use for our own purposes and our share in the title might be an embarrassment to Harvard and prevent it from making any far-reaching plans. If you generously decide to give the land to Harvard it should help to promote good feeling between the two institutions by demonstrating that Technology men can be benefactors of Harvard just as Harvard men have been benefactors of Technology.

Yours sincerely,

April 10, 1916.

Mr. Charles A. Stone,

American International Corporation,
100 ...

Dear Mr. Stone:

It is hoped and expected that the alumni will take a leading part in the opening of our new buildings, and I understand that the Alumni Association has taken active measures to make widely known the program of exercises. Monday will be exclusively Alumni Day, but of course it is hoped that all who can possibly do so will be present at the formal opening on Wednesday. Invitations to be present on that occasion are being mailed to all the alumni whose addresses are on the books of the Alumni Association. Alumni, on registration, will obtain tickets of admission for themselves and if they so desire they can also obtain a reasonable number of tickets for their friends. These tickets will admit to the buildings and grounds and to the dedicatory exercises provided the weather conditions are such that these exercises can be held out of doors. Should, however, the weather be unfavorable, it will be necessary to have the exercises within the buildings and unfortunately the only room suitable for such a purpose can hold a very much smaller number of people than those who will probably wish to attend. Tickets of admission to the dedicatory exercises in

Mr. Stone - 2.

case they should have to be held within doors will, of course, be issued to the members of the Alumni Council as representing the Alumni Association. Perhaps you will be good enough to set up a Committee of that Council to determine how the remaining tickets available should be distributed amongst the alumni. Perhaps the same Committee could determine whether there should be any special seating arrangements for the alumni in case the exercises are held out of doors. It should be understood, of course, that whether it be wet or fine the buildings will be open to all who present tickets and that the only difference that inclement weather will make will be a limitation of the numbers of those who can hear the dedicatory addresses.

Yours sincerely,

April 22, 1916.

Mr. Charles A. Stone,
President, The Alumni Association,
147 Milk Street, Boston, Mass.

Dear Mr. Stone:

At various meetings of the Executive Committee there has been informal discussion of the question of conferring honorary degrees at the opening of our new buildings. Practically the last opportunity for discussing this will be at the regular meeting of the Executive Committee on Monday next. By way of giving point to the discussion, may I suggest ten names: Lowell, Vail, Edison, Bell, Wright, Goethals, Noyes, Hale, Bosworth and Professor Richards, the last four being alumni of Technology.

Yours sincerely,

May 19, 1916.

Mr. Charles A. Stone,
147 Milk Street,
Boston, Massachusetts.

, June 6, 1916.

Charles Adams, Esq.,
Treasurer, Harvard University,
Cambridge, Massachusetts.

My dear Mr. Adams:

I think you were notified, either by Mr. Tyler or my Boston office, in regard to a donation to Harvard from the Edward Whitney Estate of a half-interest in some wharf property in South Boston; the other half-interest I donated to the Massachusetts Institute of Technology.

My cousin, the late Mr. Edward Whitney, was particularly interested in Cambridge and in Harvard, and I wanted to make this gift in closing out his estate because of his interest in the success of the University; and also because, many years ago, at the time Mr. Rogers first founded Tehnology, he was much interested in that institution, and I feel sure, if he were alive, he would most heartily welcome any plan for co-operative effort between these two institutions.

I would like very much, when you sell the property, to have the proceeds used for the School of Applied Science, which we expect will be conducted jointly by Harvard University and the Massachusetts Institute of Technology. I have talked to Dr. MacLaurin about the matter, and the portion of the donation which goes to Technology will be used in this way.

I think you know that the Court authorized the Trustees to sell the property, in behalf of the Estate, for \$40,000., but we were unable to get a cash offer before June 1st. I have had the property appraised several times during the past few years, and it was estimated that we ought to realize over \$40,000., and some of the figures ran as high as \$60,000. - or even more. I believe that under favorable conditions the property could probably be sold for at least the figure named by the Court.

Mr. Henry J. Bowen, of South Boston, has acted as agent and is thoroughly familiar with all the transactions. Perhaps, if you decide to dispose of the property, you and Mr. Hart could act jointly in the matter, and I am sure you would find Mr. Bowen a perfectly satisfactory representative - although, of course, it makes no difference to me whom you use.

I am sending a copy of this letter to Mr. Hart.

Yours very truly,

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AMERICAN INTERNATIONAL CORPORATION

120 BROADWAY

OFFICE OF THE
PRESIDENT

NEW YORK, June 6, 1916.

Dr. Richard C. Maclaurin,

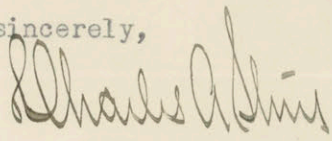
President, Massachusetts Institute of Technology,

Boston, Mass.

Dear Dr. Maclaurin:

Enclosed please find copy of a letter which I
have sent to Charlie Adams. I have also sent a copy
of the letter to Frank Hart.

Yours sincerely,



CAS.MED

Enclosure

Dear Charlie:

I am going off to Seal Harbor tomorrow night. Before I leave please let me congratulate you on the great performances of the last few days. It seems to me that you might well be proud of the Alumni Association as well as of the smoothness and brilliancy with which everything that you were responsible for went forward. I should fail utterly in giving adequate expression to my appreciation of your continued generosity. Knowing what you have already done I did my best to discourage Hayden from his persistence, but unavailingly.

Yours sincerely,

June 16, 1916.

Mr. Charles A. Stone,
147 Milk Street,
Boston, Mass.

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STONE & WEBSTER

147 MILK ST. BOSTON

September 8th, 1916.

Dear Dick:

Owing to press of matters in New York the few days I was there I have not had an opportunity until today to acknowledge your letter of September third with regard to the house. Both Webster and I are very sorry that so much time has been required to settle the various questions which have come up and to get the work started but now that it is underway I hope it will be found possible to make good progress. The Engineering Corporation will, I know, prosecute the work vigorously.

You are correct in understanding that we are ready to contribute up to \$150,000., which will more than cover the house, and I believe your suggestion as to taking care of any excess necessary to carry out the present plans is a good one. I understand from Lotz that the total present estimated cost of the house, wall, and garden, including the architect's fee, is \$157,500. and that to attempt any revision of plans which would reduce this amount will delay the construction work, and perhaps reopen matters already settled, a thing which I know you want to avoid. He says

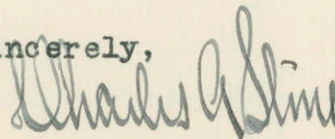
[9/2/16]

2.

that the estimated cost of the wall is \$15,000. and that since this is for the benefit of the dormitories as well as the house, one half could very well be charged to the general funds as part of the dormitory cost which would bring the total for the house and other things to the \$150,000. which we are to contribute. This is simply a suggestion and you may prefer to have some other item taken out of the general fund instead.

Am glad to know that you are all well and having an enjoyable time. I shall be in Shelburne until the eighteenth or nineteenth and then shall go directly to New York.

Yours sincerely,



Richard C. Maclaurin, Esq.,
Seal Harbor,
Maine.

Dear Mr. Stone:

At the annual meeting of the Corporation held yesterday a discussion took place on the problem of securing half a million dollars for endowment before the 31st of December, in order to meet the needs of the Institute and secure the full amount of Mr. "Smith's" generous offer. In the discussion the following points were emphasized:-

1. The fact that the Institute has thus far carried through its building program without encroaching on its general funds. Mr. "Smith's" great gift could be used for no other purpose than building, as was the case also with the gifts from Messrs. Coleman du Pont, Pierre du Pont and Charles Hayden for a mining building. The expenditures on the objects very definitely prescribed by these benefactors have been kept within one per cent of the total amount of their gifts, namely, \$3,715,000. The expenditures would not have exceeded the gifts even by this amount had it not been for the phenomenal rise in prices, especially in the field of labor, during the last nine months.

2. The urgent need of greater endowment. See Appendix A.

3. The importance of proving to Mr. "Smith" and the

Mr. Stone - 2.

other large benefactors of the Institute that others are ready to take their share of the burden.

4. To obtain the full benefit of Mr. "Smith's" offer to contribute five dollars for every three dollars otherwise obtained subscriptions must be actually paid before the 31st of December and must be for an endowment fund. This does not exclude endowment for a special department or course.

5. The necessity of all taking a share in the burden of securing the needed \$500,000 within the time prescribed. In this connection the Corporation voted that it was the sense of the meeting that all past and present members of the Corporation should be asked to share in the work of securing endowment. More specifically it was agreed that members should be asked to do either one or both of the following: (a) Offer contributions themselves. (b) Undertake to use their best efforts to secure contributions from others. Four members present generously volunteered to make contributions with the condition that the total amount required should be obtained before the end of the year. A larger number undertook to try to secure contributions, specifying the sums that they would endeavor to raise, these sums being \$10,000 and upwards.

I should be glad to know, if possible not later than Thursday, October 19th, to what extent you can cooperate in this important undertaking. It must be unnecessary for me to emphasize the gravity of a failure to rise to the opportunity

Mr. Stone - 3.

presented by Mr. "Smith's" offer. It was suggested at the meeting of the Corporation that I should supply members with certain statements that might help them in their task of securing funds. I accordingly enclose three appendices: appendix A, a statement regarding the Institute's need of further endowment; appendix B, some general considerations concerning the problem of endowment; appendix C, some opinions of impartial observers regarding the Institute of Technology.

Yours sincerely,

October 12, 1916.

Mr. Charles A. Stone,
147 Milk Street,
Boston, Massachusetts.

Dear Charley:

The accompanying letter is sent out to all members of the Corporation in accordance with a vote of the Corporation at its meeting on Wednesday last. Please don't trouble to reply to it. I hope, however, that we shall soon have an opportunity of discussing the general problem which is giving me a great deal of concern. I am disturbed by finding the prevalence of the idea that the Institute has all that it needs. It is going to be hard work to raise the half million in the small sums that are forthcoming and we must make a great effort to get some considerable subscriptions outside of Boston. May I remind you of three possibilities: (a) The Carnegie Foundation, through Pritchett; (b) your friend Davis; (c) Otto Kahn, to whom you were to give me an introduction.

Yours sincerely,

October 14, 1916.

Mr. Charles A. Stone,

120 Broadway, New York.

*Money 1200
Oct. 18, 1916*

Dear Charlie:

I enclose a copy of a letter that I have sent to-day to Mr. Kahn.

The following is a statement of the money obtained for the Institute since we began our building operations five years ago. On the 30th of June last, the end of the fiscal year, the funds for general purposes had increased since 1911 by \$2,294,000, funds for research and scholarships by \$628,000, minor funds \$1,000 and current surplus \$101,000, making a total of \$3,024,000. Meanwhile we had spent on buildings and equipment from funds obtained for such purposes \$4,334,000, for the land in Cambridge \$840,000, for the Summer Camp in Maine \$50,000, We had also received an Improvement Fund for purposes of development amounting to \$23,000, Cilley fund \$65,000, and the unexpended balance of the Alumni Fund was \$50,000. In addition to the \$3,024,000 mentioned above we had thus received \$5,362,000. Since the end of the fiscal year in June we have received from Mr. "Smith" a million and a half, from Mr. Adams \$50,000, from you and Webster \$50,000, from Hayden \$100,000, from Coleman du Pont \$100,000, Mrs. Evans \$100,000, from the Pratt estate \$800,000, from Longyear, Galen Stone and Winslow together for mining equipment \$40,000, making a total of \$2,740,000. The amount actually received to date is thus \$11,126,000. In addition, there is in prospect \$100,000

Mr. Stone - 2.

prospect \$100,000 due from Mr. Coleman du Pont for dormitories, \$150,000 for the President's House, \$210,000 from the Alumni Fund after setting off a reasonable amount for losses on this Fund, \$250,000 from Wyeth, and \$333,000 from "Smith". The total actually received or assured in prospect is thus \$12,169,000. If before the end of the year we get the full amount of "Smith's" gift we must receive \$400,000 from others than "Smith", and \$667,000 from "Smith". If to this extent we count our chickens before they are hatched we shall have received \$13,236,000 exclusive of the million obtained from the State in the form of an annual grant of \$100,000 for ten years.

Yours sincerely,

October 18, 1916.

Mr. Charles A. Stone,
120 Broadway,
New York, N. Y.

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Folder # 1261

Dear Charlie:

I enclose copies of two letters recently sent by me at Pritchett's suggestion to the President of the Carnegie Corporation. I am, of course, relying upon you to use your influence with Pritchett and also to induce Vanderlip to do likewise. Between ourselves, I think we have a good chance of getting \$250,000 from the General Education Board, Rockefeller's Foundation, and if we get this, the half million that we have been trying to raise will be practically completed and the four million dollar incident closed. However, as long as we can keep talking about "Smith's" five to three dollar proposition we must do so, and the members of the Executive Committee feel strongly that we must do our best now to offset the prospective loss of the state grant. This is referred to at some length in my second letter to the Carnegie people.

Yours sincerely,

October 24, 1916.

Mr. Charles A. Stone,

120 Broadway,

Copy 117

STONE & WEBSTER
147 MILK ST. BOSTON

Boston, Mass., October 30, 1916.

Dr. Richard C. Maclaurin,
President, Massachusetts Institute of Technology,
Cambridge, Mass.

My dear Dr. Maclaurin:-

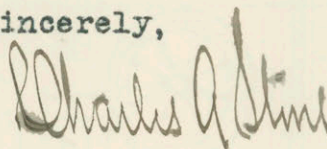
I regret to say that I find it impossible to attend the meetings of the Executive Committee of the Technology Corporation on account of the work which I have undertaken in New York, and must therefore tender my resignation as a member of that Committee. My association with that Committee, covering a period of many years, I consider one of the pleasantest in my life, and it is with great regret that I am handing in this resignation. I feel, however, that it is important that the Committee should act promptly and elect a successor, who will be able to be present, in my place.

Dr. R. C. M.....2.

Oct. 30, 1916.

Please express to the Committee the great pleasure which I have had in the association, and my appreciation of their patience at my absence from so many of the meetings.

Yours sincerely,

A handwritten signature in cursive script, reading "Charles A. Stone". The signature is written in dark ink and is positioned to the right of the typed phrase "Yours sincerely,".

CAS/GNA

N. Y., November 1, 1916.

Dear Colonel Roosevelt:

The annual dinner of the Massachusetts Institute of Technology will be held in Boston on Saturday evening, January 6, 1917. At this dinner we hope to emphasize the necessity of developing further interest in national schools of applied science in various localities. We feel that such schools should be national in their scope and influence, and for that reason we would be particularly honored to have you as our guest and principal speaker. We have not yet asked anyone else to speak on that evening, as we all are anxious that you will accept.

It is with great pleasure that I have just learned that your son Quentin expects to combine his studies at Harvard with those at "Tech". I feel that the joining of Harvard and Technology -- both already national -- gives an opportunity of building up a school of unique power, and I hope many young men may so profit by this new combination that they may be of even greater usefulness to the country in the future.

The whole problem of national preparedness, in which you are so much interested, is the very problem which our Alumni have decided to try to work out.

Yours very sincerely,

(Signed) Charles A. Stone.

Col. Theodore Roosevelt,
Oyster Bay,
Long Island, N. Y.

November 8, 1918.

Col. T. L. Livermore,
14 Ashburton Place,
Boston, Mass.

My dear Colonel:

Otto Kahn is a British subject and very strongly pro-ally.

I have seen a good deal of him since I have been in New York; in fact, I have known him for many years and consider him one of the brightest and most resourceful men I know. I believe he has the respect of most of the leading people here in New York, and I feel that he would certainly be a most useful member of the Corporation.

I believe he was born in Germany, but went to England as a young man and became closely identified with important English interests.

I know few men who have a broader view on both educational and business matters. He was the guiding genius behind Harriman in his great railroad development in this country, and I could tell you of many other things which have been done in a constructive way here, which few people realize were guided quietly by Mr. Kahn.

Yours sincerely,

CAS:MED

P.S. He will be an American citizen after March next.
CAS

Dear Mr. Stone:

Your letter of October 30th tendering your resignation as a member of the Executive Committee of the Corporation of this Institute was presented to that Committee at its last meeting. It was voted "that the resignation of Mr. Charles A. Stone be accepted and that the President be requested to convey to Mr. Stone an expression of the Committee's great regret at his resignation, and of its high appreciation of his great contribution to the up-building of the Institute at one of the most critical periods in its history."

Yours sincerely,

January 12, 1917.

Mr. Charles A. Stone,
American International Corporation,
120 Broadway, New York City.

[11/2/17]

Dear Charlie:

I enclose a formal communication regarding your resignation as a member of the Executive Committee of the Institute's Corporation. For reasons that I indicated that resignation was not placed before the Committee until its last meeting. Your successor will be elected by the Corporation presumably at the next meeting in March. I should like Webster to succeed you and know that his presence would be acceptable to the other members of the Committee. As you know, it involves a burden, but it is one that a loyal alumnus and public-spirited man like Webster might be willing to carry. I hope that, if it is necessary, you will use your influence with him to accept.

The formal vote that I enclose does not convey an impression of the really great regret expressed on all hands at your withdrawal from the Executive Committee. Every one feels it as a personal loss, and apart from that, recognizes that a most effective driving force has been withdrawn from the Committee. Perhaps, however, you can

Mr. Stone - 2.

push occasionally from outside.

Hoping that by this time you are feeling really better and that you will be wise enough to take a change when you need it, I am,

Yours sincerely,

January 12, 1917.

Mr. Charles A. Stone,
American International Corporation,
120 Broadway, New York City.