

# THE TECHNOLOGY REVIEW

• RELATING • TO • THE • MASSA-  
• CHUSETTS • INSTITUTE •  
• OF • TECHNOLOGY •



FEBRUARY, 1923

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## TWELVE O'CLOCK STUFF

An advertisement (?) by William L. Fletcher.

Yesterday was one of those wonderful days which makes the chills run up and down your back when you see them in the movies--and would make you jump off the bridge when you meet one face to face, if you had life enough when it was over. One client came to town looking for seven men, five other jobs requiring immediate attention came in, one client who was due failed to show up or let us hear from him, one dear friend whose check for \$1,000 was due today for work done under a contract which he signed two months ago permitted another mutual friend to break the news gently that he is not going to pay because he has changed his mind, my secretary had to spend two hours in the middle of the day with her dentist and -- well, this isn't all, but you know the kind of day I mean. And last night I had to write an advertisement which should convince someone that it is good business for him to hire our company to help him select men for important positions.

In a situation of this kind, I usually try first to relax and then sit down before a typewriter and "think out loud." I did this last night, intending, this morning, to throw the stuff away and write a new advertisement or revamp it if it contained any worth-while ideas. This twelve o'clock stuff always looks pretty flat the morning after.

But I am wondering this morning if it really is flat, or whether the trouble is with me. Many worth-while business men have the habit of thinking out loud when they are in conference over tough problems and don't seem to consider it a foolish habit. I am wondering if dolling up an advertisement fools many people. Personally, I don't like these people who always insist on holding every one at arms' length. I am suspicious of them -- and I am wondering if the kind of executives we want to do business with don't sometimes feel the same way. Anyhow, I am going to think out loud in this advertisement and see what happens.

The thing I was thinking about last night was why hard-headed business men will say, "Yes, yes, yes, I understand," when they don't understand at all and haven't even thought about the matter; and more particularly, why an executive will spend thousands of dollars trying to solve "labor" problems and figure out to a cent how much it costs to train a girl to slap paste on the corner of a box -- and then turn around and hire a golfing acquaintance as production manager?

Business is on the up-grade -- but the war is over. It seems to me that this is no time to indulge in loose thinking and a very good time to keep clearly in mind the fact that a business is organized to make money and that efficiency begins at the top. Some executives who like to figure labor turnover and point with pride at their athletic fields will discover a new and very interesting game if they will spend an hour some evening figuring the cost of executive turnover. If it costs \$50.00 to break in a semi-skilled shop operative, how much does it cost to hire a man who bungles an advertising campaign? (Please don't say, "Yes, yes, yes, I know," because you don't.)

Efficiency grows from the top down and not from the bottom up. No amount of money spent on welfare work, camouflaged or not, will cure the troubles caused by weak foreman or superintendent or production manager or president; and no amount of money spent on foreman training will rectify the mistakes of a pig-headed superintendent or the half-baked son of a company director trying to function as comptroller. Get the right men in the big jobs -- and the right men in training for the big jobs -- work from the top down -- and many seemingly complex problems will solve themselves.

If you need a real man now -- or a real job with a real company -- today is a good day to write about your problem. No obligation.

WILLIAM L. FLETCHER, INC., 651 Boylston Street,  
Boston 17, Mass.

# Five years out of college and *deep in a rut*

*"What hope is there for me?" he asked*

**H**E graduated in 1912 from one of the best of New England's colleges, and found a job in a big Eastern business.

For a year or two things seemed to go very well; he moved from one subordinate job to another at nominal advances in salary. Then suddenly progress stopped. After being out of college five years he lost his self-confidence, lost his enthusiasm, almost lost his hope.

One day by chance he was introduced to a representative of the Alexander Hamilton Institute. The Institute man has shared the confidences and perplexities of thousands of business men, and almost unconsciously the younger man began explaining his problem. The result of that conference is best set forth in the letter which the young man wrote two years later.

**"My self-confidence increased; my earning power doubled"**

"It is now two years since I enrolled with the Alexander Hamilton Institute; I call it the best decision I ever made.

Next to that is the decision to leave the corporation where I had allowed myself to become merely a cog in the machine. My self-confidence and courage have increased infinitely, and incidentally my rate of pay in the period of one year has nearly doubled. For the first time since I left college I feel that I am equipped to make real progress in business. To the Institute is due most of the credit."

The Alexander Hamilton Institute was founded by a group of business leaders who realized that modern business tends to produce specialists, but is not developing executives.

## **One Course— One Product**

The Institute has but one Course; its purpose is to give men, in reading and specific training by the "case system," an all-round knowledge of every department of business.

By serving years in each department of business, the average man could, if he chose, gain this training by practical experience.

It's the business of the Institute to save these wasted years; to

provide a more direct path to success.

## **35% were university graduates**

Altogether more than 35% of the men who enrolled with the Institute have been graduates of American universities and colleges.

Year by year the Alexander Hamilton Institute has become more and more widely accepted as the outstanding post-graduate training in practical business.

## **"Forging Ahead in Business"**

For the sake of creating a wider knowledge of the Institute among college men—both employers and employed—we have set aside several thousand copies of "Forging Ahead in Business," a 118-page book that tells in detail what the Institute is and does.

We should like to place a copy in the hands of each reader of this publication; the coupon below will bring your copy immediately upon receipt of your address.

**Alexander Hamilton Institute**  
681 Astor Place, New York City

Send me "Forging Ahead in Business" which I may keep without obligation



Name.....  
Print here

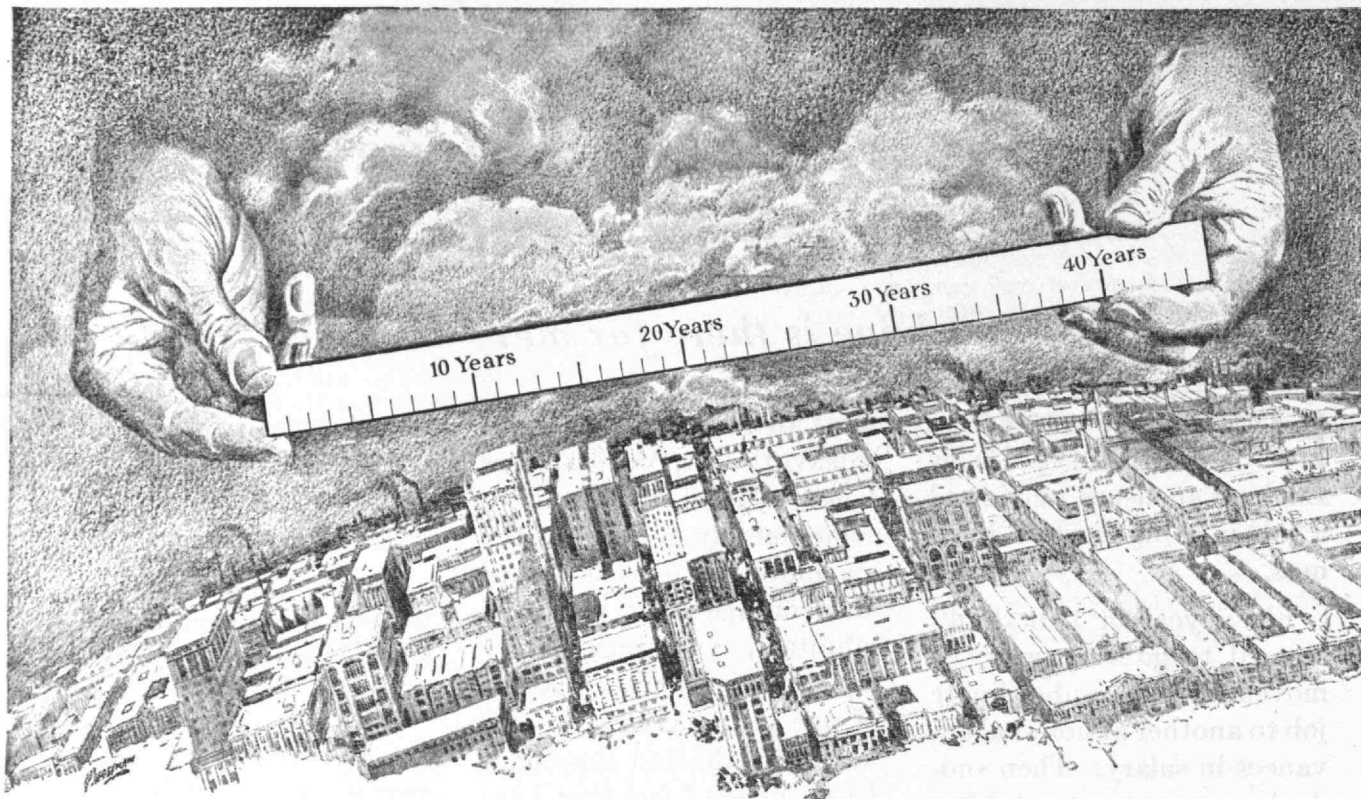
Business  
Address.....

Business  
Position.....

Canadian Address, C.P.R. Building, Toronto; Australian Address, 42 Hunter Street, Sydney

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## Measuring Roofs by the "year-stick"

**A**FTER all's said and done, there's only one way to measure roof value—that's by the "year-stick."

For when choosing a roof the really important question is: "Which roof will last longest with the least trouble and expense for upkeep?"

In the light of long experience, the logical answer is: The Barrett Specification Roof. For in every section of the country there are roofs of this type that have been in service for thirty, forty or more years, and are still in good condition.

Despite *proved* durability and freedom from maintenance expense, Barrett Specification Roofs are moderate in first cost. And they provide a degree of fire protection not exceeded by any other kind of built-up roof.

It is only natural, therefore, that Barrett Specification Roofs are the choice of the leading architects and construction engineers the country over, and that today they cover a majority of all the permanent flat-roofed buildings in America.

### The Only Bonded Roof

Barrett Specification Roofs are not merely guaranteed—they are *bonded*.

When the roof is 5,000 square feet or larger and located *wherever our inspection service is available*, the owner receives, without cost, a bond issued by The U. S. Fidelity & Guaranty Company, of Baltimore, protecting him against all repair expense during the life of this bond—Type "AA" Roofs, for 20 years; Type "A," for 10 years.

We will gladly send, on request to our nearest office, full information regarding these bonded roofs and copies of the Barrett Specifications.

The *Barrett* Company



New York  
Cleveland  
Birmingham  
Salt Lake City  
Richmond

Chicago  
Cincinnati  
Kansas City  
Bangor  
Baltimore

Philadelphia  
Pittsburgh  
Minneapolis  
Youngstown  
Omaha

Boston  
Detroit  
Dallas  
Toledo  
Houston

St. Louis  
New Orleans  
Atlanta  
Columbus  
Denver

THE BARRETT COMPANY, Limited: Montreal Toronto Winnipeg  
Vancouver St. John, N. B. Halifax, N. S.

*Barrett Specification Roofs* Bonded for 20 and 10 Years

# THE TECHNOLOGY REVIEW

RELATING TO THE  
MASSACHUSETTS INSTITUTE OF TECHNOLOGY

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PUBLISHED BY THE ALUMNI ASSOCIATION

Harry J. Carlson, '92, *President*

Walter Humphreys, '97, *Secretary-Treasurer*

*Committee on The Technology Review*

WILFRED BANGROFT, '97, until 1923

DONALD G. ROBBINS, '07, until 1925

ARTHUR H. HOPKINS, '97, until 1924

REGINALD H. SMITHWICK, '21, until 1926

FREDERICK H. HUNTER, '02, until 1927

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## Movie directors, please copy

**I**N fiction and the movies all college men naturally fall into two groups. Those who pass their days and nights "Rah! Rah!"-ing and snake-dancing; and those who never appear except with evening clothes—and cane.

The man who works his way through college simply doesn't figure.

Taking care of a furnace, running a laundry, waiting on table, tutoring, covering for a city paper, working in shop or office in vacation—all this may be lacking in romantic appeal, but it is an essential part of the college picture.

And a valuable part. The whole college is the gainer for the earnestness of men who want their education that hard.

Valuable to the college, but even more to the men who travel this rough going. They learn an important lesson in Applied Economics—the amount of sweat a ten dollar bill represents.

If you are one of them you may sometimes feel that you are missing a good deal of worthwhile college life. If you are not, you may be missing a good deal, too.

*Published in  
the interest of Elec-  
trical Development by  
an Institution that will  
be helped by what-  
ever helps the  
Industry.*

## *Western Electric Company*

*This advertisement is one of a series in student publications. It may remind alumni of their opportunity to help the undergraduate, by suggestion and advice, to get more out of his four years.*



## The Past Month

**I**N its Christmas stocking, the Institute found a President — which is a sufficient gift for many Yuletides. He traveled from Washington on January 2 “to register” as he himself phrased it and by arrival on that day judiciously avoided payment of the \$5.00 fine. The students, a large fraction of the 3068 that are this term registered, met him at the Convocation held in Walker Memorial and cheered him loudly. When discussing the status of the Institute as it begins its second term, it is enough to record this. Technology again has a single executive: the Administrative Committee belongs to the ages. Dr. Stratton has now endured his first Corporation meeting, his first Convocation, his first Alumni Dinner, and his first Faculty meeting. His inauguration has been definitely postponed until June shall come with appropriate physical circumstances for the happy ceremony. Meantime, Dr. Stratton is at his desk and already things have happened which make evident his calibre.

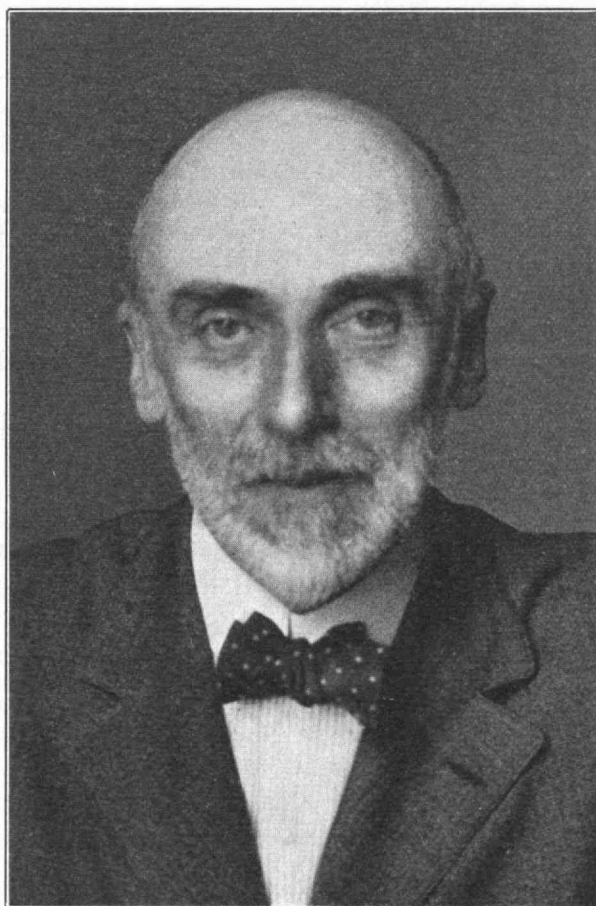
We may now stop talking about the fact that we have a new President and sit back in happy contemplation of his actions. Treat us rough, Doctor.

**F**URTHER opportunity to greet President Stratton seems to be the dominant wish of those who were fortunate enough to be present at either or both of the gatherings in New York at the Biltmore

or the Annual Alumni Dinner held January 13, in Walker Memorial. A record of the former appears in this issue of the Review. The Annual Dinner will be dealt with in a succeeding issue.

Those who for geographical or other reasons were prevented from attending either are watching for announcements as to Dr. Stratton's presence in other alumni centers. Already he has accepted an engagement conveyed by W. R. Kales, '92, of Detroit (who has just succeeded A. T. Hopkins, '97, as President of the Tech Clubs Associated) to visit that city. The exact date of this affair will be announced later. February 2 has been definitely chosen for the dinner to be given by the Tech Club of Northern New England, which, we are credibly informed, is the newly selected name for the old Tech Club of New Hampshire. The

arrangements for this event are in charge of A. D. Fisher, '05, who informs us that the Governors of Maine, New Hampshire and Vermont (Redfield Proctor,



*Photo by Fay S. Lincoln*

HENRY PAUL TALBOT, '85

*Dean of Students, and Chairman of the retiring  
Administrative Committee*

'02) and the Mayor of Manchester have also been invited. Three Governors and a Mayor should provide enough background for a President. The place is to be the McElwain Plant at Manchester, the time 5:30 p.m., and an open invitation has been extended to all Tech men.

**I**N the past, freshman students at Technology have always been afforded an opportunity to listen to argument from prominent Faculty members connected with the several courses and departments as to why they should or should not take up the study of any specific branch of engineering. For the past few years these lectures have now been omitted. It is probably welcome news to a number of people that announcement has just been made of their resumption. The lectures are to be given in varying rooms of the Institute, beginning on January 22 and ending on February 7, one lecture being given each day — thus making it possible for any first-year student, unusually perplexed as to his life work, to sample each of the courses, one by one. Attendance is not compulsory, but should be extremely beneficial.

**C**COURSE VI-A Electrical Engineering (Coöperative Course) is heavy laden with options, but there comes announcement of one additional. Prof. W. H. Timbie of the Department has been placed in charge of a group which will take up specialized and detailed study of the transportation problems of electric railroads. The announcement of this option, details of which will be set forth in a succeeding issue of the Review, has elicited a great deal of interest both among engineers and laymen, and there has been much editorial comment, the burden of whose song is that it will be interesting to see college boys ringing up transfers and bumping coal wagons. It may be said in the language of the day that this is not the half of it.

**T**WO new general studies have been added to those given by the department of English and History. The first of these is a series of lectures upon Roosevelt and His Time, by Prof. Henry G. Pearson, the head of the department. The second is a "Literary Study of the Bible" given for Junior and Senior students by Henry L. Seaver, Associate Professor of English. The second of these is a revival, more than a novelty, and was brought back to the curriculum apparently by the curiosity manifested by Technology's young engineers to know something about the Old and the New Testament as well as about Volumes I and II of Fuller & Johnston's Applied Mechanics.

**O**VER one million dollars has been added to the Institute endowment within the past month. The will of Francis Appleton Foster, the late Boston merchant, alone supplies one million dollars for the general purposes of the Institute, and the estate having now been settled, the securities are in the possession of the Institute. The recent death of Mrs. Ida Fletcher Estabrook releases one million dollars in bequests made by her husband on his death in 1919, of which one hundred thousand dollars is willed to the Institute. Both of these gifts are unrestricted.

An interesting scrap of history is told in connection with the Foster bequest. It has been said that just before the endowment drive of 1919, President Maclaurin approached Mr. Foster, who was at that time unable to help him. Much regretting his inability, the merchant, so the story goes, told President Maclaurin that on his death he would leave the Institute a generous share of his fortune. Remembrance of this interview seemingly vanished until the death of Mr. Foster brought it again so startlingly to mind.

**G**REAT as have been the works of Dr. Stratton in the interests of American Radio, the use of this great educational instrument is not neglected by the rest of the Faculty. On Friday, January 5th, Prof. Robert E. Rogers, member of the Department of English and Contributing Editor of the Review, broadcasted from the WGI Station of the American Radio & Research Corporation of Medford Hillside a lecture on Modern American Poetry with descriptive readings from Vachel Lindsay and others. The lecture was preceded by a talk to ladies' clubs on the use of the domestic orange and was followed by the conventional benediction, that is to say, a bedtime story. The harmonics and double stops of Mr. Lindsay's idiom took to the air with remarkable effectiveness and static being kindly, the lecture was heard widely in the United States east of Denver "How far that little candle throws his beams."

**O**N January 13 the Annual Dinner of the Alumni Association was held in Walker Memorial at 7 p.m. Details cannot be included in this issue of the Review. Some four hundred and fifty members of the Association and their guests were present, and Harry J. Carlson, '92, President of the Association, presided. The speakers of the evening were Dr. Charles Aubrey Eaton, of the Industrial Relations Department of the General Electric Company; Dr. Abbott Lawrence Lowell, President of Harvard University, and Dr. Stratton. According to precedent, Orville B. Denison, the "Dennie" to whom the Class of 1911 writes, was cheer leader and song master. Momentary diversion was furnished by Tech Show, which supplied Frank Gage, '23, and John D. Cochrane, '23, and by the Musical Clubs, a group of whose members sang under the direction of Schuyler Hazard, '23, the leader of the Glee Club.



# The New York Celebration

*A detailed account of the happenings of two full days*



## The Tech Club in its uptown home

these two days were notable, and, perhaps, warrant a description of considerable minuteness. At any rate, that is the kind we are going to give it.

The two-day celebration began on Friday afternoon with a get-together at the Technology Club of New York. From 4 to 6 o'clock that afternoon about one hundred and twenty-five men registered at the club house in Gramercy Park, the majority of this number being out-of-town guests. Prof. R. H. Richards and E. S. Stevens, both members of '68, Technology's first class, J. P. Munroe, '82, Prof. H. P. Talbot, '85, A. R. McKim, '85, I. W. Litchfield, '85, Ira Abbott, '81, Prof. F. E. Foss, '86, P. W. Litchfield, '96, R. D. Flood, '96, R. S. Allyn, '98, L. D. Gardner, '98, A. T. Hopkins, '97, A. W. Rowe, '01, and M. L. Emerson, '04, were among the notables in attendance Friday afternoon,—and it might be noted that they registered for all of the other affairs, too. Coming at a holiday season served to heighten the gayety of the crowd that packed the Club and gathered around the refreshment table to talk over old times and discuss the future under a President whom they were about to greet.

That evening, three hundred Technology men attended the big smoker and annual meeting of the Technology Clubs Associated at the Engineering Societies Building, 29 West 39th Street, where Arthur T. Hopkins, '97, the President of the Associated Clubs, acted as chairman. Prior to the talks, a short business meeting was held at which a nominating committee consisting of I. W. Litchfield, '85, L. D. Gardner, '98, and M. L. Emerson, '04, reported the following nominations: President, W. R. Kales, '92, of the Whitehead and Kales Iron Works, Detroit; Vice-President, R. D. Flood, '96, President of the Chicago Technology Club; Executive Committee, H. W. Alden, '93, Vice-President of the Timken-Detroit Axle Company, Detroit, Pierre S. du Pont, '90, of E. I. du Pont de Nemours & Co., Wilmington, Delaware, and Chairman of the Board of Directors, General Motors, W. H. Bovey, '94, Superintendent, Washburn Crosby Company, Minneapolis. It was moved, seconded, and unanimously passed that

By CAROLE A. CLARKE, '21  
*Former Editor-in-Chief, The Tech*

The New York jubilee is history, now—of a particularly gratifying kind. The alumni in New York have been waiting for a President to greet these three years, and when on December 15 and 16 they were given the long-sought opportunity, they responded as might be expected. The functions of

the ticket be elected as officers of the Technology Clubs Associated for the coming year.

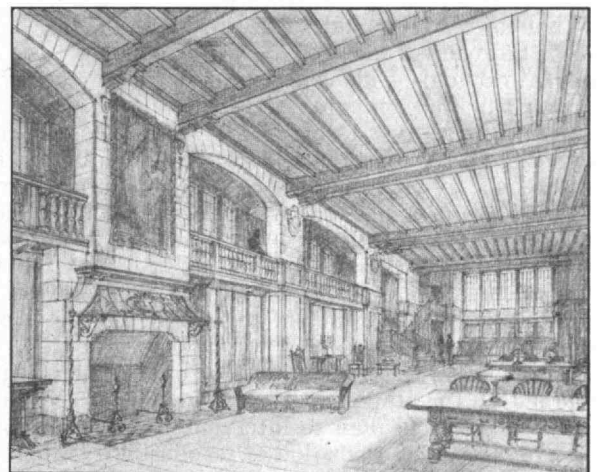
Chairman Hopkins introduced Dr. A. W. Rowe, '01, Secretary-Treasurer of the Advisory Council on Athletics, who spoke on "Undergraduate Athletics at the Institute." Dr. Rowe traced the development of the Advisory Council, which he called a debt the undergraduates can never pay to the Alumni, and explained the attitude of the Council in going on record as against the promotion of athletics as a business or as a means of obtaining publicity. "Technology, the only school in which athletics are managed entirely by undergraduates, is thus free from the necessity of producing winning teams. Although competing with the largest colleges, only \$15,000,—obtained from the Student Tax,—was spent last year in maintaining thirty-four teams."

Cross-country and crew came in for their share of the praise in recognition of the hard work and enthusiasm of the participants. Mention was also made of the boat house on the Charles which the Corporation has bought. Interest in interclass crews has been stimulated by the annual award of a cup, to be presented by Prof. R. H. Richards, '68, to the winning eight.

With the institution of a yearly health welfare examination, and the campaign of the medical department to place every undergraduate in some form of recreational exercise, the Walker Memorial gymnasium has proved inadequate. However, gymnasium facilities have been increased by utilizing half of one of the old naval airplane hangar for boxing, wrestling, basketball, and other supplementary activities.

Dr. Rowe emphasized the increasing interest in athletics, especially in intramural competition, and asked the Alumni to add another million for increased gymnasium facilities when the housing problem is being settled.

At the conclusion of his talk, Dr. Rowe showed several reels of motion pictures of Institute teams and slow-motion analyses of their work, and another film of close-ups of prominent Technology professors and officials. There was wild cheering at the Review's



*The Lounge of New York's "Technology Club of 1933"*



LIEUT.-COL. ROBERT STARR ALLYN  
President of the Technology Club of New York and  
Toastmaster at the dinner to Dr. Stratton

movies of Dr. Stratton, taken at the Bureau of Standards just before the announcement of his election.

The remainder of the evening was devoted to a consideration of an important question facing the industries of today,—“Labor Problems from the Engineer's Point of View.”

The first speaker, Elisha Lee, '92, Vice-President of the Eastern Region Pennsylvania Railroad System, further qualified his topic by referring in particular to the engineer's position as an intermediary between labor and capital. His speech is reprinted in full, elsewhere in this issue of the Review.

Thomas C. Desmond, '09, President of the Newburgh Shipyards, and T. C. Desmond & Co., Inc., of New York, told of his experiences in handling men in his construction company, a closed shop of about one thousand men, and a shipyard of four thousand men operating on the open-shop basis. The building trades, beaten only by farming and the railroads in number of workers, are in a scandalous labor condition, he said; but the trouble is that these conditions have not been brought to the attention of the public. He cited the Pennsylvania Railroad, headed by engineers, as an example of the possibility of success in the solution of labor problems.

Merton L. Emerson, '04, member of the Corporation, enlarged on the statement that the engineer as a good citizen is a logical man to intervene in labor troubles. “The engineer is in a position of responsibility where he can get at the details of the situation better than anyone else. Mr. Emerson further suggested that the

engineer was himself a laborer with hopes of becoming a capitalist and he must of necessity know both sides of the controversy. In concluding, he spoke of what it means to others to be a Technology man, illustrating his remarks with stories of his entertainment at the U. S. Military Academy and statements made by men there who knew the Institute.

Burr A. Robinson, '09, Assistant Service Manager, United States Rubber Company, New Haven, stressed the importance of working with employees, and told of calling groups of workers together for the purpose of outlining a problem so the employees themselves could offer suggestions for its solution.

Protecting the men who devise ways and means of replacing labor by machinery was the topic of Louis A. Freedman, '07, consulting mechanical engineer of New York. Following a short discussion of the patent situation, he asked for further discussion on the question of how automatic machinery is affecting the present labor problems.

Sanford L. Willis, '15, metallurgical engineer and special representative of the Corning Glass Works, Corning, N. Y., said there had been no trouble at the Corning plant, where nothing but automatic labor-saving devices are in use. The workers, however, receive about ten per cent more than union standard wages.

W. H. Eager, '04, President, Whitman & Barnes Manufacturing Company of Akron, praised Charles M. Schwab for the way he remembers his men and can pick them out in the works. He speeds up production by going out and talking to the men at first hand, and makes everything secondary to the handling of the men. Mr. Eager also favored working with employees or committees selected by the employees for settling differences that occur, and cited a case to show how successful this method had proved. He is firmly convinced that the introduction of automatic machinery will not change the labor problems.

R. D. Flood, '96, President of the Chicago Technology Club, and William Kelley, '98, consulting chemical engineer of Los Angeles, both extended greetings to the gathering from their respective cities, and apparently tried to make the New York men jealous by telling of the wonderful opportunities to be found elsewhere.

There was hearty applause when Chairman Hopkins called on Eben S. Stevens, '68, member of the Corporation, as the next speaker of the evening. Mr. Stevens said his first introduction to the labor problem occurred immediately after he left Technology when he worked from 4 a.m. to 8 p.m. From 1871, when he started in business for himself, until the present time, he has never had any difficulties with his labor even though he has cut wages at times when other manufacturers were not reducing theirs. There was much laughter at the statement that although his workers received increased wages during the war, he did not increase their rents, but built garages for all of them!

I. W. Litchfield, '85, spoke of the proposed new clubhouse in New York City, telling the Alumni that Technology engineers should build a model club in New York which would be a monument to M. I. T. He referred to the descriptive booklet which had been circulated, and asked that the Alumni back the project.

It was moved by M. L. Emerson, '04, seconded, and passed, that the Technology Clubs Associated appoint a committee from the Alumni Association and the Clubs to coöperate with the Technology Club