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HOTEL SOMERSET, BOSTON
SATURDAY EVENING, JANUARY 9, 1915
AT 7 O'CLOCK P. M.

Notice and program will be sent out late in December

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The Technology Review

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No. 9

BUSINESS ENACTED BY THE COUNCIL

Committee on Coöperative Society reports in favor of Combining with the Harvard Coöperative Society—Record of attendance of Council Members discussed

The two principal topics of the Council meeting held November 23, were the Technology Coöperative Society and the personnel and the activities of the Council itself.

Two of the new professors from Harvard, who have become identified with Technology were present, Professors Peters of the mining department, and Adams of the electrical engineering department. Dr. Dewey was also present to speak of the new course in engineering administration.

President Whiting said that at the last meeting of the Council the speakers had suggested that the matter of furthering coöperation between Harvard and Technology Alumni should be placed in the hands of a committee. A motion was made to that effect, and he had appointed as members of that Committee Charles A. Stone, '88, Odin Roberts, '89, both of Boston, and William H. King, '94, of New York.

Secretary Humphreys, who had been attending a conference of the Association of Alumni Secretaries at New York, representing Technology, made a report of the meeting, which is mentioned elsewhere in the REVIEW.

Mr. Whiting made the statement that

the Chinese students of Technology had asked for an advisory council of three alumni to whom the Chinese students could go for advice when it should become necessary. The president appointed A. F. Bemis, '93, and Henry Morss, '93, to serve with him, on this committee, as it was to be an informal one and for the present would not be considered as a function of the Alumni Association.

The report of the Committee on the Technology Coöperative Society was then read. The matter of the coöperative society has been the subject of investigation by the Institute Committee for some time, and at a previous meeting the students made a report on the society, asking that the alumni take the matter up further and give their advice as to what steps should be taken. A committee was appointed consisting of Leonard C. Wason, '91, chairman; Horace S. Ford, bursar, M.I.T.; Charles W. Eaton, '85; A. D. Maclachlan, '96; Elmer E. Dawson, Jr., '14. It is a rather long report to be printed in full here, but important excerpts are presented which indicate the wisdom of joining with the Harvard Coöperative Society and having a branch establishment outside of the college grounds but convenient to the buildings.

Following the March meeting of the Council, this committee was appointed on April 2, and held its first meeting April 6, with all present. It has held several other meetings since. The report of the committee on M.I.T. Coöperative Society reorganization of the undergraduates which was presented to the Council at its March meeting was discussed. It was decided to investigate all college coöperative societies and any commercial coöperative societies available, also the attitude of the student body toward the M.I.T. Coöperative Society, before determining upon any final line of action. A history of the M.I.T. Coöperative Society from its beginning was prepared by A. D. MacLachlan. It is too long for a complete presentation at the present time. A synopsis of it, however, is as follows:

The M.I.T. Coöperative Society was organized in the spring of 1886 by three members of the class of '87, at which time a constitution was adopted and a list of affiliated tradesmen was printed. In December, 1886, a book exchange was established which still continues. In '87 a fee was fixed of fifty cents per annum for membership, the proceeds to go to a scholarship fund. In November, 1889, the society started a lunch room which later it turned over to the Faculty, who have since operated it. In the spring of '94 it started an employment bureau to find vacation work for students. This work is now done by the Dean. In 1895 began the sale of books and drawing materials at the opening of the fall term in one of the Institute buildings, and as an outgrowth in 1897 it established a supply room in the Engineering building and another in the Architectural building, which have been continued to the present time. For the last few years no change has been made in the line of activity taken. A review of considerable length of the relations of Mr. MacLachlan, who has been for many years the society's treasurer, with the society is given.

From all the colleges of the United States, a list of fifty-three which, on account of size or other feature were sufficiently similar to Technology to make a comparison useful, was selected. A series of thirty-five questions was arranged and sent out, classified as to organization, government, merchandise, operation, financial, etc., forty-one replies were received. Twenty-nine colleges had no coöperative society. Three replies were without sufficient detail and nine replies were classified as given in an appendix, to which is attached in the same form a statement of Harvard, which was not included in the letter of inquiry, because a personal investigation was made due to its importance and easy access. These were largely run on a similar basis but not so well or on so large a scale as the Harvard society, which will be described more in detail. Printed financial statements and constitutions and by-laws were submitted in all cases but one.

In addition to the very interesting data to be found in the annual report and by-laws of the Harvard Coöperative Society, the following facts, gleaned from analysis of the figures and by interviews with Prof. Munro, president of the society, may be of interest. With the exception that no dividend is paid on the capital invested but instead most of the net earnings are returned to such of the customers as are ticket holders and record them-

selves for a dividend, the society is conducted as a regular commercial business. It has a main and branch store near the university in Harvard square, at which a majority of the articles needed by a student during his college year are offered for sale. The gross profit was \$80,107 and the gross sales were \$418,774, making the gross profit on sales 19.1 per cent. During the year dividends amounting to \$19,443 were paid to 3,037 members, or an average dividend of \$6.48; while the highest dividend paid to any member was \$107.64. The average sales to members was estimated at \$80. The amount of sales recorded for dividend is slightly over 50 per cent. of the total sales, which shows that the members are either not habitually recording themselves for dividends or else there are very large sales to non-members who find that the store is a desirable place to trade. It is said that 95 per cent. of the students buy their books and stationery at the Coöp. Four thousand two hundred and seventy-nine students multiplied by 95 per cent. equals 4,065.

It was significant in the report of the society that the largest number of members were from the freshman class and decreased regularly to the senior class. The same is true of the Tech society.

The merit of granting discount at time of sale or deferred dividend was discussed. The immediate discount would save some expense in bookkeeping, but as the amount of each sale is small the amount saved to a customer would be so small as to be easily forgotten and at the end of a year the student would feel that he had received no benefit, whereas giving a lump sum at some convenient time to him, would seem a much larger sum and make him feel that the coöperative society was doing something for him. Another reason is that 76 per cent. of their business was done on credit; therefore, dividends would have to be deferred in any case until the end of the month, when accounts are sent out. On the other hand, there would be a better feeling with local competing stores if prices were maintained. Also, on certain goods like Waterman pens, which are required to be sold at a fixed price, a discount at sale would not be allowed, as it would be virtually cutting the price. On many other goods, such as kodak supplies, proprietary, toilet articles and 20 per cent. of the stationery department business, there are complications in a similar way to giving immediate discount, and it is found in the long run to be best to pay a dividend annually. Competition with other stores is beneficial, or at least has done no harm. There has been little overlapping of the business conducted by other stores, and the Harvard Coöp has given so much better service than its neighbors that it is drawing trade solely on the ground of service rendered. Part of this service is free delivery of merchandise. They have one double and three single delivery teams, besides a laundry wagon. The cost of delivery averages about 1½ per cent. on gross sales. This may work a disadvantage to some members and to the benefit of others, but the service is open to all customers.

There are eighty-six regular employees. This is a sufficient number to handle the peak of all loads except that at the opening of the fall term. During the first two weeks of the fall term 25 per cent. of

the year's business is done. There is another peak of less magnitude during the Christmas holidays, one at the opening of the second term, and one in the spring of the year. The same number of employees is carried through the summer as in the winter, although the volume of sales in summer is quite small and the society runs at a loss from July 10 to September 10. During this period all vacations are taken, also inventories, and to keep the force employed such mail order business as can be obtained is carried on. During the past year the society took for summer work the furnishing of the freshman dormitories, the actual labor of unpacking furniture and setting it up in the rooms being done by the clerks who would otherwise have been idle at the main store.

The society has an elaborate system of merchandise control prepared monthly showing the amount of supplies that should be bought monthly to meet the expected trade, and the amount of stock to be kept on hand, and the results obtained from each department are compared with the budget regularly and all discrepancies are investigated, so there is now little danger of overstocking of goods which in time become unsalable. They also make out in great detail an expense budget which is submitted to the board of directors annually. The budget made out in July, 1913, amounted to \$62,000 and the annual expense came within \$300 of the appropriation.

Salaries range from \$8 per week upwards to \$2,600 per annum; while two others receive \$2,500 per annum.

Due to large capital and large business done by the society many books can be bought at considerable discount by getting entire editions of a thousand books, leaving it to the publisher to put these through at his own convenience and within certain limits of materials used. The same is true on large purchases of paper, which makes savings not possible on small purchases or with limited credit.

In the early days of the society, the management was in the hands of the undergraduates more than at present. This was found to be unsatisfactory, due to the frequent change of undergraduates, their lack of experience, and the fact that this was not their prime reason for attending college, and their studies did and should take precedence over outside activities. Therefore, today the real management is entirely in the hands of the college authorities, whose policy is continuous, with a minority of representation of undergraduates on the board of directors.

The attitude of the student body toward the coöperative society was investigated, and can be summed up as follows: Men of moderate means residing in the suburbs were not interested in the competitive articles which the Coöperative carried in common with other stores, as the tradesmen's list would not include the stores at which they wished to make their purchases and there was no saving on the big items, such as books, and after their first year, when there was some saving in drawing materials, they found it of no use and dropped out. These men and also those of moderate means from a distance would buy their supplies at January bargain sales and get second-hand books through the exchange, and therefore found little benefit

from the society. To men in the various Institute activities, the society seemed so dead that there was no incentive to be a member. There is so little publicity given to the Coöperative that many of the freshmen did not know of the society; while many just heard that such a thing existed. There was also found to be a considerable feeling of antagonism toward the society with many students because of the high price of certain technical books, and Institute and professors' notes, which are printed in small editions and necessarily sell at very high prices. Through lack of proper information they believed that the coöperative society charged an unnecessarily high price and was making an exorbitant profit at their expense.

An independent Technology Coöperative Society, to be most useful, should be organized on similar lines to that at Harvard. It should have a store with permanent clerks, carry a sufficient supply of all goods that may be needed quickly by students, especially such as are sold in small quantities, while an affiliated list of dealers in various goods should be maintained where articles, purchased in such large quantities as to justify the student to take the time to make a trip to a more distant point, could be bought.

After the Institute buildings in Cambridge on the Charles River are occupied, there will still be some use made of the buildings on Boylston street, so that a store could be maintained near either site with convenience to the student body, as it is probable that all the student body at some time during the week would have to visit each group of buildings. However, rents in the Back Bay are expensive and, as a majority of students will be in Cambridge most of the time, a site near the new location will be most desirable. President MacLaurin states that there will be no room to spare in the new group of buildings for a coöperative society store.

Moreover, it has been found undesirable from the experience at Harvard to have a store on college property. There are several suitable locations, some of which already have buildings containing stores, which might be obtained for a coöperative society. No definite price has been obtained on any store, but it was found that the present tenant of a nearby suitable store pays \$35 or \$40 a month. From the new site of Tech to Harvard square, Cambridge, by means of the subway, the minimum time is ten minutes, while the average is about thirteen minutes, and to Park street, Boston, the time is about two minutes less. Therefore, it would be equally convenient, so far as time is concerned, for a student to go either way to make purchases of articles not carried in the local store. If we draw upon the experience of the Harvard society to obtain figures for the volume of business done at a proposed Technology store, we would have figures somewhat as follows: Assume 2,000 students at the Institute in 1917, as 1,818 were registered in October, 1914, and that 95 per cent. of them bought \$35 worth of books and stationery during the year, the gross volume of sales would be \$66,500. If we assume that the student body, Faculty and local alumni made a possible 2,500 customers and that 60 per cent. of these were members of the society and bought on the average \$80 each per annum, the gross sales would be \$120,000. There might be

some sales to nearby residents, but it is improbable that the total sales of this store would exceed \$125,000 per annum. If we earn the same gross profit that Harvard did the last fiscal year, 19.1 per cent., the gross profit would be \$23,875, and if the gross expenses were no higher, 15½ per cent., or \$19,375, then the net profit which could be returned to members in the way of dividends would be \$4,500.

It is not at all likely that in the first few years, at least, until a store was well organized, with the right manager, and had fully developed its trade, that we could make as favorable a showing as Harvard. The estimate of capital required to carry on the above business is about as follows: The gross sales amounted to \$418,774.19, and the free cash capital to \$78,136.60, or 5.36 times the capital that was turned over during the year. The above free cash was obtained by subtracting the quick liabilities from the quick assets in their last financial statement. \$120,000 divided by 5.36 equals \$22,389, or say \$22,500 capital required to conduct this business.

The report here takes up the relation of the Technology Coöperative Society to the Bursar's Fund, and explains that there are in reality two bursar funds. In 1907 the Institute received a legacy of \$6,000, the income of which may be paid at the discretion of the bursar to needy students, subject to the approval of the President and treasurer of the Institute. This fund, however, is entirely independent of what is also called the Bursar's Fund, which has been maintained for the benefit of the students of small means who need temporary loans, the funds for which are provided by the coöperative society. The member gets a discount of 10 per cent. on all his purchases; beyond this there is considerable net profit, which is divided approximately between scholarships allotted by the Institute and the Bursar's Fund just mentioned. The committee believes that the coöperative society should not be a philanthropy but a business proposition, and that none of the money from the coöperative society should be used for this purpose. It is recommended that the net profit of the present coöperative society be turned over to members as a deferred dividend, to be paid annually.

In its investigations the committee learned of the Dartmouth Educational Association, which has many excellent features. There is at the Institute means for carrying on similar work, but the

methods of the Dartmouth Association are recommended for study.

The Rogers' Scholarship Fund was raised by the alumni as a memorial to the founder of the Institute, and its purpose was to give aid to students for purposes other than tuition. The committee in its report recommends that the Council Committee on Permanent Funds consider the ways and means for enlarging the Rogers' fund, either by setting aside part of the fund each year or by interesting alumni to add subscriptions to it.

The report then continues as follows:

After due consideration of all coöperative societies and the situation at Tech, the final conclusion reached was that it would be for the best interest of Technology to make a working alliance with the Harvard Coöperative Society, which has all the resources and facilities and experience for conducting a branch store and which is willing to undertake the task, and it is felt that thereby the Institute will obtain the best results. You must not overlook the great service rendered for many years past to the present coöperative society by its treasurer, Mr. A. D. MacLachlan, who has a store on Boylston street, opposite the Institute buildings, and he will probably continue there after the Institute has moved. He would doubtless be on the list of affiliated tradesmen who give discount to Coöper members. Referring to the figures given earlier, namely, that Mr. MacLachlan sold goods for a gross profit of 12.8 per cent. while Harvard sold for 17 per cent., and assuming, as is very probable, that he could buy his goods as cheap as Harvard could, it will be seen that he has been giving students a lower price for books than the Harvard Coöperative Society has offered.

We have suggested to the Harvard Coöperative Society that at the time a branch is opened at the New Technology on the Charles River bank in Cambridge, they modify the by-laws of their society so as to admit one director from the Faculty of the Institute, and if the business done at this branch exceeds \$75,000 in any one year to admit a second director for the ensuing year from among the members of the Alumni Association. These two members would be added to their present board of fourteen and be elected in the same manner as their own directors. It has also been suggested that members from Technology be admitted to the Harvard Coöperative Society without the advance payment of one dollar membership fee, but that this dollar may be deducted from any dividends due and payable to said member, and the change in the by-laws to meet these requirements is given below. This suggestion did not meet with the approval of the directors of the Harvard Coöper Society and it was not pressed. It will be noted, however, that due to the existing alliance between Harvard and Technology, undergraduates, members of the Faculty and alumni are now eligible for membership on the payment of one dollar, on the same basis as Harvard men are now admitted.

To summarize the recommendations of the foregoing report, we recommend:

1. That the present Coöperative Society at the Institute be continued until the Institute has settled in Cambridge in its new site, just as it is now being conducted with the exception that all new dividends be returned to members instead of being applied to other purposes as in the past.
2. That an affiliation be made with the Harvard Coöperative Society along the lines previously suggested, to take effect when Technology is settled on the Charles River bank in Cambridge.
3. That the attention of the trustees of the Rogers' and Bursar's Funds be called to the successful organization and operation of the Dartmouth Educational Association with a view to so organizing their work as to increase its activity and usefulness.

The president introduced Bursar Ford, a member of the committee, who has been studying the various college coöperative societies. He said that although he had been predisposed to favor an independent Technology coöperative association, after going over the reports from fifty-three colleges and giving special attention to the business methods of the Harvard Coöperative Association, he was entirely converted to the idea of combining.

F. F. Fulton, '17, president of the Technology Coöperative Society, who was a member of the committee that presented the student report to the Council said that two investigating committees had been formed; one of them took the side of a combination with Harvard, and the other considered an independent organization. After consulting the alumni and going into the business features of the matter, they were unanimous in the feeling that the wisest course would be to coöperate with the Harvard society. He said that there had been a feeling among the students that there was some antagonism between Technology and Harvard men, and he thought that a combination of this kind would help to break down this feeling. He believed that the majority of undergraduates would agree that this arrangement is much to be desired.

M. B. Dalton, '15, president of the Institute Committee, thought that the recommendation of the committee was a good one and would be welcomed by the undergraduates generally. Incidentally he

spoke of the problems before the Institute Committee, the heaviest one being the matter of financing athletics, which had now been entirely turned over to the students. They found themselves facing the necessity of raising two thousand dollars for this purpose. A new standing committee of the Institute Committee, called the Budget Committee, was appointed. Part of the duties of this committee was to find out how much the different athletic sports can make, and another part was to apportion the funds to the athletic activities. The speaker said that they would try to make things come out ahead financially, but at least they would arrange it so that they could not spend more money than they had.

A. F. Bemis, '93, thought that if the Technology Coöperative Society can make a favorable arrangement, it would be the best possible solution of the problem.

A. D. MacLachlan, '96, treasurer of the Technology Coöperative Society, said that he had nothing to add to the comprehensive report. He was at first somewhat disappointed that instead of reorganizing, it had been decided to merge with the Harvard Society. He hoped, however, that the name of Technology would be incorporated in the name when it was located in Cambridge. He felt that after all, the suggestion of the committee was a very happy solution of a problem that has been vexing for a long time.

On the motion of Mr. Macy, '05, it was voted that the report in general be referred to the students of the coöperative society, and that that part concerning the recommendation of scholarships and the Dartmouth Educational Association be referred to the Committee on Permanent Funds, as they act as trustees of the Rogers' Scholarship funds.

The president then took up the matter that had been made a topic of discussion: Membership on the Council; its duties and responsibilities. He said that the personnel and activities of the Alumni Council determines the usefulness of that body, and he thought that the duties and responsibilities of members ought to be more closely defined. Some of the figures of attendance were rather startling; there

were a number of members that had not attended a single meeting. He also said that although it was understood that men representing local alumni associations should communicate with them after such meetings of the Council so as to keep a close touch between the Council and the local alumni associations, in many cases this had not been done. He called on the secretary, who had some statistics, to elaborate on them. Mr. Humphreys then hung up three charts as follows:

I. ATTENDANCE AT COUNCIL MEETINGS

Total meetings counted.....	34
Total members.....	169
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Present at 30 or more meetings.....	2
Present at 20 to 29 meetings.....	13
Present at 10 to 19 meetings.....	26
Present at 5 to 9 meetings.....	33
Present at less than 5 meetings.....	61
Present at no meetings.....	34

II. CLASSES ('68 to '09 inclusive) represented at:

		Totals
30 or more meetings.....	1	1
20 to 29 meetings.....	11	12
10 to 19 meetings.....	18	30
5 to 9 meetings.....	6	36
1 to 4 meetings.....	6	46
	42	

III. ATTENDANCE OF THE FIRST SIX MEETINGS IN 1914

Membership of council.....	98
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	Totals
Present at 6 meetings.....	9
Present at 5 meetings.....	9 18
Present at 4 meetings.....	13 31
Present at 3 meetings.....	17 48
Present at 2 meetings.....	15 63
Present at 1 meeting.....	17 80
Present at no meetings.....	18
Members with 100 per cent. attendance	16
(This includes 7 appointed after first meeting.)	
Average attendance at the six meetings.....	42

President Whiting said that he thought election to the Council was a great honor and distinction. The question is: What shall we do to improve the personnel of the Council and increase the percentage of attendance?

F. H. Fay, '93, said that he thought the best way to do this was to keep on doing the good work that had been done this year. The attendance and interest in the Council was certainly increasing; much good work was being done by this

body and a great deal of it could be done by no one else. Many of the members come from long distances, and a number of them are busy men having many engagements. He thought that the Council was on the right track and hoped that the good work would continue.

Merton L. Emerson, '04, said that one could prove anything by statistics. There were two classes of men on the Council—those representing classes and those representing local associations. The former were chosen by the classes themselves while many of the latter had been appointed by the Council; perhaps in some places the appointments had not been wisely made. He thought that the class representatives' attendance would be better than the representatives of local associations. It would be a good idea, he said, to take some prompt action if a man showed by his non-attendance that he had little interest in the work of the Council.

Everett Morss, '85, said that in some organizations a man who was absent from three consecutive meetings was dropped. This was difficult to do in the case of the Council, because most of the members were elected. He thought that those appointed by the Executive Committee should lose their membership if they did not attend a reasonable number of times. In the case of lack of interest of a class representative, the matter could be taken up with his class. He said that he was a representative of a local association,—he hardly knew which one it was. He thought that it would be a good plan if the secretary of the association sent a report to the various local associations after such meetings.

Leonard C. Wason, '91, said that there were a great many men outside of the Council as active and as interested as the members of the Council. Absentees may not lack interest; some are situated so that they can attend these meetings better than others. He thought that before a man was elected to the Council he should answer the question: will you be able to attend a majority of the meetings of the Council?

Henry A. Morss, '93, said that he was

the representative of the Washington, D. C., society. He had written the secretary asking what they would like to have him do and he had heard nothing. Since then he had sent one or two reports without any response whatever.

Professor C. M. Spofford, '93, said that he had had the same experience and had some doubts as to whether or not the association he was supposed to represent, existed.

R. H. Howes, '03, of the Technology Club of New York, said that he had once had serious doubts about the usefulness of the Alumni Association, and when, after a meeting of the board of governors in New York a year or so ago, he had been told that he had been "sentenced to Boston," he did not know whether to ask for congratulation or commiseration. This, however, had been only his own individual opinion. W. H. King, '94, who had been a member of the Council, had told him that the membership consisted of a "bunch of live wires," and that he would enjoy attending the meetings. Up to that time he had an idea that the organization was created for the purpose of irritating the Corporation and that it was a very passive kind of body. His experience at the Council meetings was a great revelation to him. He said that the business was prepared and carried on in a very impressive way. He went back to the club and reported to the board of governors. His reports were written out and put on the bulletin board of the club, and he believed that he had it impressed upon the New York men that we have a serious and able Alumni Council. He believed that the Council should be advertised so that the public would know about it. He thought that the local associations should get reports through their representatives and that the classes should also get reports.

He announced that the New York club is to have its annual dinner on January 30. It is not really a club function but an all-Technology affair. Everybody is invited.

Allen H. Rogers, '90, representative of the Rocky Mountain Technology Club, stated that this was the first meeting he

had attended since his appointment. He said that he led such a nomadic existence that he did not know when he would be in Boston. He thought it would be hard for representatives of associations to make any kind of a report to their local associations. He said that these reports were found in the TECHNOLOGY REVIEW, which he thought was all-sufficient. In case the local associations have any views to present, they could send them on to the representative who could present them.

A. F. Bemis, '93, thought it would be a good plan to look over the work of the Institute and appoint a number of committees early in the year with the idea of arranging it so that every member of the Council would be a member of some committee. Committees of the Council had done wonderful work, and should do more of it. This should be largely deliberative. The greatest work is done between the meetings of the Council. If this plan is carried out, however, it should not be done to the detriment of the custom of appointing men outside of the Council for special work.

A. M. Hamblet, '02, representative of the Technology Club of Hawaii, said that sometimes the Council members are doing good work when they are not present. At a recent dinner in San Francisco, at which he was present, Leonard Metcalf, '92, made a very interesting speech, in which he gave a very good impression of the work being carried on by the Council.

John C. Chase, '74, representing the Technology Club of Southern California in Los Angeles, said that he had sent clippings from newspapers and other interesting matter to the secretary. He didn't hear from him, but he thought it was a good thing to let the association know that it was being represented.

A. T. Bradlee, '88, thought that the Council members should be present as much as possible, but he did not think it was necessary for the members to write to associations or to report to classes after such meetings. He thought that the REVIEW kept the readers fully posted on what is going on in the Council. He did not believe that the usefulness of a

member should be gauged by his attendance. Some of the men were very busy and unable to attend every meeting. There is, of course, no excuse for consecutive absences; such men should be labored with.

President Whiting then introduced Professor Peters, formerly of Harvard, who has joined the staff of the Institute in the department of mining engineering. Dr. Peters said that when he started to study mining in 1865 he did not know about the Institute and went to Freiburg, although the Institute was started that very year. He was convinced that if he had gone to the Institute he would have got more out of it than he did abroad. The contact with Professor Richards would have been a liberal education in itself. As an employer he valued Tech men very highly for their sense of responsibility. This was an important attribute, which, in times of stress, he had come to admire. He said that in coming to the Institute his own feelings, and those of the other professors he had talked with, were that they were coming, not to bring over any views of their own, but to build up on the excellent foundation already provided here and to cooperate with the Faculty of Technology. He was surprised at the work that busy men are putting into the matters taken up by the Council and felt that an institution must surely succeed with such a strong and able body to advise and support it.

Professor C. A. Adams of the electrical engineering department said that there had been very cordial relations between the electrical department of the Institute and the Harvard electrical engineering department for many years. To work in any cooperative way with the staff here would be not only a pleasure but an honor. He was speaking for himself as well as for others with whom he had talked, and who had expressed the same feelings as Dr. Peters. He said that the new men from Harvard had come, not only with the intention of cooperating fully, but with a hearty feeling of goodwill.

Dr. Dewey, head of the new course in

engineering administration, was then introduced. He said that the course was yet not quite in full swing. It began this year with the second-year students. The course is in the hands of a committee consisting of Professors Miller, Spofford, Jackson, Walker and Dewey. There are about fifty-five or sixty taking the course, and he said that among them there were some "reservists" and some "refugees," but that he believed that the "allies" would see that they did not lack employment. It required skill and wisdom to work out such a problem as this. "You can't establish a new course of this character" said Professor Dewey "without much experimenting and cautious procedure." An instructor of accounting had been appointed this year, but probably no other new appointments would be made until next year. He thought that it would take three years before the course would be in full swing.

Technology receives a Bequest

By the will of Caroline L. W. French, which was filed for probate last month, \$502,000 was distributed in public bequests, mostly to Boston institutions. Among these Technology is a beneficiary to the extent of \$100,000, the bequest being given in memory of the testator's father, Jonathan French. The Museum of Fine Arts is left \$100,000 in memory of her eldest brother, A. D. Weld French; \$100,000 goes to the Massachusetts General Hospital, in memory of her grandfather, John Davis Williams, and her mother, Hannah Weld Williams French. In addition to this a trust fund of \$100,000 is created and left in the hands of the executors for the benefit of four relatives and friends. Each of these is to receive a quarter of the net income, and upon their death it is to be turned over to the Institute of Technology and is to be known as the Jonathan French Fund.

A very attractive program is being arranged for the annual banquet of the Alumni Association, to be held at Hotel Somerset, January 9. Announcements will be mailed shortly.