



Dayton Engineer

A Publication of the Engineers Club of Dayton, Ohio

110 East Monument Avenue 45402 (513) 228-2148

JANUARY 1986

THE VALLEY OF THE GIANTS

Arthur E. Morgan

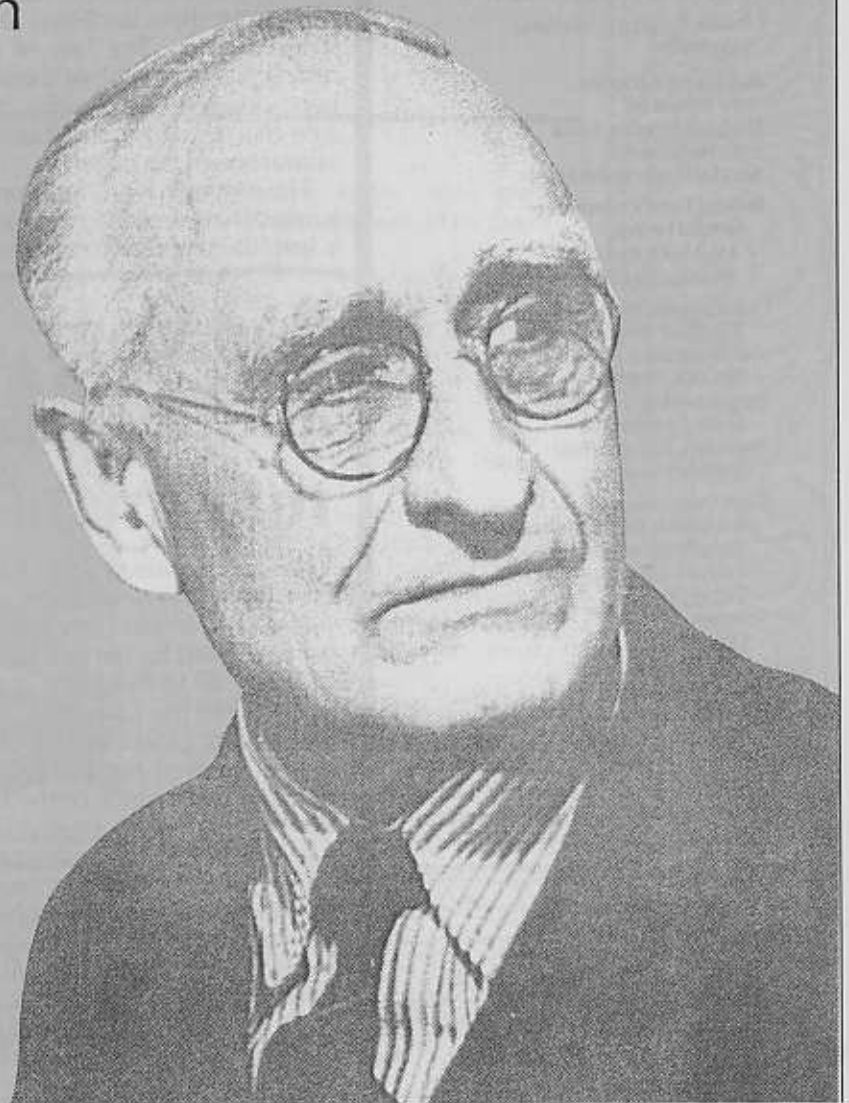
'The Greatest American
of Our Time'

So says the Senior Minister of The Community Church of New York, Dr. Donald S. Harrington, in his memorial service on December 14, 1975. Rev. Harrington, at age 16, had met Arthur Morgan at Boston during one of his many speaking engagements in behalf of his beloved Antioch College of Yellow Springs, Ohio. Rev. Harrington attended Antioch in 1931 and their friendship deepened over the years until Morgan's death on November 16, 1975.

Arthur E. Morgan was born in 1878 near Cincinnati, Ohio, but grew up in St. Cloud, MN. His father was an engineer, and his own interests leaned in that direction, but tempered by a deep concern for social improvement. At age 10, he began writing quotations for human uplift in one of the St. Cloud newspapers. His dream of an ideal Utopian society dominated his thinking and directed his efforts from 1895 to his death in 1975 at age 98.

He spent most of his time from age 19 to 22 doing rugged outdoor work, mostly in Colorado, finding that little was known regarding hydraulic engineering. Returning to Minnesota, he

See Page 8



Arthur E. Morgan

Continued from Page 1

became an ardent student of hydraulic engineering while working as an apprentice of his father. This "work-study" method of education would later guide his own philosophy at Antioch College. He wrote, "Until learning has tried itself on life, it is not wisdom, but dreaming. . . Life never quite gets into books and learning can never be mastered with books alone. It must also be acquired from contact with realities. Most of what we learn, we learn by making mistakes."

His "Drainage Code" was adopted by the State of Minnesota in 1905. He later served as engineer for U.S. Dept. of Agriculture, specializing in flood control and drainage in the Mississippi River valley. He was instrumental in saving the Florida Everglades, one of this Country's great natural treasures. At age 32, in Dayton, Ohio, he founded his own engineering firm and three years later, after the disastrous 1913 flood, he was to take full charge of the Miami River Flood Control Project, involving the building of five large earth dams, re-routing of roads, rivers and streams, providing levees and underground drainage systems, etc. The entire project was undertaken and completed in such a superb manner as would set him on the road to worldwide engineering fame.

It was not only that his innovative and imaginative engineering was so effective and thorough, but he also had the unique capability for finding effective associates and motivating them to deliver their very best effort and accomplishment. He cared for all his workers and provided the very best in constructions camps, with abundant recreational and educational facilities. His accident rate and worker turnover on the various projects were the lowest in history. He developed the educational project called "The Moraine Park School" and was aided and supported in this endeavor by Charles Kettering and Edward Deeds.

On April 15, 1914, the following engineers formed a preliminary organization as original or charter members and were authorized to sign the articles of incorporation of The Engineers' Club of Dayton: Edward A. Deeds, C.F. Kettering, F.M. Tait, H.B. Canby, A.E. Morgan, H.I. Schenck, J.H. Hunt, O.H. Hutchings, Oscar Kressler, and F.O. Clements. Twenty-seven years

later, all of these men were still living and all but two of them, had retained their membership in the Club, although several had moved away from Dayton.

One of his most able associates was assistant chief engineer, Charles H. Paul, who succeeded Morgan in September 1921. Charles H. Paul will be one of Dayton's giants to be featured in a future issue of 'The Engineer.'

It was while still in Dayton that he and a group of friends met with President Woodrow Wilson to propose the idea leading to the formation of the League of Nations. Also, in 1919, Morgan was appointed to the Board of Antioch College which was on a downhill slide. He saw at Antioch a splendid opportunity to test his educational ideas; he saw in Yellow Springs the opportunity to apply his concepts for community development.

At the age of 41, he became Antioch President. When Dr. Donald Harrington arrived as a student in 1931, he found "the strong emphasis upon the whole person, dedicated to the welfare of mankind." Emphasis was on self-discipline. "education," wrote Dr. Morgan, "should be a training of the whole person, a discipline of habit as well as thought. All good education is self-education with competent guidance, so the discipline of habit should be self-discipline with the help of guidance."

Art majors were required to learn science, and science majors were required to take courses in humanities and art. All were required to take courses in personal health and physical education; intramural sports were emphasized and varsity spectator athletics were abolished. Every hall and dormitory developed its own personality and sports teams. Fraternities and sororities declined. The college slogan, inherited from Antioch's first president, Horace Mann, was, "Be ashamed to die until you have won some victory for humanity." Antioch's Motto was "SYMMETRY," a single word, which Mr. Morgan explained to students "was the development of all elements of personality in due proportion, the discovery of which is the fruit of taste, judgement, wisdom and experience." His hope for Antioch College "with the help of such inquiry and disciplined imagination is to encourage the elements of both general and spe-

cial education for the emergence and achievement of a total way of life."

During Arthur Morgan's fifteen years at Antioch, the college became one of the three top colleges of the nation in a study conducted by Carnegie Corporation. He wrote a number of books, published a magazine, conducted an engineering practice, and assisted in raising funds for Antioch's endowment fund as well as a number of related projects. His secret for getting things done was, "Take a significant general concept as yet undeveloped; get the best possible person for the job. Find someone to supply the resource; get the person, the resource and the circumstances together, and then get out of the way and let them go to it."

In 1933, Arthur Morgan was asked by President Franklin D. Roosevelt to initiate and head the vast development project known as the Tennessee Valley Authority, the greatest effort at all-around regional development of natural resources and human beings ever attempted. The TVA project took form with unbelievable speed, engineering talent and new social and ethical policies. When Jim Farley handed him a list of people to be employed, Morgan took Jim and his list into President Roosevelt's office and asked the President if he was or was not to have a free hand in making TVA decisions. The President took the list, laid it down and assured Morgan that "no one but Morgan would make decisions at TVA."

Under Morgan, the TVA was (1) removed from control of the Army Engineers, (2) was the first Federal project conducted without political patronage, (3) broke the control of the cement making cartel, (4) public interest was given legal precedence over private ownership of water resources and (5) for the first time in such an undertaking, working people involved were considered at least as important as the job to be done and were given working conditions of human dignity and self-respect.

Despite the phenomenal success of TVA, Morgan suffered severe disappointment in the shortcomings and manipulation of his associate, David Lillenthal, who managed to force him from the TVA chairmanship in 1939. Morgan told Dr. Harrington that his

Continued from Page 8

greatest mistake in life may have been his acceptance of the TVA chairmanship. "The years at TVA," he said, "should have been spent in raising the money and finding the men to lead a national return to small community relationships."

Thereafter, Morgan returned to Yellow Springs and devoted his thoughts and energies to the problem of revitalizing America's small communities. In 1940 he organized Community Services, Inc. led by his son Griscom, to help small communities throughout America.

In 1947, he went to Finland to advise that government on the rebuilding of small communities and their industries following WWII. In 1948-49 he went to India as a member of India's Government Commission on Education. In 1953, he was asked by the government of Ghana to consult in a huge dam and development program for the great Volta River.

In the 1960's, in his eighties, he assisted the Seneca Indian Reservation in their congressional battle for survival of their reservation, but was unsuccessful.

At the age of 90, he traveled again to Africa and India, finally settling down in a small frame house near the Antioch campus and wrote one book after another. At the age of 96, having lost his beloved wife, Lucy, two years earlier, as well as his hearing and most of his sight and ability to write legibly, he completed his last and twentieth book, a summary of his life philosophy and experience call, "Wholemanism", a summons to that disciplined, creative personal development, that attention to the all-important small details of life, all of which are required if our civilization is to survived.

"The roots of civilization are elemental traits-goodwill, neighborliness, fair play, courage, tolerance, open-mindedness, inquiry and patience. A people rich in these qualities will develop a great civilization, with great art, science industry and government. If these basic qualities fade, then, no matter how great the wealth, how brilliant the learning, how polished the culture, that civilization will crumble. Only with the increase of character and intelligence can freedom and order increase together. Neither is of supreme or independent importance, but gives value to the other."

These are some of the truths that Arthur E. Morgan taught and lived. He was of certainty, one of the Giants of the Valley in whom we can justly be proud.

Metals Technology Corporation

Heat Training Specialists

25 Laura Dr., Addison, IL 60101 312/543-9513

Chrome Diffusion

Austempering

Magnetic Annealing

High Temperature Vacuum

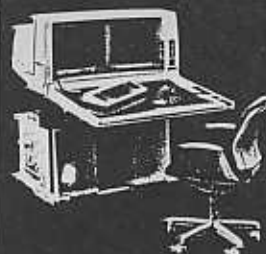
Age Hardening Be Cu

Salvaging Over-Cased Parts

Serving customers throughout the mid-west for 25 years. Ask for brochure or give us a call for critical, delicate, troublesome heat treating jobs.

Phister Equipment Co., Inc., Representative

800 Compton Rd., Suite 21, Cincinnati, OH 45231 (513) 521-4000



LJB LOCKWOOD, JONES & BEALS INC.
CADD SERVICES

Full Range of Computer Graphics
from Auto-Cad Micro to
Intergraph Turnkey Systems

KETTERING
293-6967

MEAD TOWER
228-6842

CINCINNATI
606-331-1079

DAYTON FLAMEPROOF

AND

WOOD PRESERVING COMPANY

Processors of

OSMOSE FLAMEPROOF & K-33 PRESERVATIVE
PRESSURE TREATED LUMBER & PLYWOOD

447 E. Monument Avenue

224-1141

INDUSTRIAL CONTROL PRODUCTS

from



Walt Hammer & Assoc. Inc.

Dayton, Ohio 45459

513-435-5432

representing

FURNAS

INDUSTRIAL MOTOR CONTROLS &
PROGRAMMABLE CONTROLLERS

CONNECTRON

TERMINAL BLOCKS &
FUSEHOLDERS

MICRON

CONTROL TRANSFORMERS &
POWER CONDITIONERS

NORDIC

ELECTRONIC SOFT START
MOTOR CONTROLS