



## MEMORIAL CAMPAIGN BEGINS

### Baker Served Fifteen Years As A Minister

Everett Moore Baker was born in 1901, the son of George D. and Mary Hutton Baker of Newtonville, Mass. He prepared for Dartmouth at Phillips Exeter Academy.

Graduating in the class of 1924, he then carried on graduate work at the Harvard Divinity School, completing his studies in 1929. During his last four years at Harvard, he served as assistant minister of Boston's Mt. Vernon Church. His first congregation as a full-fledged minister was that of the Westminster Congregational Society (Unitarian) in Providence, R. I., during the years 1929 to 1937. In the latter year he was appointed executive vice president of the American Unitarian Association with offices in Boston, in which capacity he served until 1940 when he went to Cleveland to assume the ministry of the First Unitarian Church there. In 1947 he came to M. I. T. as Dean of Students.

In 1928 Dean Baker married Miss Helen Macdonald. Of two sons, David Everett is a member of the class of 1954 at M.I.T., and Sidney Macdonald is enrolled in the Noble and Greenough School.

#### Religious Vocation

Dr. Baker's major vocation was of a religious nature. In addition to the ministries above listed, he served as President of the Unitarian Ministerial Union from 1944 to 1949; he was a member of the Board of Directors of the Cleveland Church Federation and of the American Unitarian Association and served on the Editorial Board of "Church Management" and "The Christian Register."

From his earliest days until his untimely death, Dean Baker manifested an interest in the out-door activities and sports of young people. During his assistantship at the Mt. Vernon Church in Boston, he spent his summers as Director of the Boston City Missionary Society Camp Waldron on Lake Winnisquam in Meredith, N. H. This association with boys' camps continued throughout his lifetime. In Cleveland he served on the Board of Directors of the Youth Bureau.

Always eager to share his experiences and knowledge with others, Dr. Baker contributed to the educational sphere by lecturing in sociology at the Cleveland College of Western Reserve University. He was also a trustee of the Proctor Academy in Andover, N. H., and of the Hawken School for Boys in Cleveland.

#### Loyal Alumnus

He contributed much to advancing the cause of his Alma Mater, and was elected to the Presidency of the Dartmouth Alumni Association in 1948-1949. His achievements in the educational and theological fields were recognized by a Tufts College award of an honorary Doctor of Divinity in 1938 and a like degree from Dartmouth in 1949.

In Rhode Island he was chairman of the League of Nations Association. In Cleveland he was a member of the Board of Trustees of the Cleveland Council on World Affairs, while in Boston he was a member of the World Affairs Council. It was while carrying out his duties as Chairman of the International Student Service that he was killed.

Dean Baker demonstrated his interest and ability in organized help for people, especially the

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### EVERETT MOORE BAKER 1901-1950



Never in my experience have I known of a man who made such a profoundly constructive impression on a college community in so short a time as did our late Dean of Students, Everett M. Baker, in his three years of service to the students of the Massachusetts Institute of Technology.

He came at a time shortly after the war, when undergraduate activities and traditions were being reestablished. He brought a zeal for a richer and more effective life of individuals and of the social group to which they belong—all tempered by a sympathetic understanding of young people and their problems.

He was a rare combination of spiritual leader and practical personal friend. Though his time with us was tragically cut short, his influence on the character of this Institution and on the lives of its students will always be with us.

KARL T. COMPTON

Dean Baker was always prompted by strongly held ideals and hopes for international understanding and for the brotherhood of man. These ideals and hopes were expressions of his deep preoccupation with the central importance of the individual and with those human values which contribute toward making the individual a better citizen and a better human being.

Here in this community we shall always remember him as a resolute antagonist of every activity that subordinated the individual to a system or that placed material values above human values. We shall remember him as the resolute protagonist of the students of this institution. He lost no opportunity to promote their welfare or to be of help to them. A student with a personal problem had top priority on his time. He never hesitated to break a rule when the rule appeared to be in conflict with the welfare of a person.

He felt deeply that college, along with the home, should have those qualities which make it a place where the heart is, a place to which men and women feel that they belong, a place that they cherish. He felt that colleges should be communities where the elements of democratic citizenship are learned and practiced. He felt that beauty and dignity of physical environ-

ment are essential to an educational institution, that they help to make a community or a society feel that its activities have significance and permanence.

JAMES R. KILLIAN, JR.

Everett Baker meant a great deal to a great many people. I knew him intimately over a longer period than many at Tech, since we roomed together in 1925, and our wives were cousins. He set standards of altruism, idealism, and hard work for good purposes which I could not live up to, but, as many others can say, without his example I would be a lesser person. This is very clear to me.

Those whose life he touched gained something which they will not lose. Our thoughts, decisions, and actions will continue to be influenced for good, often uncon-

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### 350 Students Handle Personal Contact Work

The Everett Moore Baker Memorial Foundation is now being established at the Institute through contributions from the student body, to perpetuate the memory and advance the ideals and objectives of the late Dean of Students, who died August 31 in a plane crash.

More than 350 students are actively participating in personal contact work on behalf of the Foundation. A dinner for this group was held Thursday night.

### Changed Stress In Dean's Office Due To Baker

To summarize with accuracy the accomplishments of the late Everett Moore Baker while Dean of Students is impossible, as there is no infallible way of knowing which of the many changes MIT has undergone in the last three and one-half years are attributable to him.

Organizationally, Dean Baker performed two functions: first, that of a line official directly responsible for the operation of the Dean's Office, and second, as a staff official who assisted and influenced all other members of the staff and student body toward providing a rich, rewarding student life.

#### Students Visited Office

No student's problem was ever too trifling or too time-consuming or too unsolvable to receive his willing attention. Unlike traditional Dean's offices where students are called in to be reprimanded or directed to perform one task or another, under Dean Baker's guidance the Dean's Office here at M.I.T. was a place visited voluntarily by students who were in need.

As Chairman of the Faculty Committee on Provisional Students and Discipline he argued for remedial rather than punitive action. To Dean Baker the question was not to what extent the student should be punished, but rather, how the student could be helped to rehabilitate himself.

As Chairman of the Advisory

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Every member of the student body will receive a copy of the charter and a pledge card, as well as a personal letter from Arthur A. Wasserman, President of the Class of 1951.

Several hundred dollars have already been contributed spontaneously by individuals and groups outside of Technology in memory of Dean Baker.

The Foundation consists of a chartered organization of the student body, financed by an invested fund, the income from which will be used to support an annual project.

Under the Charter the committee will each year examine Dr. Baker's objectives, as explicitly expressed in his writings, speeches, and letters which are being collected and which will be available to all students in the library. Also the committee will consult with people who knew Dr. Baker and who were familiar with his efforts.

Thus each year a student group will decide what sort of man Dean Baker was and what he stood for. With this insight into the man and his ideals, the committee will determine current needs on the international, national, or local level and evaluate them in terms of urgency and practicability. At least one such project will be chosen and executed during each year, using that year's income.

Undertakings to promote international understanding through the mutual efforts of students all over the world will be included since Dean Baker was actively associated with the International Student Service and other international groups.

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Above: Dean Baker joins with Drs. Killian and Compton in a ceremony accepting a new shell. Above right: During the opening of the Student Faculty Lounge, Dean Baker drinks tea with Benjamin Wood, Professor John Ruie, Dr. Killian and Robert Mann. Right: At his annual Christmas party Dean Baker helps decorate the tree in Building 7.

# Baker, ISS Chairman Since March, Brought Spirit to Organization

Dean Baker's association with the International Student Service lasted only one year. But if we were to trace his relationship with ISS during this period, we would observe the characteristics which made him a great man during his lifetime and which now provide the impetus for his friends the world over to honor his memory with living memorials.

In the summer of 1949, he accepted the invitation to chair the annual ISS Assembly held at Wells College in Aurora, New York. His leadership, keen understanding of problems, and ability to clarify issues, led the Assembly to elect him as a two-year member of the ISS Assembly at the conclusion of the conference.

## Accepts Chairmanship Nomination

In late February, 1950, Dean Baker was visited by Sigvaard Wolontis, General Secretary of ISS. Dr. Wolontis prevailed upon Dean Baker to accept the ISS nomination for chairman of the ISS, emphasizing the importance of having an American in this position since the last two chairmen had been of British and French origin.

Dean Baker embarked for the Geneva meeting by air on March 18. Examination of his copy of the agenda for the nine-day Geneva meeting indicates that Dean Baker was an attentive and inquiring participant, and was officially elected Chairman of the ISS at this conference.

In a letter to ISS members, Dr. Wolontis, General Secretary, said of the late Dean, "Although Dean Baker had been the elected Chairman of International Student Service for less than a year, the spirit which he imparted during the brief period will live on. It was the spirit which is needed in ISS and we wish to uphold it, not only to honor our Chairman but because he has given a lead which is more than worthy of the fine traditions which have inspired ISS in the past and will inspire the world university community in the future. . . ."

## Tributes (Continued)

sciously, by the better standards of living with people which we gained through our contacts with him. The perception that this is so gives both an intelligent and a beautiful meaning to "life after death." There is something of Everett Baker left in the character of each of us who knew him.

THOMAS K. SHERWOOD

My own association with Everett Moore Baker began with his appointment to M.I.T. When he first came into my office in the fall of 1946 he said he would soon be taking the position of Dean of Students. I felt immediately that a very pleasant relationship was beginning. In the words of someone (who could have been Mark Twain) "We became old friends at once." During the intervening years this capacity to form numerous and satisfying friendships with all kinds of people was indeed remarkable, and made him the most successful Dean of Students I have ever known. His ability to grasp the essentials of a complicated situation, his intuitive feeling for the human beings involved and his skill in thinking through the meaning of the situation without exercising moral judgment made him a truly wise and tolerant man.

After the shock and grief of his loss have been partially mitigated, the good fortune of having known such a man begins to be most gratifying. He belongs in the realm of the truly great, as much for what he was as for what he accomplished. We can do no less than continue to make his influence on the campus fully as great as if he continued to live among us in person.

DANA L. FARNSWORTH

## Quotations

### On God

"My God is my ideal—always beyond my grasp. I cannot comprehend a condition of life in which I reach my ideal, because if I should, then it would no longer be my ideal. It would be reality, and my vision, my imagination, my hopes and aspirations would have no horizon."

"We have too long thought of God as the giver of grace, the avenger of wrong, the arbiter of justice, the source of love and truth and the controller of our destiny. The first lesson of the atomic bomb, the ABC of the Atomic Age, is man's responsibility for himself and his world."

(All from: "How to Think About God and the Atom," *Voices of Liberalism*, I.)

### On Religion

"The world will be dark, as it is dark and grim until a new light is born of attitudes of brotherhood, of self-discipline, of cooperation, of wisdom and understanding, justice, mercy and equity, religious attitudes, born alive in the minds of students not because they have read about them or heard about them from the visiting preacher, but because, by practicing them, their hopes have been informed and their lives have been enthused."

(Address to the Harvard Divinity School, April, 1950)

"We have long believed that 'survival of the fittest' meant survival of the strongest, the most able to fight. We have misunderstood the law. The fittest are not the 'fightingest'—nor even those who are best prepared to fight. The fittest are in this new age those who cooperate most thoroughly. The basic law to which we must adapt our lives is simply the Golden Rule. The fittest are those who obey that law."

(How to Think About God and the Atom," *Voices of Liberalism*, I.)

### On Marriage

"Marriage is not a sacrament made good by the blessing of the church, but it is a relationship between two individuals made good by the faithful keeping of their love to one another."

(Address to the Harvard Divinity School, April, 1950)

### On Responsibility

"I believe the modern undergraduate has a higher sense of social responsibility, a more deeply rooted concern for the commonweal than the adults who sometimes criticize his care-free playboy conduct."

"The difficulty in our undergraduate educational system at the present time is that we who are university administrators are far too hesitant to allow opportunities for student responsibilities."

"Freedom cannot come as a gift. It cannot be bestowed. Freedom must be earned—dearly purchased, and the price is responsibility."

(All from: Address to the Harvard Divinity School, April, 1950)

## Campaign (Continued)

On the more local scene, projects will be carried out to support Dr. Baker's efforts toward a broadened educational program to produce individuals competent to bear fully their personal responsibilities in a complex society, a full "extra-curricular" life to build initiative and ability for cooperative effort, and a congenial environment for intellectual pursuits.

As described in the by-laws, the Foundation will be implemented by a student committee with the assistance of an advisory board. The student group will consist of four seniors and one graduate student.

## Steering Committee Now Guides Actions Of Baker Memorial

Soon after Dean Baker's sudden death in late August many students and recent graduates inquired as to how they might individually be of some service. After school convened, it was felt by student government officers and the Dean's office that an informal meeting of these interested people might be desirable.

Thus, on October 9, the first meeting of the "founding group" was held.

At this first meeting, attended by seven students, four recent graduates, and three representatives of the faculty and administration, the only real decision reached was to hold another meeting, and to invite other interested parties.

### Meetings Informal

Since the entire group was meeting only informally, the membership changed each time the group met. Meetings were held on October 16, and October 23, and October 30. By the third meeting, the roster had increased to a total of 17 students, 11 recent graduates, one member of the administration (6 other members of the faculty or administration are classed as "associates.")

During the discussions it was realized that the group was too large for feasible handling of detail, and that it was going to be necessary to form a smaller group. To this end it was decided that a steering committee should be formed, in whose hands the responsibility for the memorial could be vested, with the assistance and advice of the founding group.

The formation of the steering committee, whose members are Richard Mathews, Chairman; Warren Delano, Secretary; Allan Elston, Maurice Hedaya, Robert Nordman, Donald Schlatter, Arthur Wasserman, and Thomas Hilton, might be considered a turning point in the activities of the founding group. It was decided that the larger founding group would meet periodically to discuss the activities of the steering committee.

## Dean's Office (Continued)

Committee on Dining and Housing Facilities, he tirelessly worked to make the dormitories more livable and congenial. "No college or university can fail to give full recognition to the significance of attitudes born of physical and social environment of its students," he said in his report to the President in October, 1948. Lastly, as Chairman of the Undergraduate Budget Board which approves the budgets submitted by the Undergraduate Association, the Athletic Association, the extracurricular musical activities and the Hobby Shop, his efforts were to encourage an extra-curricular life unequalled in any college or university in the country.

Of equal importance with the official organizational duties, he encouraged all other departments of the Institute's administration and student organizations to be constantly mindful of the need to improve our community.

### Environment

In public addresses, committee meetings, discussion groups, conversations and in dozens of memoranda, he forcibly brought to the attention of all concerned the importance of the environment as an educational instrument of equal importance to the formal academic program in the formation of the character and integrity of the individual.

A partial summary of his efforts and contributions is as follows:

1. The conception and implementation of an expanded student self-help program, including the Riverside House project where twenty-five students are responsible for the maintenance of the building, earning their room-rent in this way.

2. Vigorous support of an expanded athletic program with particular emphasis on intra-mural athletics.

## Charter

WE, THE STUDENTS of the Massachusetts Institute of Technology, upon receipt of information of the untimely death of Everett Moore Baker, D.D., Dean of Students at the Massachusetts Institute of Technology from January, 1947, to August, 1950.

Having spontaneously expressed the realization of the resulting loss incurred by us individually and as a group,

Desiring to perpetuate the memory of Dr. Baker and to extend the application of his ideals,

And expressing a belief that this can best be accomplished by an organization of the student body,

Do hereby establish the Everett Moore Baker Memorial Foundation of the Massachusetts Institute of Technology.

### ARTICLE I—NAME

The name of this organization shall be the Everett Moore Baker Memorial Foundation of the Massachusetts Institute of Technology, hereinafter referred to as "The Foundation."

### ARTICLE II—PURPOSE

The purpose of The Foundation shall be two-fold. First, it shall serve to perpetuate the memory of Everett Moore Baker, a staunch protagonist for the consideration of human beings as individuals, a vigorous proponent of a broad educational policy, a dynamic extra-curricular program, and a congenial physical and intellectual environment at M.I.T., and an ardent worker toward friendly relations among the peoples of all nations. Second, it shall serve as an instrument for advancing his ideals and objectives.

### ARTICLE III—NATURE OF THE FOUNDATION

The Foundation shall be a non-profit, philanthropic organization chartered under the auspices of the Massachusetts Institute of Technology by its student body. The Foundation shall be student controlled and administered as hereinafter provided. The operations of the Foundation shall be consistent with the charter of the Massachusetts Institute of Technology and with the regulations of the Undergraduate Association as they pertain to student life. The M.I.T. shall be the agent for all funds of the Foundation.

### ARTICLE IV—IMPLEMENTATION OF PURPOSE

The purposes of the Foundation shall be implemented by a student committee with the assistance of an advisory board, each constituted as prescribed in the By-Laws. Each year, the student committee shall examine Dr. Baker's philosophy and objectives and accordingly determine and evaluate current needs for assistance within and without the M.I.T. Community; select and administer at least one suitable project for the fulfillment of part of these needs; prepare and distribute a report covering its findings and activities; and maintain a suitable fund for these purposes.

The Foundation may accept grants and bequests to augment the funds of the Foundation.

### ARTICLE V—AMENDMENTS

If in the future it should become desirable to alter the nature of the Foundation through the amendment of this charter, such amendment may be accomplished only by an unanimous recommendation by the membership of the student committee approved by a seven-eighths vote of the Advisory Board at two successive meetings and a seven-eighths vote of the Institute Committee at two successive meetings.

### BY-LAWS

By-laws accompanying the charter provide for financial administration, selection and execution of suitable projects, and the choosing of student committee and advisory board members. The complete set of by-laws, subject to modification at the recommendation of the student body, is in Building 10 for examination and comment.

3. The expansion of on-campus facilities, including the acquisition of Riverside which he strongly urged.

4. Active leadership of many steps to beautify the campus, including the planting of many trees and shrubs, the conversion of the small parking lot across Mass. Ave. from Building 7 to a small park, and the beautification of the lot behind Building 10 and along Vassar Street.

5. Invaluable encouragement to M.I.T. fraternities and strengthening of the Interfraternity Conference.

6. Whole-hearted support to the reorganization efforts of Tech Show and to the organizational efforts of the National Student Association, the Foreign Student Summer Project, the Liberal Arts Society, the International Association, the Undergraduate Judicial Committee, and many other student activities.

7. The creation of a resident adviser program for the freshman dormitory.

8. Conception of and assistance in the revitalization of the Lecture Series Committee and constant cooperation in efforts to provide cultural opportunities for the student body.

9. Publication of several booklets, one, "Student Life at M.I.T." being designed to dispel a widespread opinion of M.I.T. as a factory, and others designed to give freshmen and upper classmen more information about the Institute.

## Biography (Continued)

underprivileged, by active participation in many organizations devoted to community service. In Rhode Island he was Chairman of the Interdenominational Commission for Social Action and a Director of the Consumers League. In Cleveland he was a member of the Board of Directors of the Travelers Aid Society, the Mental Hygiene Association, on the Board of Trustees of the Welfare Federation and Chairman of the Better Housing Association.

Dr. Baker again manifested a concern with a major problem of American life by his contributions to the field of labor relations. In Cleveland he served as Chairman of the Board of Directors of the National Consumers League for Fair Labor Standards. During the war he was a member of the Arbitration Panel of the American Arbitration Association and a Public Panel Member of the Cleveland Division of the War Labor Board.

With his election to the vice presidency of the American Unitarian Association in 1937, Dean Baker became a full-time administrator. Following this, and while in Cleveland, he served as Chairman of the Unitarian War Service Council under whose auspices he edited and published a book of readings for men and women in the services entitled, "Think On These Things." Over three million copies of the book were distributed.