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NOTICE

A great many dealers are offering what is supposed to be Army supplies for sale. Articles that never reached the Quartermaster nor have been ordered through the Q. M.

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OTTO H. KAHN

Member of Corporation Committee

Everyone knows Mr. Kahn as a member of the famous banking firm of Kuhn, Loeb & Co. The business world knows him as the ablest organizer of railroads in the United States. He was a firm friend of the late E. H. Harriman and it is probably in a measure to his association with Mr. Harriman that he holds this prominent position today.

Not only is Mr. Kahn one of the foremost business men of America, but his success in the development of opera is equally assured. Under his guidance the American opera has advanced by leaps and bounds until the Metropolitan rivals the older companies of Europe in the brilliance and finish of its performances.

Mr. Kahn as the friend and supporter of education is less known to the public, but for several years he has been a member of the Corporation of the Institute.

HISTORY OF THE CAMPAIGN

(Continued from page 4)

and secretaries were present at weekly Thursday night dinners, which were spoken of as "taking account of stock" meetings, were held at the Engineer's or University Clubs in Boston. Up to the minute reports were posted on the blackboards and ways and means were discussed of reaching and laying the foundation before the members of the classes, who had not subscribed at the time. The Class Chairmen formed the backbone of the organization.

Class Committees Congregate

On October 30th a general meeting of all the class committees, consisting of about six men in each case, was held in the Walker Memorial. Dr. MacLaurin was present and told of his trip through the middle west, speaking particularly of the warm reception that he and General du Pont had had. Mr. Litchfield and others addressed the meeting, telling of the organization of the Alumni Committee. A report of progress was asked

from the different classes and results were posted on the blackboard so that all present could tell just what had been done and what was left undone. The meeting started off with a subscription which was personally given to Mr. Emerson by Professor Robert H. Richards '68.

Another general meeting of all the class committees was held on the night of November 24, at which the chairman asked to estimate the total number of subscribers and amounts that could be obtained from the various classes by January 1. B. S. Hinckley '99 talked on the plans for the New England "Get" Campaign and E. S. Mansfield '96 gave a report of progress on the "Get" campaign throughout suburban Boston. Lawrence Allen '07 reported for the work of his Boston committee.

Co-operative Plan Discussed

At this meeting the "Technology Plan" of contract with industrial organizations was discussed and laid before the Alumni present by Dr. William H. Walker, who has since been announced as the new director of the Division of Industrial Co-operation and Research.

These estimates made at this meeting were used as a planning basis until, on the night of December 15 at a dinner at the Engineer's Club, of the class chairmen, it was found that many of the classes had exceeded their estimates and so a revision was made materially increasing the amounts in some cases. Following this meeting, Mr. Stubbs left for the middle west, making his headquarters in Chicago and traveling around through the different Alumni centers in the central west helping and encouraging the different local regional committees. The results of his trip showed an appreciable increase in the amount of interest taken and particularly in the number of contracts secured under the "Technology Plan."

Alumni Speed Up Work

The general work of the Alumni Committee consisted of circularizing and trying to lay before the Alumni body the problem and need of the Institute. Continued emphasis was placed upon the fact that it was vital that Technology meet "Mr. Smith's" conditions and that the number of Alumni subscribers should approach as near 100% by New Year's. The estimates made at this meeting are given in the detailed statement on another page of this issue.

Shortly before December 16, the fund passed the three million dollar mark and thus "Mr. Smith's" first condition—that three million dollars be secured before January 1, 1920—was met. Although "Mr. Smith" allowed until July 1, next, to secure the remaining million, the committee went to work after the three-million-dollar mark was passed and decided to complete the raising of the entire amount by tonight so that at the dinner it could be announced that "Mr. Smith's" conditions were met to the letter. The four million mark was passed yesterday.

The summation of the work can be given in the one statement, "The Committee had the work to do and they went ahead and did it, finishing the job over five months ahead of time."

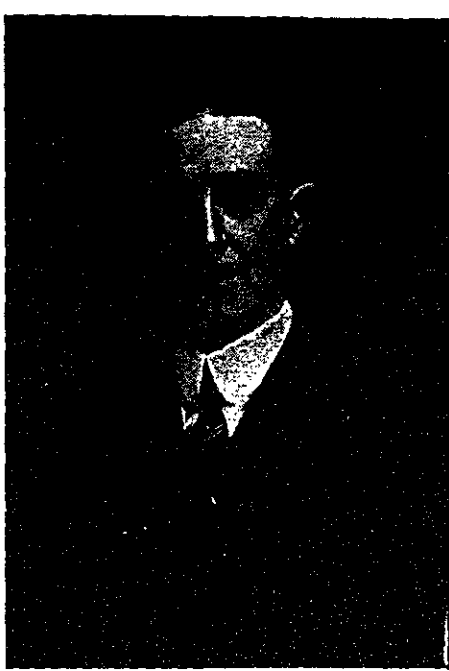


Photo by Notman

EDWIN S. WEBSTER '88
Member of Corporation Committee

Edwin S. Webster, graduated from Technology in Electrical Engineering, with the Class of 1888, is a life member of the Corporation and is a member of its executive committee. He is a past president of the Alumni Association. For a short time he was with Kidder, Peabody & Company, but soon formed with Charles A. Stone, '88, the well-known firm of Stone & Webster.

Concerning the early development of this firm, B. C. Forbes writes as follows in a recent article in the American Magazine:

"Starting merely as electrical engineers on a small scale, Charles A. Stone and Edwin S. Webster, fellow graduates from the Massachusetts Institute of Technology in the class of '88, had become the builders and managers of thirty public utility enterprises, employing twenty thousand men and earning twenty-seven million dollars a year. Quietly and cannily they had bought up privileges until they had become one of the two or three largest owners of developed commercial water power in the country. As physicians for ailing enterprises, they had never lost a case.

Firm Had Poor Start

"When the firm of Stone & Webster was formed in 1889 its quarters consisted of only one room and an anteroom. In the cramped quarters of the anteroom was housed the whole staff—one smart office boy, who used to fool visitors into thinking the firm was opulent enough to afford a typewriter, his ruse being to 'click! click!' the lock of the safe door when anyone was calling on the young partners.

"The firm had really been formed in college, although no entry of the fact can be found on the state records. After occupying adjoining seats at the 'Tech' entrance examinations in 1884, the two future business partners had become such chums that before long students were calling them 'Stone and Webster.' While still in college they decided to become electrical engineers.

"Why electrical engineering?" I asked Mr. Stone.

"Electricity was new in industry then," he replied. But we believed it was bound to become a tremendous power. We were members of the first electrical engineering classes ever graduated in America, and when we hung up our shingle the following year we were probably the first strictly electrical engineering firm in the country."

In a few months before the offices of the firm were officially opened in Boston, young Stone held a job with the Electric Welding Company of Lynn, at \$5.80 a week. And he lived within his income.

"Three dollars a week for board and \$2.80 for room," he explained to me, smiling.

"How about incidentals?" I asked. "I had no incidentals," he replied, his smile spreading. "I was determined not to call on my parents for assistance."

Combine Is Formed

"After a brief and valuable tutelage under Elihu Thompson, chief engineer of the General Electric Company, he joined hands with Webster, who in the meantime had been getting an insight into finance as clerk in the banking firm of which his father was a member.

"Jobs came hard at first. All the capital of the new firm was in the heads of its members. The president of the Institute of Technology helped them tremendously by referring to them whatever inquiries he received concerning electrical matters. The two youths had the good sense to engage the Institute's two most prominent electrical professors as consulting engineers.

"Their first big job was the contract to build an electric transmission plant of one thousand horsepower capacity, carrying the power fifteen miles from the Lower Falls of Cumberland River to S. D. Warren & Company's paper mill at Westbrook, Maine. This was considered one of

the most daring projects of the kind ever conceived. No machinery for carrying it out had been invented. Stone & Webster had to devise the necessary machinery, evolve all sorts of novel tools, and blaze a new trail at every turn. By grit and grind they solved every problem, overcame all obstacles, and finished the work well below their original estimate of the cost."

The later development of the firm is known to everyone.

DR. MACLAURIN'S STATEMENT

(Continued from page 2)

nical men if industry was to develop as it should, and America reap the full benefit of the wonderful opportunity that after-the-war conditions present. He was naturally greatly interested in the war itself. He was greatly gratified with the splendid record of service that Technology men made in that trying period when over seventy per cent. of those who went into the service became officers. He believes, of course, that nothing but the very best in technical education is good enough for the needs of America, and he wants to see Technology ever in the front, so in June last he offered to give four million dollars for endowment if an equal amount were secured within a reasonable time and if three millions were pledged before the first of January.

"At various times he has indicated his reasons for giving so generously to the Massachusetts Institute of Technology. Of these reasons four stand out in special prominence:—

"1. His appreciation of the needs of technical education of the highest type. He has seen this in his own business and observed it in others and believes that this need will be far greater in the future than in the past.

"2. His belief in the value of scientific training for executives. He knows, of course, that a good executive, like a good poet, is born and not made, but he believes that his training can contribute largely to his effectiveness, and his experience with men that he has employed has demonstrated to him that men with a scientific training and of course the right qualities of temperament and character make first-class executives. He is interested in the story that Coleman du Pont tells that when he set up an executive committee of seven to manage the vast affairs of the du Pont Powder Company he found that all the men that he had chosen (of course because of their proved executive capacity) had been trained as engineers.

"3. His recognition of the duty of a man whose business is national to support national institutions and not only local ones. He has been extremely generous in his support of local institutions as a list of his benefactions would demonstrate.

"4. His recognition of the national character of Technology which has now over three thousand students picked from every state in the Union and coming in very large numbers from outside the borders of Massachusetts, more than eleven hundred of them from other colleges. He knows and approves of the opinion of an impartial foreign observer who recently wrote of the Institute: 'For the variety of its technical courses, the completeness of its equipment, the modern character of its plant, the high quality of its instructing staff and the national character of its student body few institutions in the world are comparable with it and none surpasses it.'

"It is hardly necessary to say that so great a benefactor as 'Mr. Smith' takes a keen interest in the institutions that he supports and finds pleasure and satisfaction in contributing to their development. Writing with reference to Mr. Coleman du Pont's benefactions to the Institute, he said 'I think that both he and I have good reason to feel that the money that we contributed will produce more important results than if spent in almost any other way.'

DIVISION OF INDUSTRIAL RESEARCH HAS NEW ROOM

The Division of Industrial Co-operation and Research, which has charge of the work done under the Contract Plan launched in the Endowment Drive will in the future occupy Room 3-210, which up till now has lodged the War Record Board. The room will be divided into three parts and these, together with the rooms now used by the Endowment Fund will constitute the offices of the new department.

Professor Walker who is in charge has announced that the work should be done in a few weeks and expects that the office will be in full swing by then. Since Saturday, January 3, the War Record Board has carried on its work in room 3-215 where it will continue to operate in the future.



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ARTHUR R. STUBBS '14

Arthur R. Stubbs was graduated from Technology in Course XI with the Class of 1914, having attended and received a diploma from Phillips Exeter Academy in 1910. Since leaving Technology and until assuming the position of Assistant Director of the Alumni Committee on the Endowment Fund, he has been connected with the First National Bank of Boston as credit manager, except for his period in the military service.

During the Mexican trouble in 1916 he was on the border with the Massachusetts Cavalry. During the World War he was in the Balloon Section of the Air Service, holding a commission as second lieutenant and seeing overseas service for over twelve months. His unit was actively engaged along the different fronts, especially during the Argonne-Meuse offensive, and Mr. Stubbs had the thrilling experience of being shot down at least once from his observation balloon by German artillery fire.