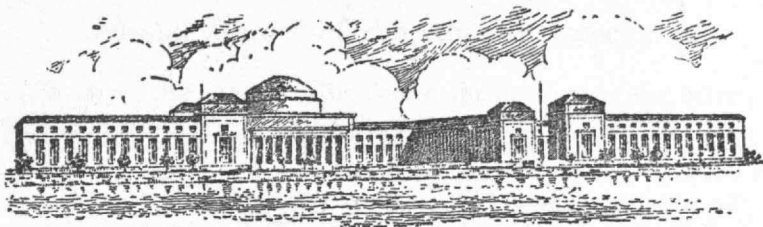




EVERETT MORSS, '85  
Treasurer of the Institute



# The Technology Review

Published at Cambridge 39, Boston, Mass.

ROBERT E. ROGERS, *Editor*, Massachusetts Institute of Technology, Cambridge, Mass.

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VOL. XXIV

JANUARY, 1922

No. 1

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## THE NEW TREASURER OF THE INSTITUTE

ONE can say no more about Everett Morss than Doctor Little did in his felicitous introduction of him at the alumni dinner. He said all that he could say without quoting from "The Mikado." And if that did not occur to him, perhaps it had better not occur to us (speaking editorially) either.

But if one wants to know what Everett Morss is doing at the Institute, one may read in this issue the inadequate summary of the speech he made at the alumni dinner, his sketch of the economics of Technology and his account of what he and the Administrative Committee are doing to set Technology's housekeeping in order, to make it the place where the most efficient education may be provided for the money available. This is, Mr. Morss, believes, already true, but he intends to make it more true and rub it into the public consciousness.

The earnest of what is promised will be found in this issue in the President's Report, prepared, of course, by the Administrative Committee, with which Mr. Morss has been coöperating. It is full of the same spirit as that expressed by Mr. Morss at the dinner, not so much pre-occupation with education *per se* or educational theory, not so much promise or review of accomplishment, as the indication of very keen desires to take account of stock, to see where we stand, to have the statistics, to eliminate waste, to provide for future exigencies, to make every penny do its utmost work, to spend better by saving better, to make two blades of grass grow where there was one before — to make straight in the desert the highway of the president who is to come.

These are the ideal and the job, apparently, of the Administrative Committee, and, no less, of the new treasurer, the gentleman of many and varied accomplishments . . . (see Little, A.D. "Collected Speeches") . . . whose career, we are sure, could have given points to the author of "The Mikado."

## ANNUAL DINNER OF THE ALUMNI ASSOCIATION

THIS year's dinner of the Alumni Association, held on Saturday evening, January 7, in the main hall of the Walker Memorial, although not marked by any spectacular features, gave every one of the number that comfortably filled the hall a good time and sent them all away with the assurance that faithful and capable hands were at the helm and that, though there were clouds, the silver lining was at its usual post and functioning.

Dr. A. D. Little, '85, president of the Association was at his accustomed best as prologue and interpreter of the personality of the speakers to the audience; the speakers, Dr. Ellwood Hendrick, the distinguished chemist, Dr. Yuen Siang Tsao of Yale and the Washington conference, and Everett Morss, '85, spoke happily and were happily received; the music was better than usual; and "Denny," '11, outdid himself as choirmaster and cheer leader.

The long head table exposed to the gaze of the anonymous multitude the following well-known or distinguished faces: Orville B. Denison, '11; Arthur T. Hopkins, '97; Professor Norton of the Division of Industrial Coöperation and Research; Professor Wilson of the Administrative Committee; Charles T. Main, '76; Dr. Ellwood Hendrick; Professor Talbot, '85, Acting Dean; Acting President Elihu Thomson; Dr. A. D. Little, '85, president of the Association; Dr. Yuen Siang Tsao; Everett Morss, '85, Treasurer of the Corporation; Professor Miller of the Administrative Committee; Edwin S. Webster, '88; Henry A. Morss, '93; James P. Munroe, '82; Horace S. Ford, Bursar; and Prof. Walter Humphreys, '97, a guest.

As the only speaker who was thoughtful enough to have what he was going to say down in black and white, and as his remarks, introductory, interlocutory and incidental, were models of conciseness, wit and charm, we shall lead off with President Little's opening remarks, verbatim.

*Distinguished guests, ladies and gentlemen:* We have rung out the old year. Some of us in the engineering professions would have gladly wrung its neck. To a large proportion of the community it has been a year of strain and struggle and disappointment. To the Institute, in the brief presidency of Dr. Nichols, it brought a great hope, and shattered it. To Dr. Nichols himself the outcome bore the aspect of tragedy. In an effort to express to Dr. Nichols the deep feeling of the alumni and as your representative I addressed to him the following letter:

Dear Dr. Nichols:

The Alumni of the Institute, who have looked forward with the happiest anticipations to many years of cordial coöperation with you in the furtherance of its interests, have learned with profound regret

that these satisfactions must be denied them. In the brief official contact with you, which they have been permitted to enjoy, you have established yourself in their affection and their high respect, and you may be sure that the regard and friendship so securely grounded will follow you and remain with you in whatever environment you may elect to serve the cause of science. We hope and confidently expect that in the prosecution of research, for which you are so eminently qualified, you may find compensation for the disappointment which now weighs so heavily upon us all. I beg you to accept through me the integrated affection and cordial good wishes of the whole alumni body."

To this Dr. Nichols replied as follows:

"I am very deeply touched by your kind letter of November 23 in behalf of the Technology Alumni. Brief as my official connection has been I know them to be a body of able, generous and high minded men. As I had fondly looked forward to working shoulder to shoulder with them in a high enterprise I felt there was nothing worthy which was beyond their power of achievement. It has been thoughts like these that have made my own disappointment hard to bear and there is no man whom it will require greater virtue in me not to envy than my successor in the presidency."

At the very onset of 1921 all friends of the Institute were shocked to learn of the sudden termination of the life and beneficent labors of Professor Sedgwick. He had endeared himself to all who came in contact with him, and his activities were international in scope. He established, as you know, the first biological department in any institution of learning in America and he conferred inestimable benefit on the community by making Public Health a science.

We have also been saddened by the death of Charles R. Cross, Professor Emeritus of Physics and one of the oldest of the alumni, his class being that of 1870. During its formative period no member of the faculty exerted a more profound influence on the development of the Institute or commanded in greater measure the respect of its students. Professor Cross was the first secretary of this Association, and he has written its early history.

But the year of unhappy memory just past has brought some conspicuous benefits to Technology. It has seen the completion of the Pratt School of Naval Architecture and the beginning of the newly established Ordnance School. Despite all obstacles the alumni have moved forward. Coleman du Pont is now a Senator. Our next objective should be the presidency. We can put a Tech man there on a platform of five-cent fares to Havana. Before proceeding to do this it is, however, fitting that upon the occasion of the Annual Dinner we should consider briefly the immediate needs of the Institute itself.

We should bear in mind that the Institute is, very properly, not conducted in the interest of the alumni. It exists only for the good it can confer upon its students and transmit through them to the community. As alumni we serve the Institute best in our works and by upholding its traditions before the world. Our interest in its welfare is,

nevertheless, so keen, our sense of obligation so developed, our desire to be helpful so genuine and deep-seated, and our perspective upon its activities so peculiarly advantageous that we claim and have secured the right to participate in the direction of its affairs. This interest and loyalty of the great and constantly expanding body of the alumni constitutes one of the chief endowments of the school and is, we may confidently believe, recognized as such by its executives. It is, therefore, not out of place for us to say that there are some things which the alumni want. We want a president as soon as a man fitted and qualified to carry the heavy burden of that high office can be found. We may assume without question that our desire is shared by the Executive Committee and the Corporation, by the Administrative Committee and the Faculty. In the face of such unanimity of aspiration I trust that if any of you know the man you will not hesitate to name him. Unless you do, we must await with patience the outcome of the earnest and conscientious endeavor of those upon whom the responsibility of his appointment rests.

It has also been made clear to me that we want an alumni director. It is equally clear in my own mind that before selecting him we should distinctly visualize his functions and sharply define his qualifications. It may aid in your consideration of the matter if I draft the outline of a specification. He should be, as it seems to me, a man young enough to remember the long thoughts of youth, for the vast majority of our alumni are still young men. He should know "when a feller needs a friend" and how to be one. He should have temperament and enthusiasm and imagination and the power to arouse an enthusiasm in others that persists beyond the cheers. He should be old enough to have acquired experience through broad and varied human contacts and with experience the ability to organize and persuade. He must know the mental habits of men of affairs and be sensitive to the predilections of rich old ladies.

If he is to work at high efficiency in the mutual interest of the alumni and the school, such a man, if we can find him, must, I believe, stand before the community as the joint representative of the Alumni and the Corporation of the Institute. He must work in understanding sympathy with its president and in furtherance of his general policies. His activities will be directed not only toward securing the solidarity of the alumni but to the enhancement of the prestige and the recognition of the needs of the Institute in all the widely separated communities in which our alumni gather. If you believe with me that this is the type of man we need and if you sense, as I do, the opportunity before him, you will not be precipitate in your selection.

I was walking across the Harvard Bridge the other morning when I came across three workmen near the draw. Their activities were at a standstill, but I thought I detected a revival of interest at my approach. When I came up with them one stepped forward and with an accent of hope in his voice said: "Say, Mister, have you got a piece of string? We want it to fix this bridge."

Now we can't go on indefinitely supplying string to fix up Harvard Bridge. We want, as I have said before, a new bridge with no string to it, and we want it called "Technology Bridge."

How happily dignity, beauty, and utility may be combined in a structure worthy of this name and setting the distinguished architect and Institute alumnus, Andrews, '77, has demonstrated in the drawings which many of us were privileged to see at the last meeting of the Alumni Council.

With an enrollment, which reached this year a maximum of over 3500 students, we do not hesitate to say that we want new dormitories. Nothing could be more grateful to the eye than the beautiful buildings in which we now house 170 students. They are an admirable evidence of good intention. They serve to inspire hope in the optimistic freshman that some day he may enjoy their comforts and have the benefit of the environment which they supply. But after four years of migratory residence in the South End he realizes as a senior that hope is a good breakfast but a poor supper. It has, to put it squarely, become obvious that nothing short of a development comparable to the Harvard Freshman Dormitories can be in any way adequate to the immediate demands of the pressing situation.

Dr. Johnson once said in his characteristically dogmatic fashion that "four good wants ought to last a man a year." A president, a bridge, an alumni director, and new dormitories is perhaps a reasonable allowance, but some of us want still more. Professor Rogers wants distinguished guests and lots of 'em. He points out that we missed a chance when General Foch came to town to have him stop at Tech and teach the young idea how to shoot. Dr. Rowe wants a choral society, in which alumni and undergraduates may fraternize and sing. He ought to have it. Others of us feel the need of some stimulating and coördinating agency to encourage and bring into harmonious accord the efforts to beautify the Institute and its surroundings.

Conscious as we all are of the pressing urgency of these desires and the benefits which their realization would ensure, are we not in our relation to them in the position of the small boy who with his sister was hurrying on his belated way to school? The sister, who was some distance in the rear, was concerned to see him drop upon his knees and said, as she hurried up, "Johnny, what are you doing?" "Praying we sha'n't be late to school," said Johnny. Whereupon the practical sister replied with some impatience and much wisdom: "Get up, Johnny, get up and hustle. You can pray as you go."

A telegram was received from one who was in everybody's thoughts, one who never missed an occasion of this sort. "Sorry I cannot be with you. With all good things to everybody." (Signed) Alfred E. Burton, Carmel-by-the-Sea, California.

Dr. Little then proceeded to introduce the first of the speakers, Dr. Ellwood Hendrick, as follows:

"There has come to us from New York a delightful individual, who is at once the exponent and the expounder of the human side of



chemistry. Other chemists gain distinction by determining atomic weights or synthesizing rainbows out of coal tar. He catalyzes sympathy and understanding and good fellowship wherever he makes contacts with other human beings. No gathering at the Chemists' Club, which he long served as president, is complete without his genial presence. When he is not editing a great technical journal he is writing wise and charming essays on *The Professor Emeritus*, or *The Chemist of the Future*, or *Saul of Tarsus*. You see he knows all sorts of people, and chronology counts for nothing in his friendships. He has written a book, 'Everyman's Chemistry.' Even the architects would be interested in the chapter on *The Red-headed Halogens*, in which Fluorine is the young devil and Iodine the old man with a past. But gentlemen, and I must warn you also, ladies, our next speaker makes friends for himself more quickly than I can hope to make them for him. I take especial pleasure in presenting to you the Abou ben Adhem of Chemists — Dr. Ellwood Hendrick."

Dr. Hendrick, a burly, imposing figure, like some gray-haired, ruddy-faced statesman of the Civil War period, proceeded to expound with dry allusive humor a sort of "Anatomy of Millionaires," a satiric study of the genus, addressed (ostensibly) to Tech engineers, who are all millionaires, *in esse* or *in posse*, to teach them how to approach the real thing and make the most of him. The speech was really an acute analysis, thinly veiled by its humor, of the hyperpractical mind of the "big-business" or "big-banking" man; their fundamental nervousness, their distaste for socialists, their hatred of taxes, their immobility, their penchant for luncheons, their need to feel superior and how to get round it, their lively sense of other people's ingratitude, their faith in efficiency or near-efficiency experts, their weaknesses, foibles, vanities and blind spots. It is a pity we couldn't get the doctor's manuscript, if any. It would be worth reading.

Dr. Little then introduced the second speaker.

"Only a second away from us, as wireless messages go, is a great and ancient people. They number some four hundred millions. They were dressed in silks and fine embroideries when our ancestors thought themselves lucky to wear skins with the fur side inside. They had a rich and copious literature, a comprehensive system of morals and philosophy, an amazing technique and fine appreciation in art, courtesy and culture and the fine flowers of civilization thousands of years ago when our illiterate forbears were scarcely more than savages. They are a pacific people who honor the teacher above the soldier. They are a business people, and they conduct business on a plane of honesty and shrewdness, which is an example to all the world. Obviously, with such a background, with an experience that reaches through the ages, with an alertness and intelligence that is nowhere surpassed, they have solved many problems and they have many things to teach us. The pressure of our own immature civilization has involved them in new problems. Our duty and our interest alike demand that we should do our utmost with sympathy and understanding to aid in their solution. The sympathy we

already have; the understanding in full measure we are anxious to acquire. We are, therefore, peculiarly fortunate tonight in having with us a Chinese gentleman who is not only in close contact with high affairs of state, but who knows America and the American point of view, a graduate of Yale, and the son of a father who fought for the Union in our Civil War, Dr. Yang Siang Tsao, Assistant Secretary-General of the Chinese Delegation now in this country and Councillor of the Ministry of Foreign Affairs, Peking."

Dr. Tsao, young, slender, immaculate in evening dress, speaking beautiful English with a feeling that seemed at times almost passion, received the warmest welcome of the evening, and at the close of his speech was cheered again in a way that showed that Tech men were entirely in sympathy with his mission and with his country's cause at Washington.

The decisions of the Conference at Washington, said Doctor Tsao, depended largely on bodies of men like this for their fulfillment. Technology has 65 Chinese at present; 75 had in the past returned to China where, although they were handicapped, they were doing great things. Forty out of the 140 delegates from China to the Conference had been educated in America. Americanized though they were they were felt to represent China, and young as they were, they were trusted by their elders in charge of the delegation as trained to understand the western mind. On their young shoulders rested a heavy responsibility for the future happiness of 133 millions of people.

Doctor Tsao continued with an elegant and poetic contrast of America with China, the oldest and weakest country and the youngest and strongest. By the revolution of February 12, 1911 there were linked together in history the birth of the Chinese Republic and of Abraham Lincoln. Ever since Anson Burlingame, first minister to China, down through John Hay and later statesmen, China had always recognized America as her friend. He then went on to point out in some detail the justice behind China's demands, notably concerning Shantung and the famous twenty-one points, declaring that China understood justice even although she could not enforce it. China did not look for the millenium, he said, but she did hope — and she thanked America for the opportunity offered by this conference.

Doctor Tsao sat down amid generous and sincere applause, and shortly after left the hall, as Doctor Hendrick had done a short time before.

Doctor Little then proceeded to tell a story, the purport of which became clearer as he followed it with the introduction of the last speaker.

"A salesman sold a bill of goods to a merchant in a small town. They were returned as not satisfactory. The wholesale house undertook to collect anyway, and drew a sight draft on the bank at the customer's town. The bank returned the draft unpaid. Then the house wrote to the village postmaster and asked if the merchant was good for the amount of the bill. The letter was returned O. K.'d at the bottom. Next the



postmaster was asked to put the bill in the hands of a local lawyer for collection.

"The answer received by the wholesalers ran as follows: 'The undersigned is the merchant on whom you tried to palm off your worthless junk. The undersigned is also president of the bank that returned your draft. The undersigned is the postmaster to whom you wrote, and also the lawyer whom you tried to get to collect your bill. And if the undersigned were not also the pastor of the local church, the undersigned would tell you to go straight to the devil.'"

"Our program has now reached a point where I find myself confronted with difficult questions of precedence. There are several speakers to follow: a past president of the Almuni Association, a member of the Corporation, a mining engineer who has forgotten all he ever knew about mining, a successful manufacturer who can tell us all we want to know, and more, about wire and cables and how much cheaper electric heaters are to operate than gas stoves, one who has long been a most active and effective member of the Executive Committee, the President of the Boston Chamber of Commerce, and the new Treasurer of the Institute. In what order should I present them? Shall the President of the Chamber of Commerce precede the Treasurer of the Institute? Should you listen first to the member of the Corporation or to the past president of this Association? Shall a mining engineer with a bad memory take precedence over a manufacturer who knows how to draw things out? The problem, I confess, is too much for me. I shall cut the Gordian knot by presenting the speakers collectively. I believe you have met him before. — Mr. Everett Morss."

One could almost hear the familiar music of "The Mikado" as the Pooh-Bah of the Institute, Lord High Treasurer and Lord High Everything Else, rose. Mr. Morss filled the large room better than his predecessors, and his forcible, penetrating Yankee delivery held everyone to the closest attention, the more so as he was the first speaker of the evening, not counting the toast-master, to talk of things important to Technology men.

After a humorous reference to his gruelling experience last year on his swing-round-the-circle with the Georgia Tech party, Mr. Morss spoke fittingly of the Corporation's regret at Doctor Nichols's resignation, with a warm tribute to the grit and spirit of the Administrative Committee, in shouldering the heavy burden after over a year's hard work, resolved to keep going as long as need be. He also admitted that the Corporation had got nowhere as yet in choosing a new president and asked that any Technology man who had an idea of a possible candidate would do the Corporation the very real favor of sending his name along. He also, in speaking of his taking over the financial reins of the Institute, paid high praise to the achievement of Francis Hart over twelve years as treasurer and admitted that it would be a hard task to live up to his predecessor.

The body of Mr. Morss's speech was an account to the interested alumni of his view of the Institute as a large business corporation and

what was being done to make it more efficient. The figures are about as follows: A thousand people on the payroll; 3,500 customers; a plan worth eleven millions, with investments of fifteen millions. The cash transactions last year were three and a half millions. The expense of educating the students was two millions, with a deficit of \$34,000 besides what was put into the plant. The receipts from fees were about one million, the out-go for instructors' salaries was also about a million, the two balancing just about as they had ten years ago. The administration cost \$260,000 and the operation, \$385,000, a great increase proportionately in the last ten years. For instance, the coal bill for last year was \$130,000 as against \$50,000 the first year in the new buildings. A plant of such magnitude doing such a large business must obviously be run the most efficient way. Already we have been educating 3,500 men in a plant built for 2,000 and can, if need be, with the new Pratt Building, take care of more.

It costs on the average \$525 to educate a single student. Eventually Mr. Morss said, he hoped to know the cost per class and per course, and the proportionate costs of various smaller divisions of the student body. He hoped to know the exact costs of everything knowable about the Institute, on the ground that the most expensive education does not necessarily mean the most efficient, and that figures, when shown, always reduce costs, and that costs are usually too high, even although he believed that Technology was probably at the head of the list in point of efficiency of all the colleges of the country.

Technology must have more money and our best argument to get it is that we are spending what we have with the utmost economy and efficiency. Technology must have the reputation of Hoover, that 98 per cent of the money given to it is effective. The concrete reductions and arrangements must, of course, be left to the educators who know the problems, but there are a great many things at present being left undone for lack of money which could as well be done by more efficient use of the money we have. We can do better than we are doing and by increasing our leadership in this regard, force other institutions to follow our example.

At the close of Mr. Morss's speech, Doctor Little gave the signal for adjournment by bidding everybody a Happy New Year, adding, "And don't forget to hustle while you pray!"

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## SHEFFIELD SCHOOL LOWERS TUITION FOR GOOD STUDENTS

THE tuition of seniors of high standing at the Sheffield Scientific School at Yale will be cut one hundred dollars as the result of the vote of the Yale Corporation at its November meeting. Yale is the first large American university to offer an incentive of reduced tuition for merely attainment of high scholarship.