

is entirely ignorant of the details of any business, the only thing left for him is to disparage a knowledge of details and claim he is a man of such breadth as to be superior to such trivialities. Let me advise you that after you have graduated from Armour Institute it will still remain for you to learn the details of some one branch of the engineering profession. * *

The ability to analyze and fairly value data and statistics is of the utmost importance to the engineer. The engineer is almost sure to have referred to him questions as to the relative efficiency of different processes. Continually are wrong decisions arrived at and large losses of time and money made because conclusions have been drawn from isolated portions of the data obtained or obtainable.

When we remember how complex are most of the questions of relative efficiency we can readily understand that by failing to keep all the elements equally in view we can easily arrive at a wrong conclusion, while believing that we have a complete demonstration in hand of the wisdom of our choice.

In this connection let me especially recommend you to read an article by Mr. Walter McFarland, which appeared in *Cassier's Magazine* for January last, entitled "The Commercial Side of Engineering."

At Stevens we try to make our students understand that to be efficient as engineers they must be equally well equipped in the theory and the practice of their profession, and that it is not sufficient that they shall be practical in the shop and in the field, they must also be practical in their ability to meet commercial conditions and limitations.