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WALKER MEMORIAL SPECIAL COMMITTEE

Report to the President on matters referred to the committee in connection with the development of the New Technology

I.

APPOINTMENT AND FUNCTIONS OF THE COMMITTEE

The present committee was appointed by President Maclaurin, March 23, 1912, at the instance of the Walker Memorial Committee of the Alumni Association—and indirectly of the Alumni Council—"to work out a more definite and concrete plan for the Walker Memorial," and "to submit plans for this building." Subsequently, and informally, the committee has been invited by the President to consider and report on certain other matters, mentioned below, affecting the physical and social welfare of students, in coöperation with an alumni committee on student housing.

PROCEDURE.

The committee has held more than twenty meetings, several of which have taken the form of conferences on special topics with members of the Faculty and with groups of undergraduates. It has collected and studied a large mass of data from other institutions through visits by Mr. J. H. Scarff, '11, as its representative, and by the courtesy of Mr. J. R. Freeman, '76, and his alumni agents. It has corresponded with alumni, with college graduates at the Institute, and in general has sought to study its whole group of problems both broadly and thoroughly, as a basis for the present report.

Members of the committee have visited the

student Unions at Harvard, Brown, Columbia and the University of Pennsylvania.

In the TECHNOLOGY REVIEW for January, 1913, the committee published, in coöperation with the alumni committee on student housing, a series of illustrated articles on the matters under consideration, as an informal preliminary report, which might elicit useful criticism. Since that time it has particularly invited criticism, or approval, of the plans from the Alumni Walker Memorial Committee, from the Alumni Council, and from a committee of undergraduates.

Those portions of the report which deal with physical education and athletics have been prepared with the coöperation of the Alumni Advisory Council on Athletics. The earlier gymnasium plans have been referred to several of the leading college gymnasium directors of the country, and the committee is particularly indebted to Dr. Meylan of Columbia University, Dr. Storey of New York City College, Dr. Raycroft of Princeton, and Dr. Anderson of Yale University. The committee has also secured the coöperation of representatives of the Faculty and of the Technology Club in connection with questions of the use of the Walker Memorial by instructing staff and alumni.

II

LOCATION AND AREA

(The present committee has had no direct concern with the matter of student housing or the dining hall. It has seemed clearer,

however, to present a combined plan which agrees in a measure with the third of the alternatives presented by the committee on student housing.)

In view of the extreme variety of considerations affecting the general question of location, we have not deemed it within our province to attempt a quite definite recommendation. On the other hand, it has seemed to us that location is so large a factor in connection with our particular work that we ought to deal with it so far as our limitations might permit. In doing this we have accepted the following guiding principles:

1. That we consider the matters with which we are concerned distinctly educational, and are of opinion that due provision can be made for them without interference with those buildings which are educational in the stricter sense.

2. That compactness of the strictly educational buildings, both now and in case of future expansion, is of paramount importance.

3. That for the sake of economy of space, buildings would probably have not less than four stories.

4. That the Walker Memorial, as a memorial building and as a center for the whole social life of our students, ought to have a conspicuous, attractive and convenient location. It should be worthy of as fine a site as can be selected for it.

5. That the Walker Memorial, the gymnasium, the student houses, and the dining hall, should be permanent buildings; that the athletic field should be planned for use for not less than twenty-five years, thereafter admitting of replacement if required by the Institute's general growth.

6. That the athletic field should be so located as to admit of inclosure, and not to interfere with direct passage between the different buildings. We shall be glad if it can, at the same time, be so placed as to contribute to the general architectural effect.

Therefore, with such information as we have regarding the general building problem, and in accordance with representations by the Advisory Council on Athletics, we recommend as already proposed by letters of February 20 and 28, to President MacLaurin:

That the Walker Memorial be placed near the corner of Massachusetts avenue and the Esplanade, facing the latter; that the dining hall be next the memorial, on the north or east; that the Walker Memorial and the dining hall be connected by an arcade; that the gymnasium occupy the corner of Massachusetts avenue and Vassar street, with the swimming pool adjoining it on the south; that the athletic

field extend eastward from the gymnasium along Vassar street; that the space along Massachusetts avenue, between the Walker Memorial and the dining hall at one end and the gymnasium and swimming pool at the other, be used for quadrangles of student houses; that the interior of these quadrangles, and other available open space, for example, the strip of land north of Vassar street, be used for tennis courts; that the ground areas be approximately as indicated on the accompanying plan, and in the descriptive statement below.

Our reasons for preferring the above arrangement to the first choice of the committee on student housing are briefly as follows:

While the location of the Walker Memorial near Massachusetts avenue is less central than that suggested by the committee on student housing, it is much more convenient for use by the considerable number of students who will live within walking distance across Massachusetts avenue or in the Back Bay. This location is also much more convenient of access for social functions in the evening.

It seems to us disadvantageous to locate the student quarters near a manufacturing rather than a residential district, and to have a marked inequality in the location of different student houses—as would naturally be the case if only a fraction of them faced the Esplanade.

While we do not favor a single large building we regard a high degree of compactness of the educational buildings as of very great importance. It would be difficult to preserve this if the student quarter were located along the eastern boundary, and if the Institute should sooner or later expand its educational plant beyond that boundary.

The committee appreciates that considerations lying outside its province may necessitate modification of these plans, and offers them merely as a possible solution which may serve as a basis for the ultimate one. Whenever a general building scheme is adopted, the committee would welcome the opportunity to revise its recommendations to any necessary extent.

III

WALKER MEMORIAL

INTRODUCTION

As this part of the report deals with the main and primary problem of the committee, a brief review may be appropriate.

The Institute's first gymnasium dates from 1874; the present student Union from 1908.

Almost forty years ago, President Runkle said in his annual report to the Corporation:

"Where the health of one student is injured simply by overstudy, the health of many is injured by want of exercise, or other preventable causes, while overstudy is usually the only cause assigned. It is true that each class hears an excellent course of lectures on physiology and hygiene, but it is to be feared that too few make a personal application of what is taught them, and thus fail to gain what this instruction is mainly intended to impart. I am deeply impressed with the conviction that a radical change in this department is necessary, and that the laboratory system is quite as important in this as in other departments of the school. To make the instruction of the greatest value to each student, it must be applied practically in each case; and while I am not now prepared to advocate a compulsory system of gymnastics, I am satisfied that incalculable good would come from a more personal application, with opportunities for systematic exercise under the direction, not of a mere gymnast, but of a physician who had made this application a matter of special study."

General Walker, who was President from 1881 to 1897, keenly interested as he was both in athletics and in student welfare, found other needs of the growing Institute still more urgent than these. On his death the alumni undertook to raise funds for a Walker Memorial Gymnasium, as the most fitting memorial to him. It was soon afterwards determined to combine with the gymnasium provision for social needs, and the subscription of \$100,000 was completed in 1901, though it was well understood that this amount would by no means suffice for the dual purpose. A definite tract of 10,000 square feet was assigned for the Walker Memorial by the Corporation, and plans for a building prepared, but no further steps were taken until quite recently, in consequence of uncertainty as to the future location of the Institute. In the meantime, however, after a beginning in the Garrison street building, generous friends of the Institute have made in the present Tech Union, temporary provision for some of the purposes to be served by the Walker Memorial.

NEW CONDITIONS

Now we have to consider a new and different problem, viz: the best means of making adequate provision for both the social and the physical needs of two thousand students—perhaps three thousand within twenty-five years—with a broader future outlook and an ampler site.

GYMNASIUM AND SOCIAL CENTER SEPARATE

A first consequence of these changed conditions is our conclusion that there should be two buildings, one a gymnasium, the other a social center. We are convinced that each can be better adapted to its purpose if kept distinct, and that there will be no accompanying sacrifice of economy or efficiency of management. It seems to us clear that the social center, rather than the gymnasium, should retain the title "Walker Memorial," but it is desirable in connection with the proposed use of the building by alumni and instructing staff, and in harmony with the terms of the Cilley bequest, that the Walker Memorial include a small gymnasium. So far as other donors may have been interested to contribute to the Walker Memorial for the sake of its gymnasium side, we feel justified in assuring them that their aims will be more fully accomplished under the plan we propose than they could be in a single building serving both purposes. The Institute will certainly build a good gymnasium as one of the main objects of both the former and the present alumni subscription.

PURPOSES OF WALKER MEMORIAL

The chief purposes of the Walker Memorial may be classified as follows:

Student social affairs—large and small dinners, dances, shows, receptions, concerts.

Student organizations—Institute Committee, Christian Association, Walker Club, Cosmopolitan Club, debating and political clubs, dramatic societies, etc.

Student Publications—*The Tech*, *Technique*.

Personal and Recreational—library and reading room, pictures and statuary, music, lectures on art, travel, literature, etc.

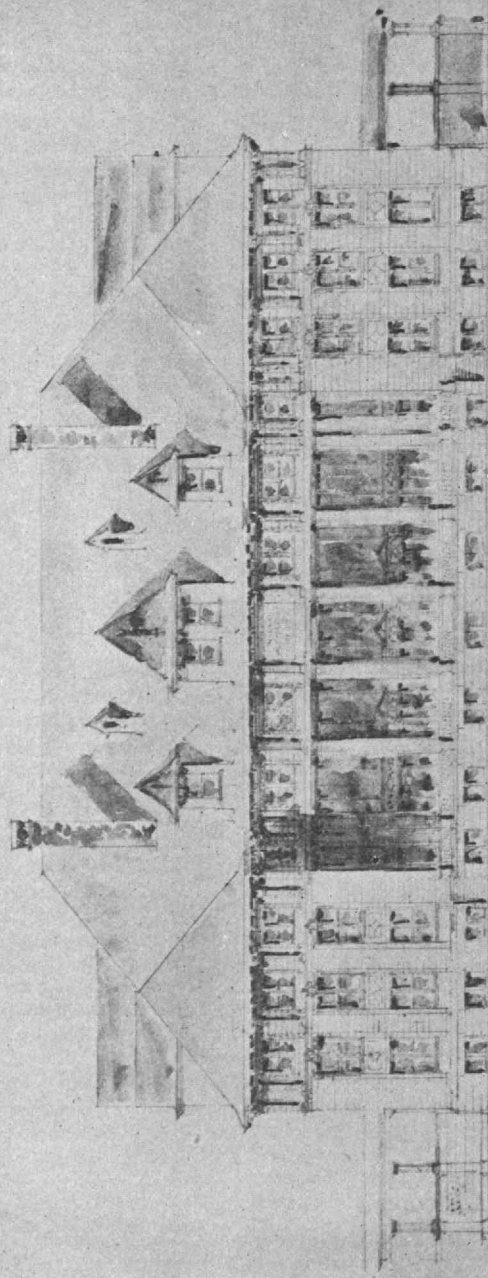
It has seemed to the committee, after careful consideration, distinctly undesirable to include the general dining hall in the Walker Memorial. We have endeavored to secure the maximum convenience of access between the two by a connecting arcade.

With reference to serving these purposes the following plan is presented:

THE BUILDING

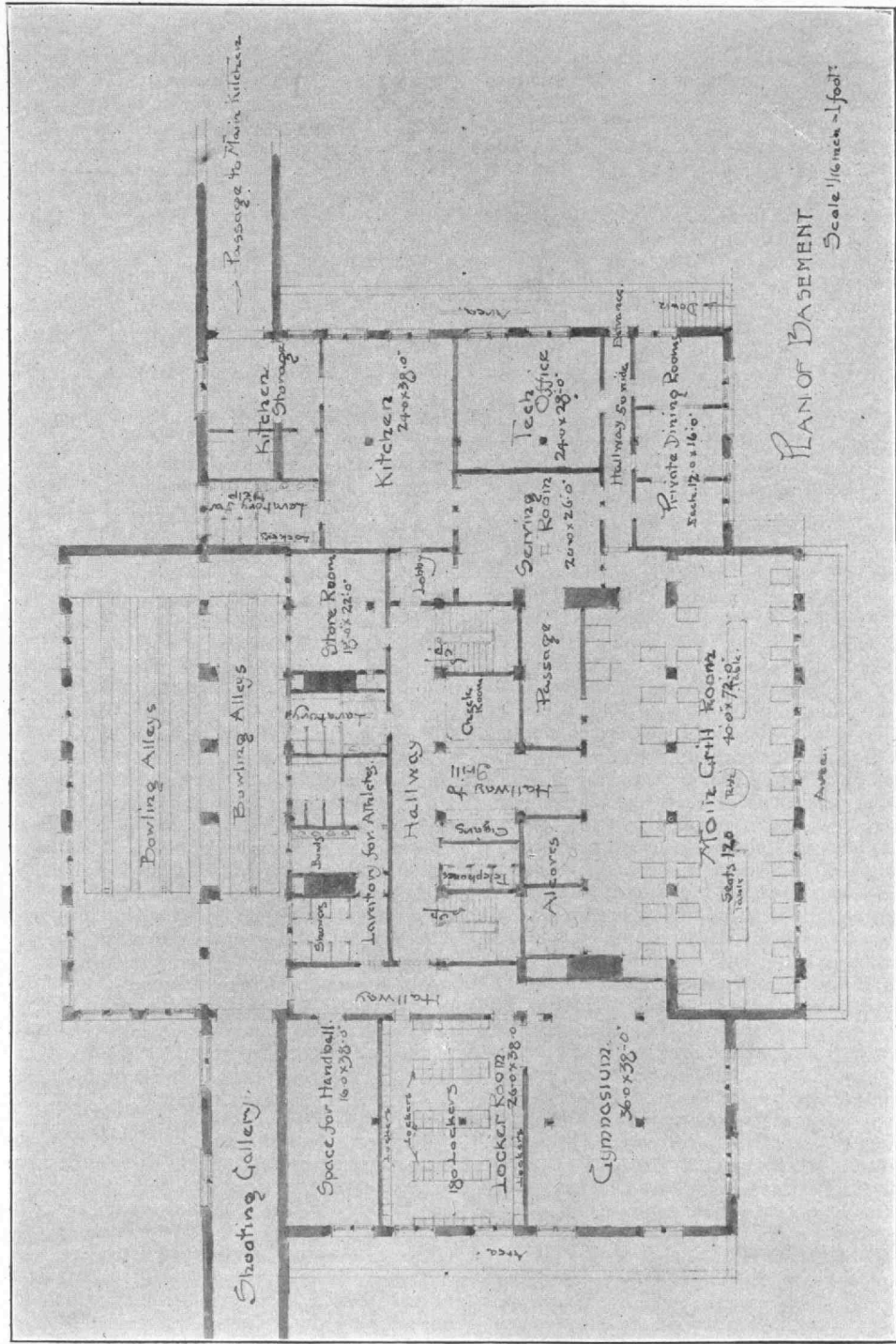
The architectural design and the choice of building material will naturally depend on the working out of the corresponding problem for the Institute as a whole. The memorial should be in its general character simple, dignified and attractive. It should be easy of access and of entrance on all sides, with abun-

SKETCH SUGGESTION
FOR WALKER MEMORIAL BUILDING



FRONT ON THE ESPLANADE

Scale 1/16" = 1 foot



PLAN PROPOSED FOR WALKER MEMORIAL BUILDING (BASEMENT)

dant light and thorough ventilation. There should be ample provision in the form of porticos, terraces, etc., for such out-of-door sociability as has in the past found a limited place on Rogers' steps. Outdoor seats are desirable, as at Columbia University, for example.

In attempting to determine the appropriate size and proportions of the building and its parts, the committee has naturally been guided somewhat by the experience of other institutions, although differences of conditions necessarily restrict the validity of the comparison.

It seems to us important to provide for present and future attendance, but hardly less important to avoid the effect of a building too large for those who use it—bearing in mind the limited leisure of our students. The ground area should, we believe, be about 13,000 to 14,000 square feet.

THE INTERIOR

For the sake of definiteness in studying problems of interior arrangement, the committee has had sketch plans prepared by Mr. H. E. Kebbon, '12, and published in the *TECHNOLOGY REVIEW* for January, 1913. More recently revised plans have been prepared under the direction of Professor Taylor; these are submitted herewith for reference in connection with the following recommendations, with due regard to their provisional character.

There should be a basement and three floors, arranged approximately as follows:

The basement should include: a grill room seating 125 (2,000 sq. ft.), three smaller dining rooms—one open to ladies—seating ten to fifteen each, and arranged, when thrown together, to seat fifty (800 sq. ft.); a check room, cigar stand and telephone booths (700 sq. ft.); an auxiliary kitchen, serving room, pantry, service lavatory (1,500 sq. ft.); *The Tech* office (1,000 sq. ft.); a small gymnasium for squash, etc., with shower baths and lockers (3,000 sq. ft.); general lavatory (500 sq. ft.); ladies' retiring room (200 sq. ft.); a shooting gallery, without windows (10 x 80 ft.); six bowling alleys under the terrace (3,100 sq. ft.). Total net floor space 13,600 feet.

The basement should have an entrance from the arcade, and a service passage. The basement rooms should have not less than 10 to 12 feet height.

The first floor should contain a general living room (3,500 sq. ft.), with fire-places, settles, etc., open in general effect; a convenient check-room for day and evening use, connecting, if practicable, with that in the arcade (300 sq. ft.); reception room (200 sq. ft.);

office (300 sq. ft.); a library, reading room and writing room, with wall space for 100,000 volumes (smoking not allowed), (3,000 sq. ft.); Faculty and alumni reading, writing and smoking rooms (3,000 sq. ft.). Total, 10,300 sq. feet. This floor should be adapted as a whole for occasional use for evening receptions, etc. There should be an entrance from the arcade, as well as from outdoors. The living room should be about 25 feet high, the other rooms in the first floor about 12½ feet.

The second (mezzanine, floor should contain: an auditorium, seating 400, with a gallery seating 100, with movable chairs to admit its use for small dances, etc., ante-rooms, lavatories, etc., (3,500 sq. ft.); a billiard and pool room, with eight tables, card room and game room (3,500 sq. ft.); offices for the Walker Memorial committee, the House committee and the Institute committee (500 sq. ft.); for the Technology Christian Association (500 sq. ft.); for the Walker Club (300 sq. ft.), and for the Cosmopolitan Club (500 sq. ft.). Total 8,800 square feet.

The remainder of this floor would be occupied by the upper part of the living room, over which small galleries might look.

The auditorium should be about 20 feet in height, the other rooms about 10½ feet.

The third floor should be divided into offices for student activities, including *Technique* (1,000 sq. ft.); musical clubs (1,000 sq. ft.); Tech Show (1,000 sq. ft.); additional rooms for study and committee meetings.

A few sleeping rooms for guests of the Institute might also be provided. The auditorium will extend up through this floor. The height of rooms should be about 10 feet.

The building should be constructed in such a way that future expansion would not be impossible.

A comparison of main features of the proposed Walker Memorial with similar buildings will be found in connection with the account of student unions at other institutions.

ORGANIZATION AND ADMINISTRATION

While matters of organization and administration lie somewhat outside the field of the present committee, we have found it hardly practicable to deal with the other questions independently of these, and accordingly submit certain suggestions in regard to them:

The Walker Memorial should be organized as a club, with an active membership including all male students, paying annual dues of say \$4, and an associate membership open to instructive staff and alumni, with annual dues of \$10 for those living within fifty miles, \$5 for

those living outside that limit. Membership cards should be used.

The provision for associate membership should not be regarded as implying the least restriction on visits to the Walker Memorial by alumni who are not associate members. All alumni visitors should be welcome.

The immediate management should rest primarily with a house committee elected by the undergraduates, which should have power to make and administer rules for the use of the club by active members, subject to the approval of the President of the Institute.

The plan of organization and the house rules should be worked out in detail by the present Institute committee.

The business and financial management of the club should be exercised under the general direction of the President and Corporation of the Institute by a Walker Memorial Committee of seven, including three representatives of the alumni, two of the Faculty, and two of the undergraduates—for example, the president of the Institute committee and the chairman of the house committee. This committee might well be organized in the near future. The present Walker Club might well be assigned some special responsibility. Rooms for student organizations should be reallocated annually. Organizations not representing the whole student body should pay a small rental for the exclusive use of the auditorium.

Particular pains should be taken, with the minimum exercise of authority, to develop and maintain high standards of orderliness, decorum, and good taste. It should be a gentleman's club in the best sense, to be worthy of its name.

The persistent misuse of its privileges should entail suspension or forfeiture of membership.

Billiards and bowling should be self-supporting, or better, and should be restricted, if needful, against excessive use by the individual student.

There should be a graduate treasurer, and a superintendent or manager, capable of checking any real breach of discipline very promptly.

Special care should be taken to make the building attractive on Sundays. Religious services might be held regularly in the auditorium by arrangement with outside clergymen through the Technology Christian Association. Sunday afternoon concerts would be desirable.

The grill room should be somewhat superior in service, accessories and prices to the general dining hall, but all supplies should be purchased through a single officer, and economy by cooperation should be sought.

PROVISION FOR FACULTY AND ALUMNI

The Walker Memorial, as above described, would seem likely to meet the social needs of the instructing staff to a considerable extent. In common with the alumni, they have rooms for reading, writing and smoking. The grill room and the special dining rooms will be shared by them with undergraduates. For special occasions either dining room might be secured in the evening, as might also the auditorium on the second floor. The gymnasium, baths and lockers in the Walker Memorial may include special provision for the staff and alumni. It is assumed that provision will be made elsewhere for the Technology teas, etc.

In recommending this provision for instructing staff and alumni, it is our belief that this will involve no sacrifice of the primary purpose of the memorial to serve the social needs of the students. We are convinced rather that such association with older men, as our plan promotes, will be both desirable and welcome to the students.

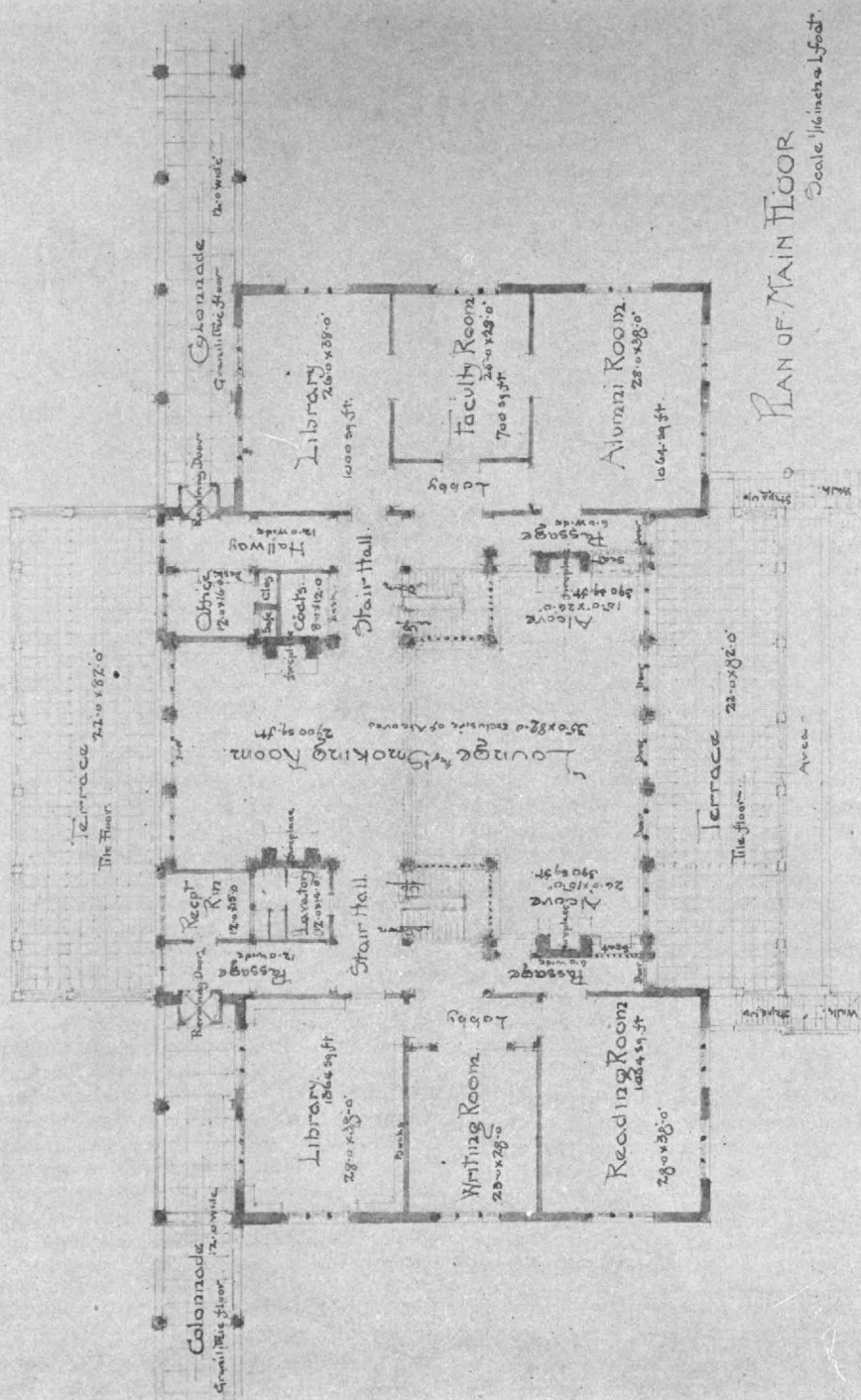
We recommend that the relation of the alumni as donors of the Walker Memorial be expressed each year by a meeting under the auspices of the Alumni Association at which new students shall be welcomed to membership in the Walker Memorial.

THE ARCADE

This is designed primarily to facilitate passage between the Walker Memorial and the dining hall, so that the former shall be used by the maximum number of students. At the same time it should afford a most favorable location for many important adjuncts; for example, the student post-office—which might perhaps be a United States substation (400 sq. ft.), a check room, in connection if possible with that in the Walker Memorial (200 sq. ft.); a book and stationery store (800 sq. ft.); a news stand, soda fountain, confectionery and tobacco stands (500 sq. ft.); a barber shop etc. (300 sq. ft.); provision for any necessary number of lockers. These items should yield a substantial revenue. The arcade might well have two stories; there should at any rate be passage between both the basements and the first floors of the Walker Memorial and the dining hall, including a convenient service passage in the basement.

STUDENT UNIONS AT OTHER INSTITUTIONS

(This is based on a report prepared for the committee by Mr. J. H. Scarff, on Mr. H. E. Kebbon's article in the *TECHNOLOGY REVIEW* for January, 1913, and on reports prepared under the direction of Mr. J. R. Freeman.)



PLAN PROPOSED FOR WALKER MEMORIAL BUILDING (MAIN FLOOR)