

Babsonian

BABSON INSTITUTE OF BUSINESS ADMINISTRATION

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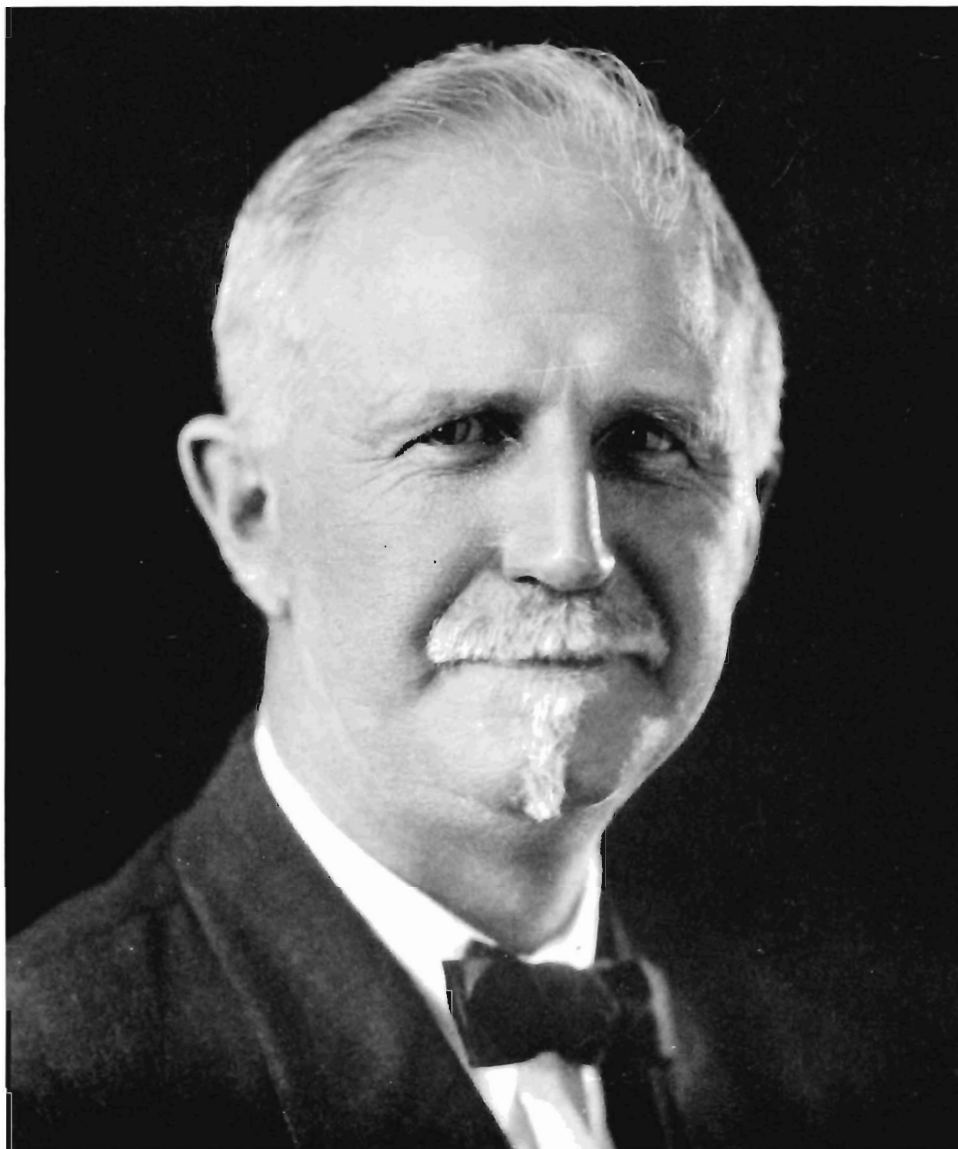
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THE
BABSONIAN
NINETEEN FORTY-TWO



Babson Institute of Business Administration
Babson Park, Massachusetts

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Roger W. Babson

Chairman of the Corporation

To Babson Institute Graduates:

I wish I were a young man to graduate from Babson Institute in 1942 or '43 or '44. My only regret is that I have not the great opportunities which are facing you. I surely envy you. Why? For ten reasons:

1. You will have been a factor in saving the good things of this world against the gangsters of Europe and Asia.
2. You will be acquainted with the new Defense Industry which will continue as an important factor after World War II ends.
3. You will belong to the world's leading and greatest nation when, after the war, all the world looks to us for guidance.
4. You will see the airplane coming into its own, carrying passengers and freight to all parts of the world, revolutionizing commerce.
5. You can have a part in reforming and re-building democracy, as the veterans of World War II will control the politics.
6. You will enjoy a more sensible standard of living, with much of the present foolishness and waste eliminated.
7. If you are an expert on some phase of business, with a real help-mate for a wife, you need have no financial worries.
8. You will enjoy new inventions, new products, and new processes which I will never see. These will give new openings.
9. You are fortunate to enter business without the handicaps of having been trained in the "good old ways" so detrimental for your parents.
10. Most important of all, you will witness a great spiritual awakening in which I sincerely hope you will take a most active part.

Of course, much depends on the length of World War II. It may last some years or it may be over within twelve months. One thing is certain namely, that the longer it lasts, the greater opportunities it will offer to those who are alert and anxious to be of real service.

ROGER W. BARSON



David Bryant Turner

Editor-in-Chief

The Babsonian



Arnold Eugene Levine

Business Manager

The Babsonian

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Jacobs; Alderman; J. B. Perry; Levkoff

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Carl D. Smith

President of Babson Institute

To the Class of 1942:

Yours is the first class to graduate from Babson Institute in time of war. As pioneers in the difficult task of carrying the Institute training into the complexities and uncertainties of a war torn world, you will face problems unknown to former students at commencement.

The most important job you will have in coming months will be an entirely new one that of minimizing, in so far as you can, the effects of the war on your careers, without in any way lessening your contributions to the war effort.

One sure way of keeping your losses at a minimum is to maintain a high personal morale based upon a positive attitude toward the war.

If you look on the war as an unmitigated evil that throws your lives entirely out of gear and brings you nothing in return, your morale during the coming months will be low and you will be in danger of suffering maximum losses. If, on the other hand, you can bring yourselves to look on the war and your experience in it as a part of your total education, as a contribution to your growth and development, your morale will be high and you will suffer minimum losses. And let me remind you that war, as terrible as it is, can make a significant contribution to your education. The singleness of purpose that exists in time of war, the blending of men from all walks of life into the armed forces of the nation, the discipline and sacrifice that are required all create an environment that can be favorable to the development of a highly socialized individual, one of the main objectives of all education.

My hope is that you will participate to the fullest in the national effort and at the same time do your best to build up, not destroy, your potential usefulness to society, as educated individuals, in a post war period.

CARL D. SMITH

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Died March, 1942

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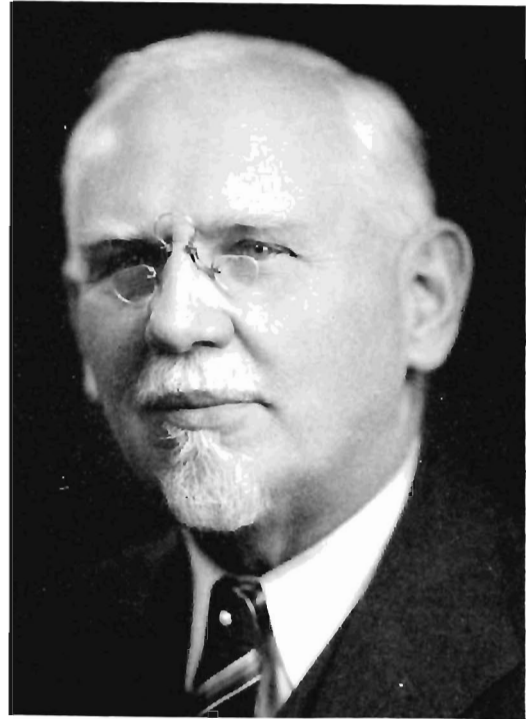
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Canfield



Shively



Matthews

BERTRAND R. CANFIELD
Director, Division of Distribution

HAROLD H. SHIVELY, A.B., M.A., J.D.,
Marketing, Law and Business

JAMES M. MATTHEWS, A.B., L.L.D., M.A.,
Economics

In time of war, when industry is for the most part shelving the marketing problem for the production problem, distribution may be forced to take a back seat among the functions of business. Not so at Babson Institute. Study of all the functions of business may be shortened in time, but nothing is omitted. The projector is merely accelerated. To the outsider, the scene in Distribution becomes one of kaleidoscopic confusion, with myriads of students swirling about the screen. But to those initiated to this field of industrial specialization, there is no confusion. There, as in all other fields, the prime purpose is to adapt business study to a war effort. This is as much as to say, "bite off more than you can chew, and then chew it," in half of the time that it took you to chew it last year. No one felt the need of increased pressure more, nor adapted himself to this need with greater facility, than did Mr. Canfield, director of the division. And so, with far more limited time, the men of Distribution received intensive training that should adequately qualify them for participation in that function in business. Broad policies of marketing were considered and supplemented by study of marketing, selling, and advertising techniques. By means of statistical analyses, market areas of particular industries were determined. Methods of product promotion and merchandising were learned, and a series of sales interviews with Mr. Canfield, conducted according to accepted business formality, gave each student a knowledge of the possible and most suitable approaches to distribution problems, under a great variety of circumstances and conditions. The function of distribution in industry and commerce is bound to play a dominating roll in future American business. Market analysis will no longer be the haphazard part-time job. No longer will distributors merely skim the high spots of the consumer areas. There will be scientific and methodical consideration of every potential buyer in the country. For a streamlining of business that is already on its way, the men in distribution have received a generous training. They should put such training to the best use possible.

DISTRIBUTION

★ ★ DIVISION ★ ★



Horner



Peterson



Payne

JOHN K. HORNER, A.B., M.B.A.
Director, Division of Finance

ANDREW PETERSON, B.B.A., M.B.A., C.P.A.
Accounting, Federal Taxation

WILSON F. PAYNE, Ph.B., M.A., Ph.D.
Statistics, Market Analysis, Industry Analysis

The scope of finance knows no limitations. Not only is it to be found as a key factor in the corporate life, but also as the equipment with which the individual maintains his security and happiness. With poor financial management, the business enterprise collapses, (and the individual faces impoverishment). Yet it may safely be observed that in the past the greater portion of industry, business, and our population as individuals has enjoyed only fair financial security. Failures and receiverships have been only too common. This mediocrity in finance has been due for the most part to ignorance of a few sound principles.

It is hardly to be expected that every man specializing in the study of finance at Babson Institute will remember all the details of what he learned. But at least, he should never forget the broader theories and principles. He should, for instance, remember certain capitalization methods for corporations various ways of obtaining working capital for going concerns in various industries, means of financial expansion and reorganization, and methods of the disposition of net profits. He should be able to ascertain a true investment. He should recognize the values in various types of life insurance. And he should understand the implications of real estate ownership as compared with those of the lease. Principles such as these should offer the Babson Institute graduate the means to avoid pitfalls into which so many in previous generations, and even today, have been precipitated.

Adequate knowledge of business finance should also include the tools wherewith to forecast and compare. Too much of industry in the past has steered a blind course up and down over the waves of the business cycle. Plants have been over-expanded. Depressions have been caused by waves of impulsive inventory stocking and by unreasoning bullishness. If the graduate of the class of '42 at Babson Institute falls foolishly into traps such as these, it will happen not because of his ignorance of danger but because of gross negligence of the statistical and budgetary control methods that he has learned.

FINANCE

★ ★ DIVISION ★ ★



Carlson



Millea



Heddendorf

ERIC W. CARLSON, B.S. in B.A., A.M.
Business Communications

LIEUTENANT COLONEL JOHN E. MILLEA, U. S. ARMY AIR CORPS
Director, Division of Production

GEORGE B. HEDDENDORF, A.B.
Production, Time and Motion

Because of the serious shortage of men trained in management and production as demanded by the national war program, Babson Institute offers a specialized course in production. Such training for men who will be drafted into productive jobs should increase their usefulness to the armed forces. For those who will not be drafted, the course provides a quick and punctual route to increased opportunities in war production.

Discounting the war, however, production will always remain the core of business, and those who have a firm grasp of its principles will be the ones who will be its eventual leaders. Men at Babson Institute received these principles from one of the men best qualified to teach them. Under Mr. John Millea, we learned to analyse every conceivable type of production situation as directly and clearly as was possible. Mr. Millea taught us how to think production rather than how to learn production. Every problem has many details that only serve to cloud the real solution. Mr. Millea was insistent that we avoid being deceived by such details. He cajoled and inveigled us into mental alertness, and, once alert, we were never inclined to relax. Men who emerged from production classes taught by Mr. Millea found, almost to their surprise, that they possessed firmly in mind the principles of such fields of production as routing and scheduling, time and motion, labor management, and cost control. When Mr. Millea entered the United States Army Air Corps as Lieutenant Colonel our regret at his departure was naturally tempered somewhat with a certain amount of pride for him.

Mr. Millea's position at Babson Institute has been filled "for the duration" by Mr. George Heddendorf. Mr. Heddendorf, who has long been associated with International Business Machines, proved to be an excellent instructor in production methods and problems. The Class of 1912 at Babson Institute greets him and hopes that he will find his teaching at the Institute as enjoyable as do his students.

PRODUCTION

★ ★ DIVISION ★ ★



Butler



French



Burt

CHARLES E. BUTLER, B.S., B.D., M.A.
Vice-President, Babson Institute
 IRWIN K. FRENCH
Secretary and Business Manager
 PHILIP V. BURT, B.S.
Manager of Dormitories

If a more stringent program of study was imposed on the student body because of the war program, it must be said of those who supervised the welfare and curriculum that they managed the shift to a necessarily abbreviated schedule with a minimum of confusion. A revision such as this, in the middle of the school year, necessitated new allotments of hard work to all of those connected with the administration. The thought of our grumblings as students under the revised schedules should be a source of shame to us now.

During the year the man who was largely responsible for the efficient organization of our library, Mr. Gilbert Cam, returned to New York City to resume the library work he had pursued prior to his position with Babson Institute. He accomplished much in the time that he was here, leaving to us one of the most completely compiled business libraries in the country. We regret his departure very much, but we wish him the best of luck in the future.

All revenue is accurately and precisely budgeted to the best advantage at Babson Institute, and for this we can thank Mr. French. Thanks too are due Mr. Burt, who so aptly employed a limited food allotment in the face of sharply rising costs and of such inconveniences as sugar rationing.

ADMINISTRATIVE

★ ★ PERSONNEL ★ ★



GILBERT A. CAM, B. B. A.
Librarian



MARY B. WELSH, R. N.
Resident Nurse



DeWITT G. WILCOX, M. D.
Public Health and Personal Hygiene



FRANCIS C. OAKLEY, A. B.
Director of Admissions



HARRY T. EMMONS, A. B.
Secretary of Admissions

ADMINISTRATIVE

★ ★ PERSONNEL ★ ★



Seniors



George S. Ackerman

903 Prospect Avenue, Bethlehem, Pa.

OBJECTIVE

Sale of Air Transportation and Promotion of Air Express

EDUCATION

*The Hill School, Pottstown, Pennsylvania;
Babson Institute (two years)*

SPECIAL TRAINING

Salesmanship, Sales Management, Advertising, Credit Management, Market Analysis, Business and Government

EXTRACURRICULAR ACTIVITIES

President of The Hill School Student Body; The Hill School Athletic Association (president); The Hill School Y. M. C. A. Committee; Babson Institute Student Executive Committee (president); Babson Institute Religious Activities Committee; Intramural Sports at Babson Institute

WHILE he was at the Hill School in Pottstown, Pa., George Ackerman was no less prominent in several fields of activity than he was at Babson Institute. His aptitude for leadership was as much in evidence then as it is now. He was president of both the student body and the athletic association. He was also captain of the football team and participated in the activities of the Y. M. C. A. Committee. His importance at Babson Institute has been almost as great.

It was at the time of his graduation from secondary school that George determined to follow up his interest in aviation and pursue a career in that industry. Perhaps it was ability to recognize opportunity that showed George the potential service which air transportation and express could offer to the United States. Since his bent was for selling rather than production technicalities, the particular branch of the business which he chose was the selling of air transportation and the promotion of air express. George came to Babson Institute to apply business principles and methods to his well-defined field of interest.

Since his main concern has been in selling service, George selected distribution as the major field of study for his senior year. In the past year, he has admirably represented that division of the school. He has been president of the Student Executive Committee. He has taken part in the intramural sports and has achieved both fame and notoriety in so doing. He achieved the latter as left fielder for Distribution.

NOBLE BANBURY'S training at Babson Institute has equipped him well for the business into which he plans to enter. From the very beginning of his life here, he has demonstrated that he is the possessor of a keen mind for the procedure of security and corporate financial analysis. It is true that while he was at the Institute, Noble averaged very high among the students, so far as marks were concerned. But, marks being but a yard stick for scholastic classification, they were scarcely an accurate indication of Noble's true attainments in the realm of finance.

He has that insatiable curiosity and desire to learn that caused him, while at the school, to squeeze the last ounce of valuable information out of every case and every problem that he undertook to study. Every man professing to know something about the financial structure of typical corporations may have his own particular theory as to the faults or virtues of all kinds of capitalizations. But there are certain rules both for investment and for capitalization that should be accepted before embarking upon any particular venture. To learn these rules, Noble trained himself in such courses as investment analysis, corporation financial problems, business policy, and statistics.

Noble is a tireless worker, with unusual ability to concentrate under the most trying of circumstances. He will be remembered for a capacity to inject that last ounce of effort into the task before him. Consequently, when a case or a problem in the financial management of the corporation demanded unusual analysis, he was sure to perform that analysis.



Robert N. Banbury

Minneapolis, Minn.

OBJECTIVE

Financial Management in the Rubber Tire Industry

EDUCATION

University of Minnesota; Babson Institute (two years)

SPECIAL TRAINING

Finance; Accounting; Investment Analysis; Business Planning; Credit Management; Business and Government

EXTRA-CURRICULAR ACTIVITIES

Babson Institute Bowling League; Babson Institute Religious Activities Committee; Intramural Football and Baseball; Babson Institute A. R. P.



George Beggs, III

1326 Mistletoe Drive, Fort Worth, Tex.

OBJECTIVE

Ranch Management; Livestock Husbandry; Real Estate

EDUCATION

Howe School, Howe, Indiana; Texas Technological College; Babson Institute (two years)

SPECIAL TRAINING

Finance; Personal Estate Management; Accounting; Business and Government; Investment Analysis; Business Policy; Credit Management; Taxation

EXTRA-CURRICULAR ACTIVITIES

Varsity "H" Club at Howe School; Freshman Football, Baseball, and Rifle Team; President of Senior Class at Howe; Member of the Sword and Sheathe Club at Howe; Alpha Delta Sigma at Babson Institute; Babson Institute Student Executive Committee

By coming to Babson Institute, George Beggs completed a part of his well-formed plans for the future. Since he has been close to the business of raising livestock for the meat-packing industry for a number of years, he chose to make this business his career for the future. The fund of knowledge which George has accumulated from first-hand observation has been supplemented by college courses on subjects relative to the business.

With this knowledge of his field and plan for the future Beggs naturally wanted to learn business methods and principles and especially to find out how to apply them to his business. After he had been at Babson Institute for one year George decided to make finance his field of major study. In this specialized branch of business administration, he has been exceptionally thorough and conscientious in solving the problems and applying the principles of finance to his own kind of business.

The combination of his previous training by actual experience of working in the ranching business, and his business training will make Beggs a valuable man to the business which he is to enter. George also expects to work in the family's insurance and real estate office in Fort Worth. His training in the field of finance will be of special help in this connection. The efficiency which George has displayed in doing his work at Babson Institute will undoubtedly continue to be one of his characteristics in the business world. The combination of this quality with his cordiality will make it a pleasure for his associates to work with him.

BOB BOHER comes from the Shaker Heights section of Cleveland, Ohio, where he attended high school before coming to Babson Institute. He has been at the Institute for two years now, during which time a ready laugh and good humor have won him many friends. Prior to his years at Babson Institute, Bob devoted a considerable amount of his spare time to jobs in pattern work and steel castings. Work in that field has evolved into his chief interest in the industrial world. From the manual operations of such factories and shops, Bob has shifted his interest now to their financial and sales structures. It is his desire now to enter the marketing functions of patterns and steel castings.

He has had much training applicable to such work as he would like to do. The market for products of this nature is wide and varied, and demands versatility in industrial knowledge. At Babson Institute, Bob has related the selling of patterns and castings to the market for all industrial appliances, in an effort to determine all potential buying areas for his particular products. He has been studying many of the ramifications of distribution. He has eliminated all of these except direct selling for his own future work.

Bob has been active as artist for the "Beacon," school newspaper of Babson Institute. He has some ability to draw freehand, and this has always been a pastime of his. It is to be hoped that he will recognize the possibilities for someone who has a talent for drawing. There is always room for someone who will illustrate graphically. If he should ever try advertising, his gift will stand him in good stead.



Robert J. Boher

2846 Torrington Road, Shaker Heights, O.

OBJECTIVE

Distribution of Steel Castings; Pattern Shop Management

EDUCATION

Shaker Heights High School; Babson Institute (two years)

SPECIAL TRAINING

Distribution; Salesmanship; Advertising; Credit Management; Market Analysis; Business and Government; Economics

EXTRA-CURRICULAR ACTIVITIES

"Beacon" (artist)



George F. Carey

272 Glen Street, New Britain, Conn.

OBJECTIVE

Executive Assistant; Sales Promotion, Merchandising, and Advertising in the Cotton Textile Industry

EDUCATION

Valley Forge Military Academy; Valley Forge Military College; Babson Institute (one year)

SPECIAL TRAINING

Advertising and Sales Administration; Marketing; Statistics; Economics; Business Law; Finance; Production; Government and Business

EXTRA-CURRICULAR ACTIVITIES

Valley Forge School Paper (editor-in-chief); Editorial Staff of Valley Forge Year Book; Class Officer; Valley Forge Honor Committee; Valley Forge Dance Committee; Track; Baseball; Rifle Team (captain); Valley Forge Officers' Club; National Small Bore Rifle Title Holder; Phi Theta Kappa; Editorial Staff of the BABSONIAN; "Beacon" (composition editor); Babson Institute Physical Activities Committee; Intramural Sports; Alpha Delta Sigma

GEORGE F. CAREY is a New Englander of Irish, English, and Scotch decent. He grew up in New England but attended a private school in Pennsylvania for three years. Then he entered the Valley Forge Military College of Business Administration, graduating with an Associate in Arts Degree, and a commission as Second Lieutenant in the United States Army. He then came to Babson Institute for the one year course in business administration which was to supplement the training he had previously received at Valley Forge.

Because he has a keen interest in sales and executive management, George has emphasized work along lines of sales and advertising administration. This work, in conjunction with his experience in the sales and production departments of the Stanley Tool Company and the office and sales work of F. P. Carey and Company, Incorporated, of New Britain, Conn., has qualified him for the distribution field. Trained in statistical methods, he conducted a survey of sales of his family wholesale and retail cotton wiping cloth business of the last ten years, adjusted the data for seasonal variation, and established a trend line.

George has a capacity for organizing and promoting business ventures, plus the ability to see that provisions are adequately made for the perpetuation of such of new enterprises. He has given direction and leadership to many purposeful college and other activities. He presents sales arguments sincerely and convincingly. He is fully equipped, through training and experience, to make outstanding progress in the field of selling and advertising.

GEORGE CHADWICK came to Babson Institute from Lewiston Heights, New York. But this is not the first time that George had known the Institute. He had taken previous courses here in the school year of 1939 through 1940. In the meantime, he has secured a position with the I. W. Ralston and Cohen Company, Niagara Falls, New York, which is a prime contractor for the armed forces in an industry making shell containers and other waterproof wrapping material. After leaving Babson Institute, George will assume an executive position with the company.

George did not take a complete year's course this time at the Institute. He came back to study in February. He did accomplish much in a review of production principles, however. He had objectives in mind when he reviewed the various methods of plant layout, factory management, labor control, and industrial purchasing.

George will return unhampered into his industry this summer. He has been granted deferment from entrance into the armed forces, since he is vital in the operations of a company engaged primarily in war production. George has had experience in business far above the average. Problems and cases that came before us in the study of business policy and in many other fields, he was able to solve as familiar material to him. He contributed to the discussions of such cases and problems a point of view that was doubtless wiser by the experience applied to it. George has already made considerable progress in his industry. He intends to make this his life work and should go well up in the management.



George W. Chadwick

Lewiston Heights, Lewiston, N. Y.

OBJECTIVE

Production Management in Paper Converting Industry

EDUCATION

Chouteau School; Babson Institute (1939-1940, 1942)

SPECIAL TRAINING

Production; Cost Accounting; Time and Motion Study; Business Policy; Business and Government



James C. Cook

536 Tol Lane, Youngstown, Ohio

OBJECTIVE

Production Management in the Steel Industry

EDUCATION

University of Notre Dame; Babson Institute (one year)

SPECIAL TRAINING

Production; Statistics; Labor Management; Industrial Purchasing; Business and Government; Business Policy

EXTRA-CURRICULAR ACTIVITIES

Youngstown Club of Notre Dame; Interhall Basketball. Baseball. Track. Golf; Babson Institute Basketball Team; Babson Institute Defense Stamp Committee; Babson Institute A. R. P.; Intramural Sports

YOUNGSTOWN, OHIO, is a great steel industrial town. It is the home, among other things, of the Youngstown Sheet and Tube, a company with which we are only too familiar. The steel industry is the backbone of the war effort. It stands to reason, therefore, that Youngstown has recently been metamorphized into a veritable madhouse of industry.

Jim Cook comes from that boiling metropolis, and he too is interested in a life of work in the steel industry. It does not seem so prosaic that he should be interested in steel, when it is to be remembered that most people who are faced with the problem of choosing a life work shun the very field they have known all their lives and are best equipped to enter. Jim has had ample experience in the preliminary job field. He has worked in a company manufacturing automatic sprinkler equipment, the "Automatic" Sprinkler Company of America, in the mechanical department, testing, inspecting, and designing new devices for fire protection.

Jim specialized at Babson Institute in studies pertaining to industrial production. He displayed the capacity for large amounts of work. This work he dispatched rapidly but with a thoroughness that was exceptional. He is quick to grasp technicalities of production management and is a very rapid calculator. The overall visualization of problems so as to grasp the more general fault is a rare talent, even with seasoned managers. Jim seems to have the fundamentals of this ability well developed already. Management will look to his advice and support in days to come, and he will become their equal or their better.

AL COWAN came originally from Canada, but he has recently moved to the United States. His home is now in Bronxville, New York. Ever since he came to Babson Institute, he has done consistently fine work in the industry in which he is especially interested. He has shown conscientiousness and desire to learn as much of what the school has to offer as he can in the short time that is offered.

Al's educational background is a well-rounded one. He has attended the Riverdale Collegiate Institute and the Vaughan Road Collegiate Institute, both in Toronto, Canada. At these institutions, he received adequate training in courses associated with liberal arts. He was active in extra curricular activities, taking part in various athletic programs.

Baking and bakery has long been the industry in which Al has had the greatest interest. He has had considerable practical experience in this field. He has been employed by the Ward Baking Company, where he accumulated for future use many contacts and much information about the manufacturing processes of bread, as well as about the selling and advertising of bakery products. He has endeavored at Babson Institute to apply newly acquired methods of market analysis to the potential market for bread throughout the United States. Al wants to sell bakery products when he leaves Babson Institute, and for this work he has derived training from sales courses and practice sales interviews with Mr. Canfield. Quiet, well-mannered confidence is characteristic of all his interviews. He should have much success in such selling.



Albert R. Cowan

6 Fordal Road, Bronxville, N. Y.

OBJECTIVE

Sales Management in the Baking Industry

EDUCATION

Riverdale Collegiate Institute, Toronto, Canada; Vaughan Road Collegiate Institute, Toronto, Canada

SPECIAL TRAINING

Distribution; Sales Management; Salesmanship; Advertising; Credit Management; Market Analysis; Business and Government

EXTRA-CURRICULAR ACTIVITIES

Intramural Basketball; Athletic Division (secretary)



J. Elmer Crowley

Binghamton, N. Y.

OBJECTIVE

Sales and Sales Management; Credit Management

EDUCATION

Babson Institute (two years)

SPECIAL TRAINING

Distribution; Sales Management; Credit Management; Market Analysis; Sales Interviews; Marketing

EXTRA-CURRICULAR ACTIVITIES

Intramural Bowling; Intramural Baseball; Alpha Delta Sigma

IF AN EMPLOYER should ask Elmer Crowley for a record of past experience pertinent to the field of business into which he plans to enter, Elmer would have little trouble in supplying more than enough information. Elmer plans either to start work in the selling of food products or to set up a moderate business for himself, in the production and sales of ice cream. For experience along either line, and they are closely allied, he can offer five years in the production and sales of dairy products of a company operating along the Atlantic seaboard. In addition, he has worked for a limited time with the Whiting Milk Company of Boston.

In keeping with his interest in distribution, Elmer chose that field for special study at Babson Institute and was one of the highest ranking men in the section. Extensive previous experience gave him a thorough knowledge of just what value to place upon each of the various phases of his year's work. He was chiefly interested in the detailed techniques and broader aspects of selling. He derived great benefit from the sales interview practice and a market analysis of his industry.

In as much as there is the highest of competition in dairying and food products, methods of selling, advertising, and merchandising of the business require a great skill and keen observance of commodity trends. Inherent analytical capacity, experience, and adequate training all belong to Elmer Crowley. A naturally pleasant personality has been matured in experience and the responsibilities of married life and the care of a family. He seems destined to place high in the future of his industry.

GEORGE CRUTSINGER possesses a virtue that seems most prevalent in the western states, where distances are big, and a man is alone enough to think tolerantly of the troubles that he sees. George is amiably reticent and speaks exactly when there is something worth speaking, and no sooner. We will remember that he seemed almost preoccupied, as he sat in the classroom and looked thoughtful. He rarely volunteered the answer to the easier questions. There was seldom a time, however, as we found out, that he was not ready with the answer to any question pertaining to the work in hand.

Most sure were the answers that George offered in reference to business law. During temporary courses in law at the University of Texas, he developed a desire to make law his life work. He retained what he had learned in these courses with extraordinary clarity, remembering even the particular cases. Consequently, at Babson Institute, when torts, contracts, and other phases of common law, as well as certain aspects of federal legislation as it applies to business, were under examination, he was able to supplement the study with direct references to pertinent court cases and their decisions, and was even able, on one instance, to conduct a session on common law.

George hopes to return to the University of Texas to finish his studies in law. He would like to set up practice in that region and specialize in legislation as it applies to the petroleum industry. George should make a success of the career for which he is preparing. He is a clear and imaginative thinker, with the gift of self expression as his aid.



George P. Crutsinger

2411 Berkeley Drive, Wichita Falls, Tex.

OBJECTIVE

Law, with Special Reference to the Petroleum Industry

EDUCATION

Hardin Junior College; University of Texas; Babson Institute

SPECIAL TRAINING

Finance; Law; Business and Government; Credit Management; Business Policy; Investment Analysis; Business Planning

EXTRA-CURRICULAR ACTIVITIES

Intramural Sports at Babson Institute



Guy W. Donahue, Jr.

844 Sumner Avenue, Springfield, Mass.

OBJECTIVE

Production Management in the Machine Tool Industry

EDUCATION

Williams College; Babson Institute (two years)

SPECIAL TRAINING

Production Management; Labor Management; Business Planning; Time and Motion Study; Business and Government; Industrial Purchasing

EXTRA-CURRICULAR ACTIVITIES

Advertising for Publications; Golf at Williams College; Delta Phi at Williams College; Babson Institute Social Activities Committee; Babson Institute Bowling League (chairman); "Babsonian" Advertising Staff (1941)

BILL DONAHUE has grown up in a practical business environment. He has enjoyed unique opportunities to see how machine tools are produced and knows well the characteristics of the industry. Most of his knowledge and many contacts in connection with the machine tool industry have been gained through acquaintance with his father's firm, the Stacy Supply Company, a mill and supply house for the industry.

Here at Babson Institute, Bill has indicated that he has a mind for production and the problems pertaining thereto. On calculations of all sorts and in the solving of problems of labor relations, time and motion, and the routing of orders, plant layout, and production costs, Bill has shown unusual ability and clarity of thought. In as much as the war has imposed abnormal conditions upon all business, and in particular upon the machine tool industry, Bill was quick to recognize problems existing now and bound to appear later. He was very energetic in his accumulation of knowledge from every source available to him. He outlined for his own use in the future, graphs and estimates of future trend in machine tools, based on statistical computations. He investigated typical plants in the industry to see the methods of operation.

Bill Donahue is planning to enter this industry after graduation. He has in mind the Treadwell Tap and Die Company of Greenfield, Massachusetts. He would like to start as a follow-up man on orders, or perform some similar function in the business. After a few years of experience along such lines, he hopes to return to his father's business. With a mind such as his, plus experience, he should go far.

AS INDUSTRY and business have gradually evolved into the form which we know today, one of the crucial barometers of economic trend has been the trend of building contracts. Upon this trend has hinged the future of many other industries. Real estate and building has suffered much in the depression, but it has since undergone certain fundamental changes. With the introduction of prefabrication and low-cost housing, the building business seems to have a much brighter future: policies will be more flexible, and expansion will be more logical. Decentralization is the objective in real estate today.

Real estate and building will be the business into which Dave Dunigan enters. He intends to work for a firm in Washington, D. C., and will probably specialize in the functions of building development. His training at Babson Institute has followed closely his field of interest. In statistical courses particularly, he has surveyed his industry closely, making reports of trend within the industry and of seasonal and outside factors determining this trend. He has studied related industries to see the market, the centers of building, and the potential sources of raw material. He has had a certain amount of the law of contracts as it applies to real estate, as well as a review of torts and federal legislation. He studied the principles of production and labor management.

Dave played an important role in the initiation of two new extra-curricular organizations at Babson Institute: the Sailing Association and Alpha Delta Sigma.



David J. Dunigan, Jr.

3118 Cleveland Avenue, Washington, D. C.

OBJECTIVE

Production Management in Building and Real Estate

EDUCATION

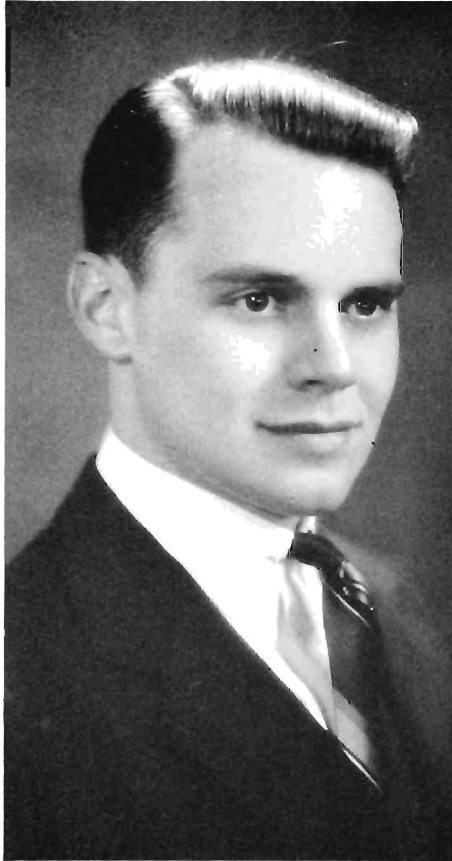
Landon Preparatory School; Babson Institute (two years)

SPECIAL TRAINING

Production; Statistics; Labor Management; Industrial Purchasing; Business Law; Business and Government; Business Policy

EXTRA-CURRICULAR ACTIVITIES

Landon Press Club, Newspaper, Dance Committee; Babson Institute Sailing Association; Alpha Delta Sigma at Babson Institute



Leon T. Ellis, Jr.

207 Cumberland Avenue, Kenilworth, Ill.

OBJECTIVE

Management of a Finance Company

EDUCATION

Dartmouth College; Babson Institute (two years)

SPECIAL TRAINING

Finance; Business Policy; Investment Analysis; Business and Government; Business Planning

EXTRA-CURRICULAR ACTIVITIES

Babson Institute Social Activities Committee (chairman); Babson Institute Basketball Team; Intramural Sports; Alpha Delta Sigma at Babson Institute

BY THE TIME that he had finished his high school education, Tom Ellis had quite definitely decided what his career was to be. Because he had been at home during the period of his secondary school education, he had had an opportunity to observe closely the activities of a finance company with which his family was connected. This company is engaged in the discounting of bills of doctors, dentists, and funeral directors. Out of his interest in the finance company evolved the decision to become an active member of just such an organization.

Influenced by this background, and with his objective clearly in mind, Tom, logically enough, chose the field of finance as his specialty at Babson Institute during his second year. He learned much about the subject of time payments as they influence loans, as well as the reactions of the loan market to business conditions. He applied the study of credit sources and credit management to his industry. In as much as the company into which Tom hopes to enter does most of its business in the Middle West, he correlated his statistical surveys of the potential loan market to that particular area.

At Babson Institute, Tom Ellis has contributed much to the general welfare of the student body and of the school. He became a member of several student groups and has aided in numerous activities. As chairman of the Social Activities Committee, he has provided the student body with many good times. The dances that he has managed have all been great successes, for which we are all grateful.

SINCE MILT FORTAS has had a background of life and education in the South, he has not only a personality born of southern influence but also a knowledge and special interest in business and industry as it is carried on in his section of the country. Most of his life, Milt has had the opportunity to watch closely the functioning of his father's retail furniture business in Memphis, Tennessee. Milt wisely decided to enter this business. He adjusted his courses of study at Babson Institute accordingly.

During vacations, he has been employed in the firm, so that his knowledge of the products and of the methods of operation and distribution is already well developed. Milt is fortunate in his choice of industry. The furniture industry of the United States, like the textile industry, has shifted its center to the South. He is well located for work in this industry. It is his ambition to develop distribution methods for furniture and to start by selling direct.

Milt therefore chose distribution for his special field of study at Babson Institute. He has done well with the work of his choice. When the work schedules became very crowded and time was so short that no part of man's day seemed his own, Milt accepted conditions with a drawling humor that, in itself, added a little cheer. Sometimes it required speed to keep up with our appointments, and most of us were forced to gallop. Milt never galloped. Some special saint has decreed that Milt shall never gallop. And yet he always seemed to be there when we were.



Milton B. Fortas

2899 Iroquois Road, Memphis, Tenn.

OBJECTIVE

Distribution and Management in the Furniture Industry

EDUCATION

Staunton Military Academy, Staunton, Virginia; Babson Institute (two years)

SPECIAL TRAINING

Distribution; Salesmanship; Sales Management; Credit Management; Market Analysis; Business and Government; Advertising

EXTRA-CURRICULAR ACTIVITIES

Alpha Delta Sigma at Babson Institute



Harry L. Freyn, Jr.

4925 North Meridian Street,
Indianapolis, Ind.

OBJECTIVE

Construction Management in Plumbing, Heating, and Air Conditioning

EDUCATION

Purdue University (three years in the mechanical engineering school); Babson Institute

SPECIAL TRAINING

Production; Production Management; Time and Motion Study; Cost Accounting; Purchasing

EXTRA-CURRICULAR ACTIVITIES

High School Football Team (all-state center); Purdue University Freshman Football Team; Sigma Alpha Epsilon at Purdue University; Babson Institute Physical Activities Committee

AFTER three years in the Mechanical Engineering School of Purdue University, "H. L." came to Babson Institute to follow up courses in construction engineering with application thereto of economic concepts of production. Prior to such education along these lines, he had accumulated considerable knowledge of his field of interest through acquaintance with Freyn Brothers, Incorporated, manufacturers of plumbing, heating, and air conditioning equipment.

At Babson Institute, "H. L." specialized in the study of industrial production and production management. The able tutelage of Mr. Millea provided him with a store of knowledge of factory methods, layout, and policy. He learned correct approaches to a host of labor problems typical of those met in everyday business administration. To the routine of factory and labor management, he applied the element of cost and inventory control, and he developed a concept of the coordination of production to the functions of finance and distribution.

It is wrong to say that the man who is about to be married can apply his full attention to the realm of business. On the contrary, it is almost axiomatic that such a man is perpetually in a state of abnormality. What man, either in the throws of supreme disbelief or in the depths of a blue funk, can concentrate on the mere question of whether you should pay Manic five dollars an hour or two dollars for overseeing the stitching department of Littleton Dry Goods, Incorporated? Considering the circumstances, however, "H. L." behaved unusually well.

WITH experience in education and actual work in business broader than that of the majority of students, Bud Gherin entered the one-year course at Babson Institute to coordinate his knowledge and his experience with further learning. As the owner and operator of a photographic business for twelve years, Bud has acquired an insight into the practical aspects of industrial situations in class discussions. By offering his comments liberally, he has given the rest of the seniors valuable information along lines which otherwise might have remained insignificant.

With respect to the industrial field specialization which is such an important part of the work at Babson Institute, he chose the motion-picture industry for study. Production in relation to motion-pictures has been the field of major study throughout his training program. The interest and ability which Bud has already shown as a professional in the field of photography unquestionably justifies his decision to continue in the line of work which he has already entered.

Bud has been able to continue the operation of Gherin Galleries and Gherin's Camera Shops while pursuing his regular course of study at Babson Institute. Although most of his business originates within Greater Boston, the school yearbook division of the business covers all New England. His characteristic business efficiency and knowledge together with his friendly and business-like personality will continue to make his photographic accomplishments comparable with those of anyone in the field.



D. R. Gherin-Ghelli

1031 Webster Street, Needham, Mass.

OBJECTIVE

Production Management and Executive Management in Photography and Motion Pictures

EDUCATION

Wentworth Institute; Suffolk Lane School; Babson Institute (one year)

SPECIAL TRAINING

Production Management; Labor Management; Business Policy; Industrial Purchasing; Cost Accounting

EXTRA-CURRICULAR ACTIVITIES

Advertising Club; Student Council and President; Baseball Team; Hockey; Dramatics; Debating Team; Art Club; Alpha Delta Sigma at Babson Institute; Royal Order of the Gout



Richard T. Glenn

803 East Pearl Street, Butler, Pa.

OBJECTIVE

Distribution of Petroleum Products

EDUCATION

Washington and Jefferson College; Babson Institute (two years)

SPECIAL TRAINING

Distribution; Salesmanship; Sales Management; Advertising; Credit Management; Market Analysis

EXTRA-CURRICULAR ACTIVITIES

Phi Gamma Delta at Washington and Jefferson; Babson Institute Student Executive Committee; Babson Institute Religious Activities Committee

DICK GLENN came to Babson Institute from Butler, Pennsylvania. He has had college training from Washington and Jefferson College. Dick has decided upon the petroleum refining industry as his life work. He recognized the need for intensive study of business methods before entering his work. Such study, he felt, would facilitate his advancement in his business.

Of the various fields of work to pursue within the petroleum refining industry, Dick chose the distribution of the finished products as his work. Accordingly, at Babson Institute, Dick trained himself in the techniques of salesmanship and market analysis. The margin of error in sales forecasts grows narrower daily, due to more scientific methods of presentation of sales data. Dick absorbed as much of statistical methods of market study as he could. For military reasons, Dick will be marking time for a while, so far as his plans in the petroleum industry are concerned.

Dick had a particularly valuable asset for salesmanship. He could tell a story well. He always managed to hold the attention of a great many people at one time. Forceful speech and a well-developed sense of humor brought him many friends. Dick always thought before he spoke, and that in itself is a rare enough attribute. Resourceful, imaginative, and sincere, he should have great success in the petroleum refining industry.

FOR the past two years, John Graham has been preparing himself for life work in the field of hydro-electric power and light. His family's interests in the public utility business have brought him in touch with many experts and have provided him with a broad and comprehensive understanding of the industry. Several summer jobs in a hydro-electric plant have augmented his knowledge of the utility field.

But John was not interested in the public utility so much from the standpoint of its operations and its market potentialities as from the standpoint of its financial characteristics. He had received certain experience in routine operations of the electric utility, through work on the power lines, as a plant keeper, and in the office and accounting department. When he came to Babson Institute, he majored in the field of finance, to accumulate the knowledge of the strengths and weaknesses characteristic of public utility finance and capital structure. He studied the requirements of utility investments as compared with such requirements for the railroads and for industrials. He acquired a knowledge of the relations of the utility to federal and state government. Of especial importance was his survey of the broader policies adaptable to various financial trends and business conditions.

The fact that the public utilities determine a large portion of the general welfare of the nation and that they guide the efficiency of industry at large, places John Graham's future business in an enigmatic position. Whatever direction the trend of utility policy is to take, John will doubtless be in a position to anticipate change.



John R. Graham

Bangor, Me.

OBJECTIVE

Financial Promotion; Corporation Finance

EDUCATION

Taft School, Waterbury, Connecticut; Worcester Academy, Worcester, Massachusetts; Babson Institute (Two years)

SPECIAL TRAINING

Corporation Finance; Investment Analysis; Business and the Government; Statistics; Budgetary Control

EXTRA-CURRICULAR ACTIVITIES

Football Squad; Track Squad; Wrestling; Commencement Day Committee; Babson Institute Intramural Football; Intramural Baseball; Babson Institute Bowling Committee



Richard R. Gunter, Jr.

1511 Schuyler Road Beverly Hills, Cal.

OBJECTIVE

Market Analysis and Sales Research in the Drug Industry

EDUCATION

University of Southern California; Babson Institute (two years)

SPECIAL TRAINING

Distribution; Statistics; Market Analysis; Sales; Advertising; Economics; Accounting

EXTRA-CURRICULAR ACTIVITIES

Sigma Phi Epsilon of University of Southern California; Babson Institute Physical Activities Committee (chairman); Religious Activities Committee; "Beacon," Babson Institute School Paper (sports editor); Babson Institute Basketball Team (co-captain); Intramural Baseball (captain); Alpha Delta Sigma (vice-president)

FAMILY connections with the drug business, coupled with considerable research into the field of pharmaceuticals, provide Dick Gunter with a very creditable training for a position in his industry. He has spent many summers, during his education, at work in all the sundry positions offered in the retail drug industry. The result was that, prior to his two years of study at Babson Institute, he had already accumulated a deep fund of knowledge of the merchandising and selling of drug products.

At Babson Institute, Dick was quick to assume responsible positions in the student body and to broaden his knowledge of the drug business from a distribution standpoint.

Outstanding achievement in detail courses placed him among the high ranking students. To his credit were special market analysis projects and extensive statistical work. He learned advertising as it pertained to drugs and trained himself in the fundamentals of sales and credit management. Dick projected his interest in advertising to extra-curricular activity. He was elected to the vice-presidency of the recently formed Coleman Chapter of Alpha Delta Sigma, nation-wide advertising fraternity. In that organization he took a prominent part in the creation and contribution of an advertising project to the fraternity's national headquarters.

Early in his career at Babson Institute, Dick Gunter displayed his ability to do detailed statistical and accounting work. This ability plus aggressive energy and a way of making himself an important part of any undertaking in which he participates should stand him well in his future job.

BILL HAGGARD has set his heart upon a cattle ranch in Texas. At one time Bill thought that he would rather embark in industrial and manufacturing enterprises than in agriculture. He came to Babson Institute to train himself for just such enterprises by the one year courses. He has done fine work in the production field of study, and has been especially interested in determining the general policy to be adopted under varying circumstances and business conditions. Bill recognizes the necessity for much routine detail work. Such work is inherent in every enterprise, whether it be of an agrarian nature or of an industrial nature. But he would prefer work of the former nature.

When Spring set in at last this year, nostalgia for the home and desire to travel were prevalent. But Bill must have felt these things acutely. People of western blood know those pangs most of all when they are exposed to the hurly-burly big community penny scrambling. When distance and time mean less because they are larger, people do not acquire the shell of suspicion and cynicism. They are more friendly. They have time to think.

Bill has made many fast friends here. He has been the one to take circumstances with a grain of personal philosophy and to see the humor in the situation that had no humor for many of the rest of us. Bill has been preoccupied with the army, as have several of the rest of us; so that he is forced to postpone plans for ranching in Texas. If you go after Japs, Bill, good hunting! If you get a ranch, good luck with the spring calving, and no grass fires!



William H. Haggard

1819 Pearl Street, Wichita, Falls, Tex.

OBJECTIVE

Ownership of a Cattle Ranch in Texas

EDUCATION

Wichita Falls High School; Babson Institute (one year)

SPECIAL TRAINING

Production; Business Policy; Industrial Purchasing; Business and Government; Time and Motion Study; Cost Accounting; Economics

EXTRA-CURRICULAR ACTIVITIES

Babson Institute A. R. P.



Earl F. Harris

Warwick Road, Orange, Mass.

OBJECTIVE

Production Management; Production Theory and Problems

EDUCATION

Dartmouth College; Worcester Polytechnic Institute; selected courses at Massachusetts Institute of Technology and Wentworth Institute; Babson Institute (one year)

SPECIAL TRAINING

Production Management; Business Law; Accounting; Time and Motion Study; Statistics; Industrial Purchasing; Business Planning

EXTRA-CURRICULAR ACTIVITIES

Dartmouth Outing Club; Dartmouth Corinthian Yacht Club; Theta Chi Fraternity

THOSE who attain the key positions in industry today do so by dint not only of keen observation of general trends of current business, but also of a thorough knowledge of some specialized function. At an early date, Earl Harris developed an interest in the manufacture of heavy factory machinery. He cultivated contacts with a company making machinery for the processing of durable goods and textiles and for the finishing of hydraulic turbines and water control apparatus.

In active work of a firm producing such diversified lines as this, wherein there are production facilities ranging from wood work and pattern departments to complete, modern welding and machine shops, many problems of product design, production method, routing and scheduling, and factory layout arise. In as much as Earl is primarily interested in the company from a production point of view, he has chosen courses at Babson Institute devised to meet just such problems of manufacture as are found in the making of heavy machinery. Earl has covered a great deal of ground in his training in the past year. He has supplemented work at Babson Institute with special technical courses at Massachusetts Institute of Technology and Wentworth Institute.

The increased tempo of current events, the speeding up business for war, and changes in the modern economy force problems in the face of business and industry. A diligent and eager reader, and student, Earl has applied his full training in production theory and techniques to the present and uncertain future of the heavy machinery industry.

THE experience which John Holmes had at Bowdoin before coming to Babson Institute, gave him a mature perspective of the field of business which he plans to enter. Holmes has decided to follow the course of his family's business in defining his plans for a career in the business world. This is the reason that he came to Babson Institute with the design of applying what he could learn about business operations to the shoe industry.

During his summer vacations John has taken the opportunity of working in several different departments of the Holmes, Stickney & Walker Shoe Company, Inc. This experience has strengthened his desire to enter this industry. It has had further value because it has shown him what particular department of the work he wished to specialize in. Production has had the greatest interest for John during his one-year stay at Babson Institute. Production management has offered Jack problems which he has shown thoroughness and unusual ability in solving.

In addition to his ability to maintain a high scholastic average, Holmes has managed to take part in intramural sports activities throughout the year. After graduation Holmes has well-formed plans for the future. His work in the family business will be preceded by work in another company in the same industry. Although his primary interest is in production management, Jack believes that some experience in sales work will give him a better comprehension of the problems of his own department. With this in mind, he hopes to have some experience in other than his own field of specialization.



John P. Holmes

55 Carroll Street, Portland, Me.

OBJECTIVE

Production Management in the Shoe Industry

EDUCATION

Bowdoin College; Babson Institute (one year)

SPECIAL TRAINING

Production; Industrial Purchasing; Business Planning; Business and Government; Accounting; Time and Motion Study

EXTRA-CURRICULAR ACTIVITIES

Alpha Delta Phi at Bowdoin College; Babson Institute A. R. P.



Robert C. Hosford

426 North Main Street, Butler, Pa.

OBJECTIVE

Production in the Plastics Industry

EDUCATION

University of Pittsburg; University of Virginia; Babson Institute (one year)

SPECIAL TRAINING

Production; Business Policy; Business and Government; Industrial Purchasing; Labor Management; Business Planning

BOB HOSFORD chose for intensive study at Babson Institute production methods as they apply to the plastics industry. Chemistry plays a large part in the manufacture of synthetic resins, but chemistry constitutes only one of many phases through which the resin must pass before emerging in the plastics that we recognize on the counter of the drug and the hardware stores or on the dashboards of automobiles. The economics problems entailed in flow chart of plastics from the raw materials to the finished product are manifold. It is to understand these problems that Bob has been taking production courses at Babson Institute.

When there was leisure time, Bob seized the opportunity to acquaint himself with the thoughts of contemporary and past writers of economic and social theory and philosophy. He proved to be an omnivorous reader, and his outlook upon current problems of society is correspondingly broad. In questions of production policy, he always contributed among the soundest of opinions. If a proposition seemed ridiculous during a discussion of business policy, Bob was quick to recognize its weakness.

In Park Manor, if there were a method of catching and reviving the echos of all voices that have reverberated down the long corridors, we might hear first a cheery roar from Bob Hosford. There are few seniors who escaped a friendly jibe from him and few who did not recognize from afar his rendition of various popular tunes. At all times he was a good student, and at all times he appreciated a good laugh.

It has been Phil Jacobs's objective in studying business theory and methods to prepare for life work in the distribution of aeronautical goods and services. In much of his time, both working and leisure, he has occupied himself with the job of gathering all available information on such phases of aviation as air transportation, air mail, and air express. By browsing about large airports, writing to the most authoritative sources, and compiling statistical surveys of the industry. Phil has reached a stage at which he is prepared to answer almost any general question on the subject of aeronautical goods and services.

Phil has keyed his studies at Babson Institute to the aviation industry, with emphasis on the study of sales and other distribution in that industry. Besides general training in the various phases of distribution, he found time to acquaint himself with the consumer demand for aviation transportation, by means of the compilation and adjustment for seasonal variation of statistical data.

Phil has had experience with the transportation fields through work with the Pennsylvania Railroad during his summer vacations. He has also had experience in the field of newspaper photography. He is a hard worker who is never happy unless he is as busy as a bee. No difficulty in the process of accumulating information is too much for Phil. When considering a problem that confronts him, he displays lively visual imagination and will inspect every eventuality. Phil's ability to ferret out the most obscure, by any means possible, is only one of the assets that will help him later.



Philip Jacobs

52 East River Road, Rumson, N. J.

OBJECTIVE

Administration and Purchasing Operations in the Transport Aviation Industry

EDUCATION

The Principia School, Saint Louis, Missouri; Babson Institute (two years)

SPECIAL TRAINING

Distribution; Purchasing; Credit Management; Sales Management; Market Analysis; Business and Government

EXTRA-CURRICULAR ACTIVITIES

Principia Year Book Photographic Editor; Principia Religious Activities Committee; Intramural Sports; Cosmopolitan Club; "Babsonian" (photography staff); Alpha Delta Sigma (publicity and charter member); Babson Institute Camera Club; Intramural Sports at Babson Institute; Babson Institute A. R. P.



Edward F. Klys

2 Lincoln Street, Webster, Mass.

OBJECTIVE

Distribution in the Meat Industry

EDUCATION

*Harvard College; New York University;
Babson Institute (one year)*

SPECIAL TRAINING

*Distribution; Salesmanship; Advertising;
Credit Management; Market Analysis; Business and Government; Accounting*

EXTRA-CURRICULAR ACTIVITIES

Debating Club; International Club; Real Estate Club; Wrestling; Marketing Club; Accounting Club; Babson Institute Student Executive Committee; Babson Institute Social Activities Committee; Alpha Delta Sigma at Babson Institute

THE years which Ed Klys spent at Harvard and New York Universities have given him a sense of security and a mature outlook which will be to his advantage. Because he was interested not only in a career in medicine but also in his family's business of retail food distribution, he came to Babson Institute to receive the necessary business training. He intends to utilize his business ability before he re-enters his pre-medical training program.

His interests and aptitudes have indicated that he is especially well suited for the functions of distribution. Since his field was retail food distribution, it was only natural that he should enter the distribution group as his field of major study during his one-year program at Babson Institute. As a member of this group, he has shown exceptional ability in analyzing factual evidence about situations and problems of distribution. For his industry specialization, Ed chose the meat industry and has applied his learning to this field as much as was possible.

In addition to his maintenance of a high scholastic standing at Babson Institute, Ed's fund of energy and self-assertion have been displayed by his participation in numerous school activities. The Student Executive Committee and the Social Activities Committee found his membership valuable. Alpha Delta Sigma and members of intramural sports groups were benefited by his reliable attendance and active participation. The combination of his academic ability, a practical mind, and a well-balanced perspective of business conditions will make his career an interesting and successful one. If he has ability in medical affairs, we hope that he will not forsake it completely.

THIS year at Babson Institute was the last scholastic year before Bill Lans goes to work in industry. It is his desire to take the position of overseer in certain departments of the William Lans Company of Beloit, Wisconsin. He has had experience with which to form a foundation for this position. He would retain this job for a number of years and then hopes to be able to obtain an executive position in the company. The nature of the business of the William Lans Company is the handling and converting of scrap iron.

A natural course of study for this type of work would be along production lines. Bill studied the principles of industrial production, supplementing this work with statistical investigation of the scope and characteristics of his industry. He was particularly interested in problems of labor management, and displayed an experienced understanding of various phases of that problem.

Both at Babson Institute and at college, Bill Lans showed aggressive interest in events about him. He took active part in many extra-curricular activities and belonged to important organizations. Bill has a positive character, with well-considered opinions on many vital topics. Concerning these he expresses himself clearly and definitely. He is a good thorough worker, capable at searching out the heart of industrial problems. To the William Lans Company will go a man who knows well the job he is to do and who should bear the name of the company honorably and with full sense of his responsibility.



William L. Lans

1214 Chapin Street, Beloit, Wis.

OBJECTIVE

Executive or Production Management in a Scrap Iron Company

EDUCATION

University of Wisconsin; Babson Institute (one year)

SPECIAL TRAINING

Production Management; Labor Management; Time and Motion Study; Industrial Purchasing; Business Policy; Business and Government; Statistics

EXTRA-CURRICULAR ACTIVITIES

University Newspaper; Helio Society; Alpha Epsilon Pi at University of Wisconsin; F. A. O. S. (fraternity society of sophomores at University of Wisconsin); Intramural Sports; Babson Institute Bowling League; Royal Order of the Gout; Intramural Sports at Babson Institute



Arnold E. Levine

303 East Van Buren Street, Centerville, Ia.

OBJECTIVE

Financial Management and Executive Work in the Steel Industry

EDUCATION

University of Iowa; Babson Institute (one year)

SPECIAL TRAINING

Phi Epsilon Pi at University of Iowa; "Haweye," University Year Book (business staff); Religious Activities Committee at University of Iowa; Honorary Forensic Society; Honorary Pep Fraternity at University of Iowa; BABSONIAN (business manager); Alpha Delta Sigma at Babson Institute. Intramural Sports at Babson Institute

ARNOLD LEVINE is one of the most conscientious and thorough workers that we knew at Babson Institute. Throughout the year that he was here, he seldom was seen idle, and the work that he produced was of exceptional quality. He came to the Institute primarily to gain general business training. He emphasized, however, corporation finance and a study of the structural steel industry. Arnold's plans for the future are very clear-cut, and few people have greater determination to realize such plans. Snags will always lie in the way of those who take the straightest paths to a goal. But there are those rare individuals who will not go around such snags, but will cut them out of the way. Arnold worked very hard, obtained much, and what he obtained, he retained.

Arnie graduated from the University of Iowa with close to the highest of scholastic records, with a major in political science. He had gained much from the University and had contributed much to it. Both from a scholastic and from an extra-curricular point of view, he has done equally well at Babson Institute. He showed a keen interest in athletics, and he became a member of Alpha Delta Sigma. There could not have been a better business manager for the 1942 *BABSONIAN* than he was.

He was a very amiable fellow, who, by thoughtfulness of others and a joviality tempered by reserve, made many fast friends. It is rather generally accepted that the number one is the first number on any man's list. Arnie happens to be the number one on his local draft board's list. This contingency will, we hope, prove to be only an interlude in the beginning of an outstanding career in business.

HANK LEVKOFF spent his early childhood in Georgia. After his family moved, a few years ago, to New York City, Hank developed a cosmopolitan outlook which tempered his commixture of northern and southern partialities. It has been said of those who come from the South, that the mildness of climate leaves its mark upon the people—that they lack a certain spark of aggressiveness.

If this popular northern idea is correct, Hank can not be said to be true to type. He has watched his father's firm, Standard Folding Cartons, Inc., grow prominent in the folding paper box industry. He has worked in the production and sales departments of that company, has observed in particular the trend of box media in merchandising display work, and is fully aware of the need for a clear and scientific market analysis of his industry.

In as much as Hank's propensity in business functions was, at the outset, distribution, he ultimately chose the same functions for specialization of study at Babson Institute. With particular reference to the folding paper box industry, he took training in such courses as salesmanship, sales management, market analysis, advertising, business law, and statistics. Essentially a good salesman, Hank has had a large part in many activities at Babson Institute, and was instrumental in promoting such innovations as Alpha Delta Sigma, of which he is a charter member and co-writer of the Chapter Constitution, and the sales of United States Government bonds and stamps. There is little doubt that, with open friendliness and optimism, and with pertinent training and an aggressive attitude, Hank is well suited to meet the demands of stringent war-time, or post-war, industry program.



Henry S. Levkoff

789 St. Marks Avenue, Brooklyn, N. Y.

OBJECTIVE

Sales Management; Industrial Market Analysis; Sales Theory and Practice

EDUCATION

Babson Institute (two years)

SPECIAL TRAINING

Distribution; Salesmanship; Sales Management; Statistics; Market Analysis; Business Law; Business and Government

EXTRA-CURRICULAR ACTIVITIES

The BABSONIAN, Assistant Advertising Manager, Editorial Staff (1941); Babson Institute Defense Bonds and Stamps Committee (chairman); Alpha Delta Sigma, Charter Member and Co-writer of the Coleman Chapter Constitution; Bowling League; Intramural Football; Intramural Basketball; Intramural Baseball



Hector E. Mackinnon

26 Grand View, La Salle, Mich.

OBJECTIVE

Production and Distribution of Plastics

EDUCATION

Cranbrook School, Bloomfield Hills, Michigan; Babson Institute (two years)

SPECIAL TRAINING

Production; Business Planning; Time and Motion Study; Purchasing; Business and Government; Labor Problems

EXTRA-CURRICULAR ACTIVITIES

Charity Committee at Cranbrook School; Radio Club at Cranbrook School; St. Andrew's Brotherhood (secretary); Royal Order of the Gout at Babson Institute; Alpha Delta Sigma at Babson Institute (president)

MAC desires to become associated with the field of plastics, and has, as do the rest of us, an eye for that ultimate position of industrial manager in his field. His family has an active interest in the wholesale and retail building supply business, so that he has long been exposed to business practices and principles. He received his preparatory training at the Cranbrook School. Finishing there, he realized the necessity of a practical business training and decided on attending Babson Institute.

Many firms today seek young men who have had practical training in industry, combined with previous employment experience. Mac possesses both of these requirements. He has focused his attention at Babson Institute primarily on production problems. For three summers he was employed by the Hixon Peterson Lumber Company. There he came into personal contact with the company's many customers, and his interest turned to the field of plastic distribution. In his years at Babson Institute, he has made an industry analysis and a statistical study of the plastics industry.

Possessing abundant energy, Mac sets a fast pace in his work and derives good results. It is his ambition to set up his own plastics firm and to be a leader in the market for synthetic resin products. He has the dynamic element of personality which no one can ignore. His future business associates will find in him the qualities of good managerial control; that is, forefulness plus tact and a degree of understanding of personal and business problems that should ingratiate him with both management and labor.

SHERLOCK MERRILL grew up in close proximity to the wool industry of Minneapolis, Minnesota. His chief business interest, however, centers upon the relatively new industry of aircraft maintenance. He studied for three years at the University of Minnesota and then came to Babson Institute for the one-year course. He wanted a basic training in production management. The combination of studies involved in this training has given him a broad understanding of business problems, combined with a practical knowledge of production principles and methods.

The assembly and coordination of materials, and the relation of machines and men thereto are the primary factors of production. Sherlock has applied to the aircraft maintenance business the laws and theories guiding such factors. What he has learned as a result should be of use to him throughout his life. He wants to be connected to the industry eventually from an administrative point of view. He has a firm belief that this new industry possesses the greatest opportunities both for the individual and for society.

Sincere and reliable Sherlock desires only the chance to gain practical experience. His interest and enthusiasm for the aircraft industry will enable him to keep abreast of the rising tide of industrial growth which is accompanying the education of the American people to aviation. He is well-qualified for his career by training. His integrity and quiet reserve are naturally quick to draw him many friends.



Sherlock C. Merrill

323 West Franklin Avenue,
Minneapolis, Minn.

OBJECTIVE

Production Management in the Aircraft Maintenance Industry

EDUCATION

University of Minnesota; Babson Institute (one year)

SPECIAL TRAINING

Production; Labor Management; Statistics; Time and Motion Study; Industrial Purchasing; Business and Government; Business Policy

EXTRACURRICULAR ACTIVITIES

Beta Theta Pi at University of Minnesota; Diver on Minnesota Swimming Team; Interfraternity Council; Chairman of Two Temporary Committees; Alpha Delta Sigma at Babson Institute; Intramural Sports at Babson Institute; Babson Institute A. R. P.; Babson Institute Religious Activities



John R. Minikin

Farmington, Conn.

OBJECTIVE

Financial work in the Department Store Business

EDUCATION

Williams College (two years); Babson Institute (two years)

SPECIAL TRAINING

Finance; Investment Analysis; Business Policy; Statistics; Credit Management; Business and Government

EXTRA-CURRICULAR ACTIVITIES

Babson Institute Bowling League; Babson Institute A. R. P.; BABSONIAN (editorial board)

JOHN MINIKIN has been employed by a large trust company during the past three summers. The experience gained in the trust and bookkeeping department has imparted to him business knowledge that few are able to acquire. Office experience has given him the discipline, good manners, and courteous behavior which bespeak a creditable background.

John has acquired here at Babson Institute practical training that will enable him to go into the department store business better equipped to meet problems of financial and organization management. He has obtained a training in financial policy, taxation, business planning, and economic theory that will facilitate his eventual direction of merchandising and buying policy in department store trade. In addition to purely financial knowledge, he obtained schooling in the fundamentals of credit management, budgetary control, and forecasting.

John intends to start at the bottom of the department store business and work up. He has made, through travel, many contacts that may prove beneficial in extending his knowledge of his own business. He has had a wide friendship at Babson Institute. All that know him see his value as a potential man of finance in the department store industry. He is endowed with a vivid imagination and a sense of values that detects the essential core of problems of industrial capitalization and financial policy.

DON is primarily interested in the field of estate counseling in life insurance, as his father is prominent in this business. This is a broad field covering finance, insurance and estate planning. With this goal in mind, he entered Babson Institute to get the fundamentals of business administration. Don has been very fortunate in having worked for his father during the summers while not in school. He passed the state insurance examination three years ago and has had a thorough grounding in the fundamentals of estate counseling.

Don has been primarily interested in finance, law, investments, and personal estate management while at Babson Institute. His major field of study was production management, which field gave him a basic understanding of business background, methods, and procedures. Such training will aid in understanding problems of planned estates.

An ability to make friends easily and a very inquiring mind are valuable assets. Presenting a prepossessing appearance, his manner and bearing demand respect and confidence. Don has shown considerable ability in organizing and carrying out extra-curricular activities. With more practical experience, he will be well fitted for a career of importance. There is that chance, however, that Don will have to forego his immediate plans for entrance into life insurance. That being the case, he has high hopes of some position in aircraft. Whichever field he enters, he should attain a position of real responsibility soon. He is too actively interested in all things in which he participates not to have a notable part in their administration.



Donald C. Mitchell

282 Wellington Road, Buffalo, N. Y.

OBJECTIVE

Production and Finance; Life Insurance Management

EDUCATION

Cornell University; University of Buffalo; Babson Institute (one year)

SPECIAL TRAINING

Production Management; Industrial Purchasing; Investment Analysis; Statistics; Business and Government; Business Policy; Time and Motion Study; Labor Management

EXTRA-CURRICULAR ACTIVITIES

"Venetian" (business manager); Cornell Desk Book (business manager); University of Buffalo "Bison" (business manager); Cornell Track Team (champion in javelin, discus, shot put); Delta Tau Delta Fraternity; Executive Council of Barnes Hall; BABSONIAN (advertising manager); Riding at Babson Institute



Richard J. Morgan

1100 Chicago Boulevard, Detroit, Mich.

OBJECTIVE

Production Management in the Machine Tool Industry

EDUCATION

Carrol College; Babson Institute (two years)

SPECIAL TRAINING

Production; Industrial Purchasing; Business Planning; Labor Management; Time and Motion Study; Business and Government

EXTRA-CURRICULAR ACTIVITIES

Tau Kappa Epsilon at Carrol College; Royal Order of the Goat at Babson Institute; Intramural Sports at Babson Institute

DICK MORGAN made many friends when he came to Babson Institute for the two-year course. His years at college gave him worldly experience that greatly benefitted him here. Dick planned, in his first year at Babson Institute, to study with special reference to the field of real estate. Recognizing, however, valuable opportunities in the machine tool industry, he conducted his work along lines that would apply to that industry.

No one can predict, one hundred percent, the future of any industry. The fallacies of guess work as to the future of business are only too applicable in days of war. But there are methods of forecasting sales, costs of manufacture, and other elements of business, which, if pursued correctly, leave a tolerance from one hundred percent accuracy of only two or three percent. By means of study in such courses as cost accounting, business planning, and industrial purchasing, Dick was able to gain a knowledge of the primary problems of cost and production, in his industry, so as to render fairly accurate decisions as to the trend of machine tool production, and its relations to the business trends as a whole.

Dick has all the virtues of the "middle-westerner." He has proved himself to be alert and quick to seize the opportunities for betterment that are offered him. His ability to cooperate with others that should stand him in the very best of stead in whatever enterprise he chooses to enter. Such training as he received will be coupled with these personal traits to make him an asset to industry.

LENNIE NARENS has lived the greater part of his life in the city of Chicago, Illinois. At Northwestern University he made an enviable scholastic record, culminated by the degree of Bachelor of Science and admittance to the honorary society of Phi Beta Kappa. He majored in economics and later received valuable practical experience in the clothing and produce businesses. With such solid grounding in industrial knowledge as this, he came to Babson Institute to develop the financial and distribution fields of industry of his choice.

At Babson Institute, Lennie's record of Northwestern University has been virtually duplicated. He chose distribution as the function of industry in which he was the most interested. He subscribed to such courses as Sales Management, Accounting, and Advertising. He was trained in sales interviews and in the methods of analysing by statistics the potentialities of the market for a given product. He happened to attend the Institute during the year in which the curriculum was most rigidly contracted and intensified for speed, and despite a very hectic work program, he emerged with the highest composite scholastic average of both the junior and senior classes.

Here at Babson Institute, Lennie proved his own well-defined opinions on questions of the theory of distribution and, in so doing, displayed to his fellows in that field of distribution an extraordinarily clear mind coupled with a capacity to grasp, on short notice, every conceivable point of view proposed to him, and to dispose of it skillfully.



Leonard L. Narens

7416 North Damen Avenue, Chicago, Ill.

OBJECTIVE

Sales Management

EDUCATION

Northwestern University (four years, with B. S. degree and major in Economics); Babson Institute (one year)

SPECIAL TRAINING

Distribution; Salesmanship; Business Law; Market Analysis; Accounting

EXTRA-CURRICULAR ACTIVITIES

Phi Beta Kappa; Phi Eta Sigma; Hillel Foundation (president); Praetorians Fraternity (president) at Northwestern University; Alpha Delta Sigma at Babson Institute



Lloyd A. Newcombe

Manor Lake, Kingston, N. Y.

OBJECTIVE

Distribution and Sales of Grain

EDUCATION

Riverside Military Academy; Haverford School; University of Pennsylvania, Wharton School; Babson Institute (two years)

SPECIAL TRAINING

Distribution; Sales Management; Market Analysis; Business and Government; Economics

EXTRA-CURRICULAR ACTIVITIES

Haverford School Soccer Team; Freshman Soccer Team at University of Pennsylvania; Sigma Phi Epsilon at Pennsylvania; Babson Intramural Baseball

LLOYD NEWCOMBE has taken education in large doses. Not the least part of his training has been a year of work at the Wharton School of Business at the University. Schooling in business administration at both the Wharton School and Babson Institute should furnish him with sufficient knowledge wherewith to have a head start over many of the men of his age seeking positions in business and industry.

Lloyd has made an extensive survey of the grain industry from the standpoint of distribution and market analysis and plans to enter the distribution field of this industry after leaving Babson Institute. In course of the past year, he has made considerable study of the inherent and the outside forces influencing the trend of grain prices. His work in the field of sales and marketing was notable, until he enmeshed himself in the marital skein.

In the Spring of 1941, Lloyd went temporarily mad. At that time, no one ever saw him after afternoon office hours. When anyone did see him, it was hardly worth while to approach him. We were always met by a glassy stare and an incoherent bleat. When school closed for the summer, we all went home to live sane and normal lives. Not so Lloyd. In June he was married. That did the trick for him. Now he is lucid once more, and free to pursue his study of the grain industry. He recognizes his friends now, when they speak to him. This summer Lloyd expects to do considerable flying, in order to complete his training for the position of flight instructor. He then hopes for a position at some airport, as instructor in the aviation training courses for the Army.

AFTER graduation from the Columbia Military Academy with top-ranking scholastic honors, John Nuckolls spent two years in general college work before he definitely decided upon a business career. At the Columbia Military Academy, he filled the position of Senior Captain during his last year. His golfing ability was shown while he was a member of that team at Lambuth College. Although he had difficulty in deciding upon his industrial preference, the field of distribution has proved to be his center of interest.

While at Babson Institute, John Nuckolls has shown his greatest capability in advertising and salesmanship. The work which he has accomplished in market analysis qualifies him to be of value to any concern in need of far-sighted and exacting presentation of market data. His fund of energy was indicated by his activity as a member of the bowling committee and his participation in softball and touch football.

Since sincerity is a prime requisite for anyone who is attempting to sell anything, whether it be himself or a product or a service, John Nuckolls should experience no difficulty in asserting his business competence to his associates of the business world. The characteristic dexterity which he has repeatedly displayed in analyzing problems and personalities will unquestionably sustain his continued achievement. These personal characteristics, in conjunction with interest and practical training in distribution which he has now received, will suitably meet the demands of whatever field of endeavor he may choose to enter.



John E. Nuckolls

Number 3, Northwood, Jackson, Tenn.

OBJECTIVE

Sales or Advertising Management

EDUCATION

Columbia Military Academy; Harvard College; Lambuth College; West Tennessee Business School; Babson Institute (two years)

SPECIAL TRAINING

Distribution; Market Analysis; Salesmanship; Advertising; Business and Government; Credit Management

EXTRA-CURRICULAR ACTIVITIES

Senior Captain at Columbia Military Academy; Golf Team at Lambuth College; Babson Institute Bowling League; Babson Institute Bowling Committee; Intramural Sports at Babson Institute



Bruce C. Osborne

2387 Tremont Street, Columbus, O.

OBJECTIVE

Financial Management and Promotional Work in the Personal Finance Business

EDUCATION

Ohio State University (two years); Babson Institute (two years)

SPECIAL TRAINING

Finance; Corporation Problems; Investment Analysis; Business and Government; Statistics; Credit Management

EXTRA-CURRICULAR ACTIVITIES

Babson Institute Bowling League; Intramural Basketball

WITH experience in the fundamentals of business far broader than the average for this stage in education, Bruce plans to make personal finance his life work. Through both heresay of the business and personal contact with family interests in such work, he gained at an early age ample conception of the loan markets with which to form an accurate idea of his own qualifications for the work. The experience that has determined his plans has been in many unrelated jobs. He did investigation and collection work for the Family Loan Corporation of Pittsburgh, Pennsylvania. He performed contract jobs for the Goodsell Bros. Home Reconditioning Company in Columbus, Ohio, for six months. He has worked in drug stores, gasoline stations, and has had several selling jobs.

Since personal finance is his bent, Bruce chose studies accordingly at Babson Institute. Corporate financial analysis proved to be his forte. He made comprehensive statistical reports of the small loan market. He developed knowledge of credit management and methods determining investment qualities.

We felt that Bruce Osborne provided us with an element never more valuable than during the last year, when Babson Institute worked under unusually high pressure. He was the man that brought a laugh when few of us felt like laughing. Such was our asset during the past two years. A loss to Babson Institute, however, should constitute a gain for the personal finance business. A clear analytical mind and fine sense of humor should provide for that gain.

BILL PARKS came to Babson Institute to develop his knowledge of department store distribution. In this business the variety of merchandising and selling is very great, and an unlimited number of opportunities arise to put to good advantage a mind of originality. Bill had had some experience in department store work before. He knows of the general methods of carrying on business. He did, however, want to learn the ways of inventory and cost control and of purchasing stocks for such an enterprise. He therefore intensified his work along production lines, in order to take the courses which he most desired.

Department stores are renowned in the New England area. There are such companies as Jordan Marsh and Filene's to use as examples. Being a New Englander by birth, Bill has long known these stores and has doubtless some useful means of deriving information from such sources. In addition, family connections with this field of distribution of consumers' goods has offered him many opportunities to broaden his working knowledge for a future career.

Bill has attracted many friends at Babson Institute by ever-prevailing good spirits and a sense of comradeship. He has often taken the initiative in enjoyable enterprises, and he never lacked company in so doing. In extra-curricular activities, he has displayed considerable ability along athletic lines. His aptitude in basketball has been especially outstanding. He should arrive at a high position in whatever field of endeavor he participates.



William C. Parks

3 Payson Road, Belmont, Mass.

OBJECTIVE

Production and Distribution in the Department Store Business

EDUCATION

Wesleyan University; University of New Hampshire; Babson Institute (one year)

SPECIAL TRAINING

Production; Statistics; Industrial Purchasing; Business and Government; Credit Management

EXTRA-CURRICULAR ACTIVITIES

Psi Upsilon Fraternity; Baseball; Basketball; Babson Institute Bowling League; Intramural Sports at Babson Institute



James C. Parry

1602 Hinman Avenue, Evanston, Ill.

OBJECTIVE

Production Management in the Clothing Industry

EDUCATION

Lake Forest Academy; Babson Institute (two years)

SPECIAL TRAINING

Production Management; Industrial Purchasing; Statistics; Business Policy; Business and Government; Labor Management

EXTRA-CURRICULAR ACTIVITIES

Lake Forest Academy Golf Team; Babson Institute Physical Activities Committee; Babson Institute Bowling League

WHEN there was leisure time at Babson Institute during the fall and spring terms, Jim Parry was usually not to be found on the campus. Instead, if we looked across the slopes of the lawn from the library steps to the fairways of the nearby country club, we might see him plodding along behind a golf bag under which staggered a wee small caddy. He never played a golf game in the manner in which so many play it today: by slashing the ball madly and following, in hectic breathless pursuit, its erratic flight. He merely sauntered. And yet he apparently played far above the average quality of golf.

Coming from Lake Forest Academy to Babson Institute, Jim has spent two years of intensive study in the theories of business administration. Jim has a certain amount of practical knowledge of the clothing business, to which he has applied the axioms of production and production management. The history of labor relations in this field is of particular interest and afforded Jim a fertile source of information for future use. There are intricacies in the purchasing of grey goods and neat cloth that were made easy by means of a course in industrial purchasing. An overall picture of the industry was afforded him through work in statistical research.

Jim Parry has an exceptional faculty of providing amusement for others. He is as generous a person as Babson Institute has known in years. Jim makes the most of any circumstance, and those unpleasant conditions that he can not help he reduces to the ridiculous by an ability to satirize with great effect. He has a good mind and is a keen analyst of character.

JOHN PERRY is a man of unusual physical vitality and with the ability to do long hours of work without appreciable fatigue. He has schooled himself well to follow the valuable maxim: "Do it now." Through many years of toughening by active participation in strenuous athletics, he has built up a constitution that should stand well the rigors of hard work in the business world. He is alert and ambitious, is seldom ruffled in any way by adverse conditions. Whenever there was an opportunity to take part in ventures requiring "guts," John could be counted on.

John was a good student and strove hard to absorb as much knowledge of business as his one year at Babson Institute would permit. He wants to be an authority on the management of production and took courses accordingly at the Institute. He emphasized work in statistics and accounting and was deeply interested in cases of business law and labor management. He has already had a certain amount of experience in the field of production. During summer vacations, he had assorted jobs with the Hood Rubber Company.

John wants most of all to be associated with a concern which is not too large. He feels that there would be far better opportunities for identification of oneself with the management and greater chances of promotion to responsibility. In many ways, he would be a greater asset to the production work in some smaller firm. He has definite ability along mechanical lines. He would be able to utilize this ability to the fullest extent. Since he injects a certain amount of good humor into his work, he might have a more beneficial influence on the smaller labor force.



John B. Perry

17 Croton Street, Wellesley Hills, Mass.

OBJECTIVE

Production Management in Industry

EDUCATION

Proctor Academy; Nichols Junior College; Babson Institute (one year)

SPECIAL TRAINING

Production; Accounting; Statistics; Industrial Purchasing; Business and Government; Time and Motion Study

EXTRA-CURRICULAR ACTIVITIES

"N" Club Athletic Association of Nichols (treasurer); Nichols Junior College Dance Committee and Glee Club; New England Junior College Football Championship Team; Baseball; Hockey; Basketball; Nichols Rifle Club and Outing Club; Civilian Pilot Training; Quartermaster Corps; Intramural Sports at Babson Institute; BABSONIAN (editorial)



John E. Person, Jr.

856 Louisa Street, Williamsport, Pa.

OBJECTIVE

Production and Management in the Newspaper Business

EDUCATION

Dickinson College; Rochester Mechanics Institute; John Hopkins University (two summers); Babson Institute (one year)

SPECIAL TRAINING

Production; Accounting; Statistics; Business Policy; Business and Government; Industrial Purchasing; Labor Management

EXTRA-CURRICULAR ACTIVITIES

Beta Theta Pi; Skull and Key at Dickinson; All-College Social Committee; Intramural Sports at Dickinson; Babson Institute Basketball Team; Intramural Sports; Alpha Delta Sigma at Babson Institute

JOHN PERSON is very much interested in the newspaper publishing business. He already has in mind entrance into the Sun-Gazette Company of Williamsport, Pennsylvania. With due consideration for the amount of education he has received pertaining to that business, together with considerable practical experience, we believe that he is more than prepared to make good progress in the industry. Four of his summers were spent in newspaper work; two in advertising and two on the press crew. In addition to this experience, he derived two years of training in printing from the Rochester Mechanics Institute.

A general overall study of the newspaper industry is very hard to make. Too many conditions of obscure nature, possibly including the psychology of the news-reading public, must be considered. There are, however, phases of the industry that necessitate a great deal of training of the kind that John has been acquiring. He is primarily interested in production as it applies to printing, type layout, and copy. He is particularly apt in statistical survey of industry, and he has compiled a great deal of such data about newspaper printing.

John proved to be a good-natured, considerate friend of many and a very hard worker. He could be spotted from a long distance by his bean-ball hair cut. He was a very important part of the school basketball quintet and his own section's intramural teams. Never slacking in his activity in everything in which he participated, he disliked to see anyone else do so and would spur others on heartily. Authority would be born well by such an individual as John Person.

CHUCK PHILLIPS was a member of the one-year senior class at Babson Institute. After attending Roanoke College in Virginia and the Boston University, he came to Babson to learn something of the machinations of the business world. He already had acquired a certain amount of experience in business activities and had worked for Howard Johnson's Restaurant Chain for some time. He had a job with the Appenog Print Works and a job at the Quansett Air Base, doing special work. In the past in college, Chuck took a large part in the athletic activities. He displayed ability at such sports as football, basketball, baseball, and hockey. He continued some of this interest in sports at Babson Institute, where he played on the intramural outdoor sports teams and basketball team.

Chuck learned much about the distribution of rubber goods and market for aviation goods and services while studying at Babson Institute. The trend after the War in both of these industries will doubtless be upward and the future bright. Chuck should be able to put to good purpose the principles of marketing that he has learned at Babson Institute. Should he enter the aviation industry, he will be facing competition of the severest sort from some of the most capable and best trained technical students in business. It is to be hoped that his knowledge of market analysis and salesmanship will place him in an advantageous position.

Distribution experts must recognize the relative value of the various aspects of each problem confronting them. Chuck has learned skill in evaluation of these aspects.



Charles L. Phillips

44 Spencer Avenue, East Greenwich, R. I.

OBJECTIVE

Executive Position in the Distribution of Rubber Products or in the Aviation Industry

EDUCATION

Roanoke College; Boston University; Babson Institute (one year)

SPECIAL TRAINING

Distribution; Market Analysis; Sales Management and Salesmanship; Economics; Business and Government

EXTRA-CURRICULAR ACTIVITIES

Hockey; Football; Baseball; Social Clubs and Organizations



Robert H. Quigley

124 Main Street, Torrington, Conn.

OBJECTIVE

Sales or Advertising Management

EDUCATION

University of Pennsylvania; Pennsylvania Military College; Babson Institute (one year)

SPECIAL TRAINING

Distribution; Accounting; Credit Management; Salesmanship; Advertising; Business and Government; Market Analysis

EXTRA-CURRICULAR ACTIVITIES

Dramatics; Varsity Soccer; Basketball; Tennis; Staffs of Year Book; Senior Ring and Flag Committee at Pennsylvania Military College (chairman); Officer's Club P. M. C.; Babson Institute Basketball Team; Babson Institute Social Activities Committee

BOB QUIGLEY came to Babson Institute from Pennsylvania Military College. In his years at college he was active in many extra-curricular organizations and in many sports. He became a fine tennis and basketball player. He proved his ability in these sports on the courts of Babson Institute by making the school team in basketball and by displaying fine competitive form in tennis. He has experience in a wide range of activities. He has participated in dramatic clubs, he has helped to edit a school year book, and he has been on various social committees.

Bob is interested in both the field of selling and the field of advertising. He may enter either one of these. To train for this work, he has taken equivalent courses in the functions of distribution. He has studied the various media of advertising and the various ways of selling. Sales interviews have served at Babson Institute as practice for the sales interviews of actual business. Bob has also analysed the potential market for industrial and consumer goods of several kinds. He has studied law as it applies to selling and the other functions in business. And he has learned to judge the credit of the buyer.

Bob is seldom in poor spirits. He cheers others with a sharp repartee. He has shown an ability to mix well and is a good talker. At the present time he does not intend to make final plans for a position in industry until he has determined whether he is destined for a prolonged sojourn in the armed forces. This settled, he may either obtain a sales job or a position in advertising.

A NATIVE of Philadelphia, Aaron Raboff completed his secondary education in that city and took post-graduate courses in business there. When he entered Babson Institute, his family background, as well as preparatory training, directed his interests to the study of business conditions in the retail chain drug store business. His purpose has consistently been to obtain all available information and training that might further his progress in his chosen field of specialization.

He has observed the family business, the Sun Ray Drug Company, and has worked in several positions in its branches. His interest in learning the business has made his extensive travel in the United States valuable as offering him chances to observe the distribution and merchandising methods of competitors. The perspective which he has obtained of the business has made him fully conscious of the problems to be faced in such a business.

Considering the general nature of functions in such an industry as his, we find it only natural that he should prefer studies at Babson Institute that had a bearing on the distribution of drugs. Work along marketing and sales lines was accordingly his specialty. But aside from his regular studies, Aaron has entered into and participated in other activities. He knew the countryside well through his frequent horseback rides. He was designated to instruct a group in boxing. He joined in intramural sports and showed a ready ability to make friends. After his graduation from Babson Institute, Aaron hopes for permanent employment with the Sun Ray Drug Company. He should display ability in that field.



Aaron M. Raboff

1620 South 19th Street, Philadelphia, Pa.

OBJECTIVE

Distribution in Chain Drug Stores

EDUCATION

Babson Institute (two years)

SPECIAL TRAINING

Sales Management; Salesmanship; Market Analysis; Credit Management; Business and Government; Advertising

EXTRA-CURRICULAR ACTIVITIES

Intramural Sports; Boxing; Horseback Riding



Thomas H. Shriver

11 Rossman Avenue, Hudson, N. Y.

OBJECTIVE

Production Management in Machine Tools

EDUCATION

University of Notre Dame; Fordham School of Business; Babson Institute (one year)

SPECIAL TRAINING

Industrial Management; Labor Management; Time and Motion Study; Industrial Purchasing; Business Planning; Cost Accounting; Economics; Business Law

EXTRA-CURRICULAR ACTIVITIES

Intramural College Sports; College Glee Club; Altar Society; Babson Institute Bowling League; Intramural Sports at Babson Institute

TOM SHRIVER is deeply interested in the production of machine tools. His family is connected with this industry, so that he has had a chance to gain practical experience in a shop. There he has worked in the engineering and die departments and has accumulated information on the machining of metals that will be of assistance to him in years to come. At the same time, during the winters, Tom was receiving a grounding in fundamentals of business policy at the Fordham School of Business.

When he came to Babson Institute last Fall, Tom chose the field of production in industry in which to pursue his studies. Routing and scheduling, time and motion study, and knowledge of wage payment systems and approaches to a wide variety of labor problems were all subjects of careful investigation. Tom aimed to so correlate these courses as to develop ways and means of bringing together material, labor, and equipment to effect minimum delay and cost in the production of machine tools. Supplementing this correlation, he analysed the influence of the business cycle and of various inherent and outside factors upon the trend of his industry.

In the machine tool industry today, extraordinary conditions due to war production must be discounted in order to determine the individual's true value to his company. Because he has thorough training in business principles applying to the industry, and because he is an enthusiastic worker, Tom Shriver may be placed in that class of men in the machine tool personnel who should not be sloughed out of the industry, when production slackens.

If anyone wants to know anything concerning the food industry of the United States, call on Bob Smith for the information. He probably has it. If he does not, that desired information must be of a very obscure nature. Bob has been observing the food industry almost as long as he has been capable of observing anything in this world; for his father, who holds a responsible position in the cooperative wholesale grocery business, has imparted to Bob much of his enthusiasm for this business. Bob long ago recognized certain faults and inefficiencies in the warehousing and inventory handling of groceries. It is one of his ambitions to be able to remedy many of the existing faults. He has consequently decided that to work at the heart of such troubles, he should be located where large volume grocery handling is carried on.

To help in the future work that he wants to do in stores and inventory control, Bob has emphasized production work at Babson Institute. Cost accounting has given him an insight into the methods of keeping inventory record and budget. Purchasing has impressed upon him the need for proper investigation and knowledge of quality and available quantity of materials for operation.

Bob hopes to become connected with the United Buyer's Corporation of Chicago, Illinois. There he would do survey and report work on various wholesale grocery houses in the neighborhood who are members of that organization. There he would have a chance to make valuable contacts in the industry that would benefit him later. The grocery business is like home to Bob. Training and experience should benefit him well.



Robert E. Smith

1817 West Market Street, Lima, Ohio

OBJECTIVE

Production Management in the Food Industry

EDUCATION

Kenton High School, Kenton, Ohio; Babson Institute (two years)

SPECIAL TRAINING

Production; Purchasing; Cost Accounting; Business and Government; Business Planning

EXTRA-CURRICULAR ACTIVITIES

Babson Institute Religious Activities Committee; Royal Order of the Goat; Alpha Delta Sigma at Babson Institute (corresponding secretary)



Thomas A. Smith

2807 Genesee Street, Utica, N. Y.

OBJECTIVE

Management in a Personal Finance Company

EDUCATION

Syracuse University (night courses); Babson Institute (one year)

SPECIAL TRAINING

Finance; Investment Analysis; Business Policy; Business and Government; Business Planning

EXTRA-CURRICULAR ACTIVITIES

Race Skating (independent); Babson Institute Alumni Bulletin (advertising manager)

WHEN Tom Smith graduated from high school and began to think seriously of what he wanted to do in the future, he gradually focused his interest on the personal finance business. Then he gained valuable experience from a job with the Household Finance Corporation in Utica, New York. He went to a night school and took courses pertaining to his interest in this type of finance company. All such work as this was of great benefit to his progress in the personal finance field and provided a spring board for projection of his studies at Babson Institute.

While at Babson Institute, Tom has quite naturally been taking courses which dealt with finance. Tom is a driver. He works very hard, and in his thoroughness, he will not stop work short of perfection. There is nothing of the lazy in him. He does not shirk investigation of every possibility in the solution of a case, and he expects a similar effort on the part of others. His interest in finance extended beyond his fields of study. He gathered all manner of isolated bits of knowledge pertaining to every conceivable phase of finance.

Tom is endowed with a combination of traits that should be unbeatable in the business world. He has absolute self-confidence, and he has boundless energy and enthusiasm. His prowess as a racing skater impressed us all and was proof in itself of what his vitality and perseverance had accomplished for him. If attributes such as these are any measure of future success for the individual, Tom Smith should be high up on the ladder before his work is through.

His attendance at the Valley Forge Military Academy for four years gave Jack Steele a training in punctuality and orderliness which has been evident in his personality and work at Babson Institute. Because his family is engaged in the baking industry, he has been interested in this line of work for some time. Jack has gone so far in defining his objective as to point out that the position which he eventually hopes to attain is that of plant manager.

During his summer vacations, Jack has worked for the Greensburg Baking Company in positions of various types. To gain a wider knowledge of the business, he worked not only in his primary field of interest, production, but also executed tasks of the office and distribution department. It was with this background and knowledge of the industry that he came to Babson Institute to attain wider knowledge of the baking industry, to become familiar with the modern factory system, and to learn basic business theory and practice.

Because the firm which Steele expects to enter after graduation is of medium size, its management is necessarily faced with divergent rather than specialized problems of administration. For this reason he has been especially interested in the field trips to different types of manufacturing concerns. His spontaneous activity in production work and in the field of the baking industry, in coordination with his characteristic scholastic interest and with his participation in extra-curricular activities, make it certain that he will meet with no difficulty in becoming established in the baking industry.



Jack E. Steele

Greensburg, Pa.

OBJECTIVE

Production Management in the Baking Industry

EDUCATION

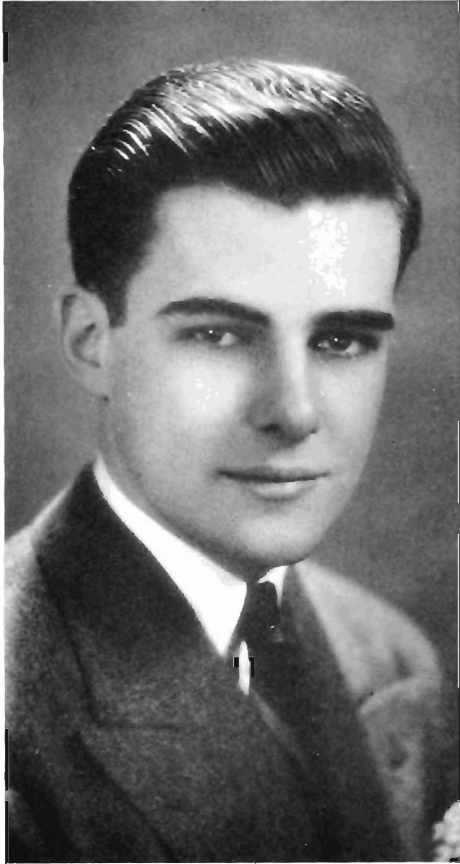
Valley Forge Military Academy; Babson Institute (two years)

SPECIAL TRAINING

Production; Personal Estate Management; Time and Motion Study; Industrial Purchasing; Business and Government; Business Policy

EXTRA-CURRICULAR ACTIVITIES

Officers Club at Valley Forge Military Academy; Harriers' Club at Valley Forge; History Club at Valley Forge; Troop Rifle Team at Valley Forge; Intramural Sports at Valley Forge; Alpha Delta Sigma at Babson Institute (charter member); Intramural Sports at Babson Institute



Raymond S. Tomassene

Hazlett Court, Wheeling, W. Va.

OBJECTIVE

Production and Labor Management in the Steel Industry

EDUCATION

Romford School, Washington, Conn.; Babson Institute (two years)

SPECIAL TRAINING

Production; Labor Management; Industrial Purchasing; Business and Government; Business Planning

EXTRA-CURRICULAR ACTIVITIES

Assistant Manager of the Romford Baseball Team (1937); Assistant Manager of the Romford Football Team; Manager of the Romford Football Team (1938, 1939); Advertising Manager of the Romford Year Book; Royal Order of the Gout at Babson Institute

DURING the past two years in which Ray Tomassene has been at Babson Institute, he has been preparing himself for a career in the steel industry. Although he has not as yet had actual experience as a worker in this industry, he has had some experience in other forms of business work: as messenger for a bank, and as a clerk in a department store. Here at Babson Institute, Ray's particular training for the steel industry has been derived especially from such courses as statistical industry analysis and business planning and from the study of production problems and the theory of production management.

Ray is particularly interested in production in steel from the point of view of labor relations and labor management. This is a well-chosen and timely interest, since labor is daily playing a greater and greater roll in the destiny of all industries. It is well for all men entering business to realize the potential importance and the growing power of the second economic factor in production. For work such as this, Ray seems well-suited.

Ray was never loathe to assume responsible tasks about the Institute. Each morning, we used to hear him trotting down the dormitory corridors, dropping at each door a "Tribune" or a "Times." Ray made a point of knowing and making friends with everyone. He always kept himself abreast of the times, both in national and local affairs, and was a store of information on all sorts of matters.

DAVID TURNER'S education prior to entrance into Babson Institute was as far removed from preparation for business and industry as any education might be. His particular specialty of study throughout secondary school, on into Yale University, was pictorial art. At Yale he majored in that field. In addition, interest in languages and literature and in creative writing received considerable cultivation during his liberal arts training.

After one year of general introduction to business theory, Dave chose to specialize in the field of finance during his senior year at Babson Institute. He plans to work in an office which handles personal finance matters. Entailed in this work will be the supervision of real estate investments, security investments in portfolio, and the management of trusts. No measure of caution is too great in the handling of the money of others, and such caution as this has been emphasized to Dave in his study of investment analysis and corporation finance.

As an alternative to work in the aforementioned office, Dave has also made considerable preparation for work in the financing of the steel industry. He has studied representative firms in the industry from the point of view of capitalization, investment and earnings record, and their past relations with federal legislature. Preparation for both management of personal finance and financial work in steel may be of great assistance to Dave after the war. So seems the trend in national economy today that the business management of other people's income may soon become an extinct type of service.



David B. Turner

209 Second Avenue, Warren, Pa.

OBJECTIVE

Personal Finance Management; Finance in the Steel Industry

EDUCATION

Phillips Exeter Academy; Yale University; Babson Institute (two years)

SPECIAL TRAINING

Finance; Personal Estate Management; Investment Analysis; Credit Management; Business and Government

EXTRA-CURRICULAR ACTIVITIES

The "Exonian"; The Exeter Literary Magazine; Glee Club and Choir at Exeter; Exeter Track Team; P. E. A. Soccer Team; Yale Freshman Glee Club; Yale Freshman Track and Soccer; Alpha Nu at Exeter; Alpha Sigma Phi at Yale; Alpha Delta Sigma at Babson Institute; "Babsonian" (editor-in-chief); Intramural Sports at Babson Institute



Henry S. Vail, II

190 Lakewood Place, Highland Park, Ill.

OBJECTIVE

Financial Management in Life Insurance

EDUCATION

Deerfield Academy; Babson Institute (two years)

SPECIAL TRAINING

Finance; Personal Estate Management; Investment Analysis; Business Policy; Business and Government; Corporation Financial Problems

EXTRA-CURRICULAR ACTIVITIES

Deerfield Academy Hockey Team (two years); Academy Football Squad; Deerfield Academy Glee Club; Babson Institute Sailing Club; Alpha Delta Sigma (treasurer and charter member); Bowling Team (captain); Intramural Sports

SINCE his family, for three generations, has been connected with the life insurance business, Hank Vail knows more than a mere smattering of knowledge of the field for which he has been preparing during his two years at Babson Institute. H. S. Vail and Sons is one of the oldest insurance firms in Chicago and constitutes an excellent source of information for Hank in his training for the insurance field. H. S. Vail and Sons is not the only source of experience in insurance for Hank. He has planned to work in the offices of the Northwestern Mutual Life Insurance Agency. Recently, however, this agency and H. S. Vail and Sons have become affiliated. Numerous contracts in both of these agencies should be derived from their interrelation.

Of all the courses that Hank has taken at Babson Institute, the ones in which he has excelled are investment analysis and estate management. These two courses have provided him with supplementary study on life insurance and its value to people of various social conditions.

Hank's extra-curricular activities at Babson Institute indicate that he is possessed with initiative and the quality of readiness to assume responsibility. Both are rare and valuable qualities to possess and will stand a man in good stead in a world which brooks less and less individualism. Hank was a very efficient charter member and treasurer of the Coleman Chapter of Alpha Delta Sigma. He was instrumental in the promotion of the Sailing Club, an organization which might be due in the future to suspend activity for lack of such individual push as was Hank's.

THIS year, Bob Van Gaasbeck was our only true proctor, and yet his capacity to make friends and secure the confidence of others soon dispelled the reserve with which students so often meet someone acting in Bob's position. Bob graduated from Middlebury College, where he had made his reputation as a student and an athlete. Here at Babson Institute, he did much to promote athletics and participated on the Physical and Social Activities Committees. Bob's advanced education and experience gave him a maturity that was of great benefit to us all.

Bob is primarily interested in the production of airplane and automobile parts, but he feels that the ascendancy that the army has over the plans of individuals is too great to determine definitely his future occupation immediately. Provided his interest does not shift into other fields, however, before he is free from the possibility of military duty, he will seek a position with a small firm in either the automobile or the airplane parts industry. Bob specialized in production at Babson Institute, as it applied to these two industries.

Whether he enters the industry of his choice or enters the armed forces, we all know from our acquaintance with him, that Bob will acquit himself well. We only hope that he obtains the position that he seeks. Disbarring this, we wish him all the luck in the world. We have appreciated his presence in the little glass cubicle this year, his guidance for the activities of the Bowling League, and his suggestions in various extra-curricular activities.



Robert H. Van Gaasbeck

Chemung, N. Y.

OBJECTIVE

Production Management in Airplane and Automobile Parts

EDUCATION

Middlebury College, Middlebury, Vt.; Babson Institute (one year)

SPECIAL TRAINING

Production; Business Planning; Accounting; Industrial Purchasing

EXTRA-CURRICULAR ACTIVITIES

Chi Psi at Middlebury; Blue Key Honorary Society; Middlebury Freshman and Varsity Football Teams; Middlebury Baseball Team; Middlebury Winter Carnival Committee; "M" Club; Intramural Sports; Babson Institute Physical Activities Committee; Babson Institute Social Activities Committee; Babson Institute Basketball Team; "Beacon"; Intramural Sports at Babson Institute



Edward W. Warsaw

39 East Bennett Street, Kingston, Pa.

OBJECTIVE

Production Management or Statistics in the Aircraft Industry

EDUCATION

Massachusetts Institute of Technology; Babson Institute (one year)

SPECIAL TRAINING

Production; Business Planning; Time and Motion Study; Statistics; Business Policy; Business and Government; Industrial Purchasing

EXTRACURRICULAR ACTIVITIES

Debating Society, Camera Club, Tennis Team, Squash Team at Massachusetts Institute of Technology

It is ED WARSAW'S desire to get into the air transport industry. He would prefer to work in that industry in the capacity of a statistician, but barring this type of work, he would like to enter the field of production of aircraft. Ed is especially equipped to become a statistician. Prior to this year's courses at Babson Institute, he took two courses in that subject at the Massachusetts Institute of Technology.

Ed believes, and he is doubtless correct, that both the airlines and the aircraft industry offer fine opportunities for expansion, and will continue to do so after the war. He believes that air transportation, for many purposes, may well supersede the "sleeper" train, and that private planes may, in the not-too-distant future, take their place beside the automobile. In as much as expansion in industry is heralded by the thorough investigation of the market field by statistical examination, Ed's qualifications as a statistician should cause him to be invaluable to the growth of aircraft companies.

At Babson Institute, Ed displayed excellent workmanship in whatever he accomplished and a high degree of conscientiousness. He rarely returned his solution to a case or a problem until he had considered it in a most logical and mature manner. He did not speak an opinion unless he felt he could substantiate it with facts, and this practice frequently held great weight in discussions of production. With his training in statistical methods and ample knowledge of the field of production, a future in aircraft seems bright for Ed.

CONSIDERABLE past experience marks a background for Bob Weingard's business training at Babson Institute. During the summers of 1937 through 1938, he has had a number of different jobs. Chiefly interested in petroleum refining and the distribution thereof, he has worked with various oil plants. Much of his past work has been with the Penn-Champ Laboratories. He has also spent a summer working for the American Rolling Mills Company. Contact with refineries of petroleum products in Butler and Titusville, Pennsylvania, have provided him with reasonable knowledge of their organization and functions.

Bob was another of those poor beguiled fellows who actually let themselves be dragged flounderingly to the edge of the marital spring board. Ultimately Bob will doubtless make his position high in the petroleum industry. He is taking all sorts of studies to equip himself to do so. Such studies, combined with a "selling personality" and a logical mind will do much for him. And yet, we have watched him draw very close to the edge. We have beheld in him the pure case of divided interest. Not that this is an exceptional mistake. Some even benefit by it. Only let him beware! *Caveat profundum!*

Bob became engaged during the last Christmas holidays. After his marriage, he plans to work as salesman for the National Can Company. He will be employed at the company's new plant in Pittsburgh, Pennsylvania, following a six months training period. With wide training in distribution, backed by several summers of work experience in his field, he should be adequately prepared.



Robert F. Weingard

715 North McKean Street, Butler, Pa.

OBJECTIVE

Distribution of Petroleum Products

EDUCATION

Butler High School; Culver Military Academy; Babson Institute (two years)

SPECIAL TRAINING

Distribution; Sales Management; Market Analysis; Business and Government; Economics

EXTRA-CURRICULAR ACTIVITIES

III-Y at Butler High School; Culver Troop Rifle Team (captain); Member of Black Horse Troop at Culver Military Academy; Babson Institute Religious Activities Committee; Intramural Bowling; Alpha Delta Sigma at Babson Institute



John H. Wheeler

160 Buckingham Street, Springfield, Mass.

OBJECTIVE

Certified Public Accountant; Financial Management

EDUCATION

Loomis School; Babson Institute (two years)

SPECIAL TRAINING

Finance; Accounting; Budgetary Control; Federal Taxation; Credit Management; Investment Analysis; Business and Government

EXTRA-CURRICULAR ACTIVITIES

Loomis School Soccer Team; Intramural Hockey; Loomis School Golf Team; Work in Loomis School Book Store and Athletic Store; Babson Institute Bowling League; Intramural Sports at Babson Institute

"JACKSON" WHEELER was seldom seen idle either mentally or physically. It is not that he moved in a quixotic or irregular way when going about the preparation of his work. On the contrary, he seldom left a job until it was done. But once that job was done, he instantly was in search of something new to do. Speed in accomplishing work never seemed to make him nervous. Instead, he was the one of us all, who, under stress of an intensified schedule, was calmest and most optimistic.

He has a lightning mind for mathematical calculations, and hopes to enter an accounting firm. For initial work in such a firm he hopes to be in a position to study the proceedings of daily routine and to check work as it is done by the regular accountants. After this primary training, he hopes to obtain practical experience by working on the books of various companies. If there is any further study preparatory to becoming a regular accountant, "Jackson" will then take it. He will then apply for the degree of C. P. A.

Come good fortune or bad, "Jackson" was always the best of sports. In good humor, especially, he always was a jubilant fellow. We could always tell just how happy he was feeling by his stride. Sometimes he bounced, and at others he assumed a graver roll in his stride. He always accomplished his work rapidly and efficiently and took pride in his ability to compute endless calculations in his head. He was quick to recognize the essential parts of all cases that he analyzed. We hope that his record in the position of accountant will be as fine as was his record at Babson Institute.

If a man happens to be interested in a career offering goods or services that are highly necessary to the welfare of society, he is most fortunate. The life of an industry offering this kind of goods or services is reasonably assured of long-time existence and broader potential markets than is the life of an industry offering non-essential products. Every man has a sweet tooth. And so all of us must have a certain amount of candy.

Charley Willard intends to furnish the candy that is so constantly needed. He has entered the field of production at Babson Institute, in order to obtain the principles that guide the production of not only candy, but also of every other conceivable product of the consumer and industrial markets. He has reviewed examples of confectionary concerns, such as the New England Confectionary Company of Cambridge, Massachusetts, with special attention to their plant layouts, their policies toward labor, and their cost methods. He has determined vital outside factors influencing the manufacture of candies. He has studied the past history of the industry and its prospects for the future. In short, he has a well-rounded over-all knowledge of the confectionary business, with more specific training in the production of confectionary products.

The confectionary industry alone has not held Charley's interest. He is interested in all phases of the food business. He has seen the functioning of grocery chains and supermarkets. He has watched with attentiveness the development of such innovations as frozen food products. His attentiveness will serve him well when he obtains a position in his chosen field.



Charles W. Willard

Worcester Street, Natick, Mass.

OBJECTIVE

Production Management in the Confectionary Industry

EDUCATION

Berkeley Preparatory School; Babson Institute (two years)

SPECIAL TRAINING

Production; Industrial Purchasing; Business and Government; Business Planning; Cost Accounting; Time and Motion Study



John W. Williamson

66 Winter Street, Norwood, Mass.

OBJECTIVE

Production and Sales in the Printing Industry

EDUCATION

Dartmouth College; Babson Institute (one year)

SPECIAL TRAINING

Production; Accounting; Business Planning; Business and Government; Business Policy

EXTRA-CURRICULAR ACTIVITIES

Kappa Kappa Kappa at Dartmouth College; Intramural Sports at Babson Institute

JOHN WILLIAMSON was another of the men at Babson Institute who were married during the school year. For a period before a man's marriage and for a period after, he categorically is supposed to undergo all sorts of nervous upheavals. The gamut depends upon the man. It may vary from a mild case of the shakes to something closely akin to rigor mortis. In John's case, it consisted of a generally mild and subdued air, occasioned periodically by a nervous yawn and a glassy stare. Now, however, he is married and seems extremely happy in his new state.

Through family connections, John has learned a great deal about the printing industry. He has a good working knowledge of the technical operations of a typical printing firm, and for himself he would prefer job printing and offset lithography to anything else in the business world. In order to equip himself better for the understanding and management of printing shops, he studied typical shop layouts, organization, and policy in the field of production at Babson Institute. Although he recognizes the need for efficient sales work in printing, John felt that the production work and experience was more important for him. In addition to direct production work, he studied the influence of seasonal and secular factors upon his industry and its behaviour in relation to the behaviour of related industries.

John had many friends at Babson Institute. Red hair seems to be the universal signal of friendliness and a positive attitude and character. It seems also very frequently to imply self dependence that demands respect and ordinarily receives it. Such attributes as these should carry John far in business.

CONSIDERING his primary plans for a future position in business, Grant Willson has been fortunate enough to have received ample exposure to the environment in which he will eventually work. His home is in Colorado. He received his higher education at the University of Colorado, where he was active in many organizations. No one is more fortunate than the man who has some opportunity to work in the locality he knows and likes best of all.

Grant plans to return to Colorado to enter business. He is well acquainted with the Farr Enterprises, an institution run throughout the Rocky Mountain region for the wholesale distribution of grains, beans, and potatoes, livestock feeds, and chemical insecticides. With frequent contact and considerable study, Grant has followed the development of this organization. He hopes to participate in the production processing functions of the company.

Accordingly, when he came to Babson Institute, he chose to specialize his studies in the field of production. Courses in production methods and management, cost accounting, purchasing, statistics, time and motion study, and labor problems have provided him with considerable initial training wherewith to acquit himself well in his industry. Grant will, however, postpone such plans for the present. He will take a course, this summer, in the United States Naval Reserve. After a three months training period, he expects to be commissioned as ensign with the United States Naval Reserve, and to go on active duty with the fleet. We wish him the best of luck.



Grant H. Willson

1727 Seventh Avenue, Greeley, Colo.

OBJECTIVE

Production Management in the Chemical Production Field; Executive Affiliation with Farr Enterprises

EDUCATION

University of Colorado; Babson Institute (one year)

SPECIAL TRAINING

Production; Production Management; Purchasing; Time and Motion Study; Business and Government; Business Planning; Labor Problems

EXTRA-CURRICULAR ACTIVITIES

Delta Tau Delta at University of Colorado (executive committee for three years); Intramural Football, Boxing, Tennis, Golf, Water Polo, Track at University of Colorado; University Baseball at University of Colorado; Editorial Staffs of College Newspaper of Colorado (chairman); "C" Club (treasurer); Babson Institute Student Executive Committee; Babson Institute Physical Activities Committee; Chief Student Warden of Babson Institute A. R. P.; Royal Order of the Gont; "Babsonian" (assistant editor); Intramural Football and Baseball; Babson Institute Bowling League



Because they found it expedient to enter, or because they were called by the Selective Service System, these men have left us, at various times during the year, to join the armed forces of the United States. We, the remainder of the classes of 1942 and 1943, wish them the best of luck for the future and remember them as our close friends in good times and bad.

CARLETON BAUMGARDNER, 1943

SAMUEL BOWMAN, 1943

ALEXANDER DANCY, 1942

RUFORD FRANKLIN, III, 1942

JOHN HUNTER, 1943

EDWARD KEATING, 1943

RICHARD MALING, 1942

WILLIAM POLLAN, 1943

EDGAR SAWYER, 1942

FRANKLIN THOMPSON, 1942

ROBERT WARD, 1942

MALCOLM JENKINS, 1943

Classes of 1942 and 1943

in Service



Juniors



ARNOLD J. ALDERMAN
623 Ellsworth Avenue
New Haven, Conn.



ALBERT C. ALLEN, JR.
57 Osborne Road
Rye, N. Y.



VAUGHAN K. ANDREW
6226 John Avenue
Superior, Wis.



ROBERT M. BERNSTEIN
27 Forest Park Avenue
Larchmont, N. Y.

JOHN H. CARR
21 Rockmere Gardens
Lynn, Mass.



CARLETON S. CARVER
1365 St. Albans Road
San Marino, Calif.



HALE R. BIXBY, JR.
Okoboji, Iowa



EDWARD F. BRIDGMAN
5 Lathrop Avenue
Westfield, Mass.



DEAN G. CHRISTOPULOS
Main Street
Buzzards Bay, Mass.



DAVID G. CROSBY
125 Maple Avenue
Lyndonville, N. Y.



DONALD D. DAVIS, JR.
Wayzata, Minn.



FREDERICK S. DUNCAN
134 South Howell Street
Hillsdale, Mich.

HALBERT FRANK
2130 Ridgewood Road
Akron, O.



RICHARD N. GAVIGAN
12 Middlemay Circle
Forest Hills, Long Island



WALLACE B. EDGERTON
5693 North Meridian Street
Indianapolis, Ind.



FRED FAULKNER, JR.
351 West 46th Street
Miami Beach, Fla.



FRANCIS J. GREELEY
60 Prince Street
Jamaica Plain, Mass.



MALCOLM S. GREENEBAUM
521 Stafford Place
Chicago, Ill.



ROSS HARRIS
3728 Sulphur Springs Road
Toledo, O.



ROBERT B. HIGGINS
404 Main Street
Waltham, Mass.

RAYMOND T. JONES, III
701 Potomac Avenue
Buffalo, N. Y.



FREDERICK D. LITTLE
139 Union Street
Montclair, N. J.



WALTER L. HUNN
238 Main Street
Chillicothe, O.



MALCOLM B. JOHNSON
17901 Shaker Boulevard
Cleveland, O.



RUSSELL McCANDLESS
15 Westway
Bronxville, N. Y.



FRANK E. McGEHEE
1921 West Sixteenth Street
Little Rock, Ark.



CHARLES T. MEHSNER
Henry, Ill.



WILLIAM B. ROBBINS
Llewellyn Park
West Orange, N. J.

HENRY C. TINNEY
3902 Carrollton Avenue
Indianapolis, Ind.



GEORGE F. TRACY
1705 Montclair Avenue
Flint, Mich.



THOMAS B. SIMPSON, JR.
4 Oak Lane
Scarsdale, N. Y.



LUCIAN S. STRONG, JR.
Wayzata, Minn.



STEPHEN S. WALDRON
28 Vincent Street
Binghamton, N. Y.



FRANK WIDMER, JR.
Main Street
Naples, N. Y.



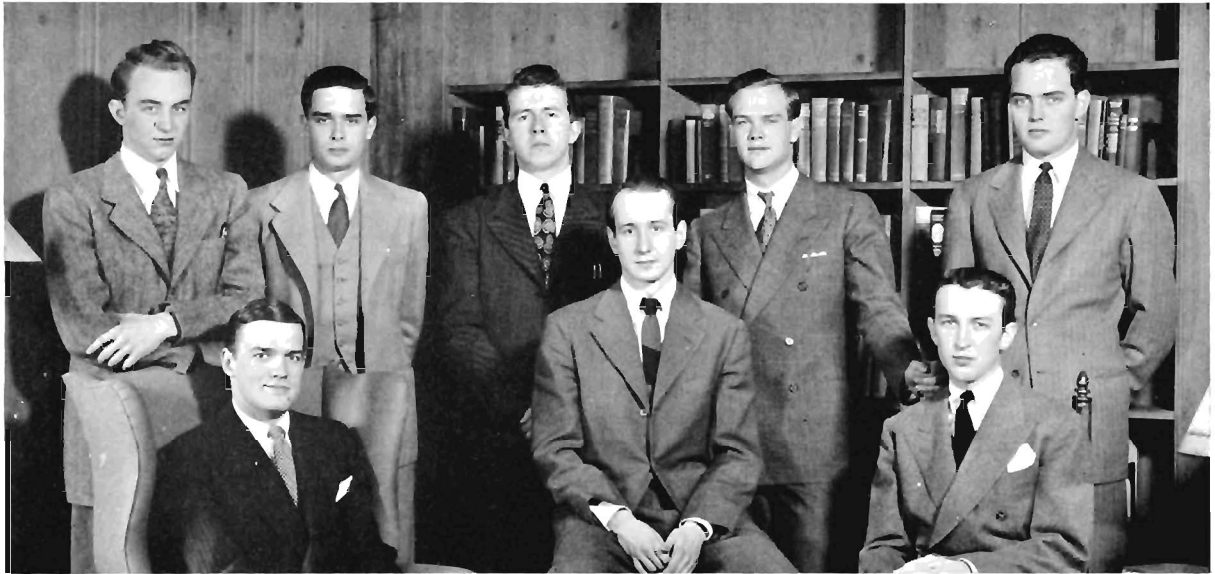
WILLIAM A. WILLIAMS
205 Townsend Avenue
Pelham Manor, N. Y.

After one year of training in the fundamentals of business, we, the members of the class of 1943, have several observations to make. When we entered our junior year at Babson Institute, we had diverse, and indistinct notions of the general division of business administration in which we were individually most interested. Now, after preliminary business training, we can see the development of that interest in ourselves. The previous generalities upon which our conceptions of the business world were based, have been changed into realizations of how our American industrial system operates. As we learned more about production, marketing, and financial principles, we were able to visualize the application of these principles to each of our industrial fields. As a group we have found that functional specialization has been important in making the work interesting and significant to each individual. Although the effects of the war have caused some of our number to leave the school, we are looking forward to our continuance into the second year of the two-year program, during which time each of us will have the opportunity of further specializing in distribution, finance, or production as a field of major study.

THE CLASS OF 1943



Activities



Left to right, front row: Ackerman (chairman), Glenn, Beggs; second row: McGehee, Bixby, Klys, Willson, Gavigan.

The Student Executive Committee for 1942, in the interests of broader representation of all the student classes and groups, was enlarged from a five to a nine man committee. These men represent the student body administratively and have large responsibility and numerous duties in the determination of extra-curricular policy. The Committee is a standing mediation council between the students and the administration. It has long since been recognized that administrative policy is only too easily misunderstood. Sometimes it is deliberately misunderstood. Such misunderstanding may be avoided when satisfactory interpretation of policy is made. To this end the Student Executive Committee devotes much of its time. This year the Committee was instrumental in supporting before the administration proposals in behalf of the student body for the installation of such fixtures as the Coca Cola machine, the candy machine, and the cigarette machine. Among the more important duties of the Committee each year has been allocation of the Student Activities Fund. A proportion of the Institute student revenue, dependent upon annual enrollment, is allocated to the student activities. Budgets of activities are presented to the Committee. The Committee, in conjunction with the administration draws up a budget of disbursements for the approval of the student body. After approval, it is the duty of the Student Executive Committee to oversee appropriations from the Fund. Those students in this year's Committee were: George S. Ackerman, Chairman; Frank E. McGehee, Secretary; Richard N. Gavigan, Treasurer; George Beggs, III; Hale R. Bixby; Richard T. Glenn; Edward F. Klys; Edgar P. Sawyer; Grant H. Willson.

Student Executive Committee



EDITORIAL BOARD

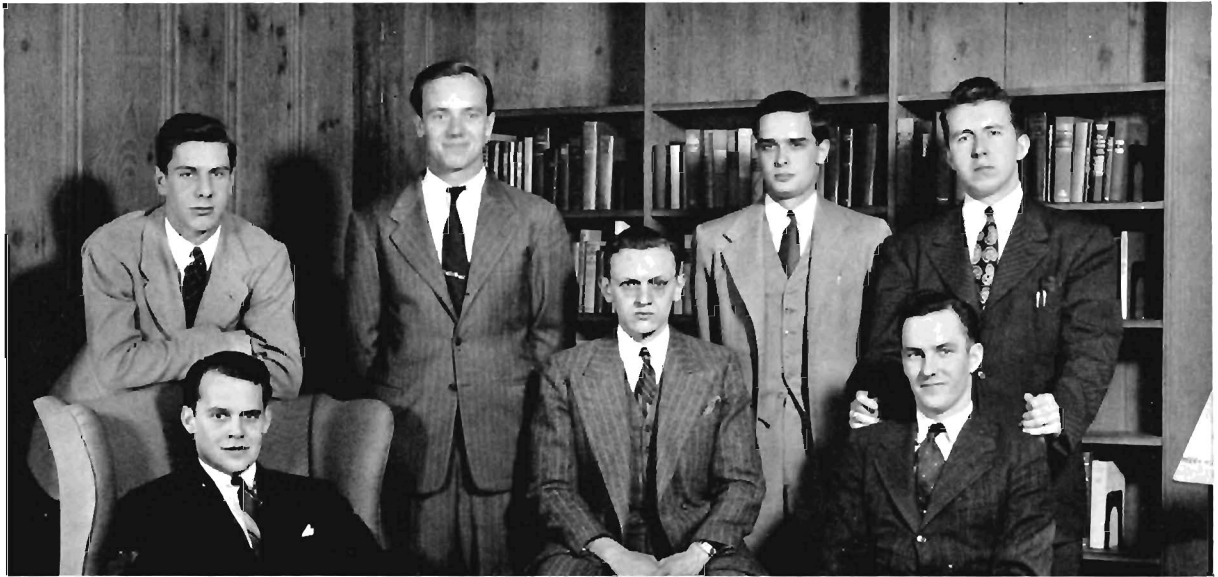
*From left to right: Waldron, Carr, Person, Edgerton, Willson, Turner (editor-in-chief),
Allen, Carey, Minikin, Jacobs, Perry.*



BUSINESS BOARD

*Left to right: Harris, Bernstein, Merrill, Frank, Little, McGehee, Fankner, Levine (business
manager), Christopoulos, Mitchell, Levkoff, Greeley, Laus, Bixby, Crosby.*

The Babsonian



From left to right, first row: Ellis (chairman), Hunn, Quigley; Second row: Tinney, Strong, Bixbee, Klys.

Because of the contracted curricular schedule for the school year of 1941-1942, little opportunity was offered for extensive social activities. The Social Activities Committee was forced to curtail its dance schedule considerably. There was little chance to honor the time-seasoned institution of informal evening dances in the north dining hall of Park Manor. There was but one smoker.

As abbreviated as the program of social activities for the year may have been, in itself this program was a complete success. There were two formal dances, both held on the Parker House Roof, with Roly Rogers providing the music on both occasions. Seldom have the Institute dances had better attendance than did these, and few have provided a better evening for all. Those men of the Social Activities Committee, to whom we are all grateful for their efforts in our behalf, are: T. Ellis (chairman); R. Quigley; E. Klys; L. Strong; H. Bixby; W. Hunn; and H. Tinney.

Social Activities Committee



*From left to right, first row: Williams, Parry, Gunter (chairman), Van Gaasbeck, Davis;
second row: Gavigan, Simpson, Frevn, Vail, Wilson, Carey.*

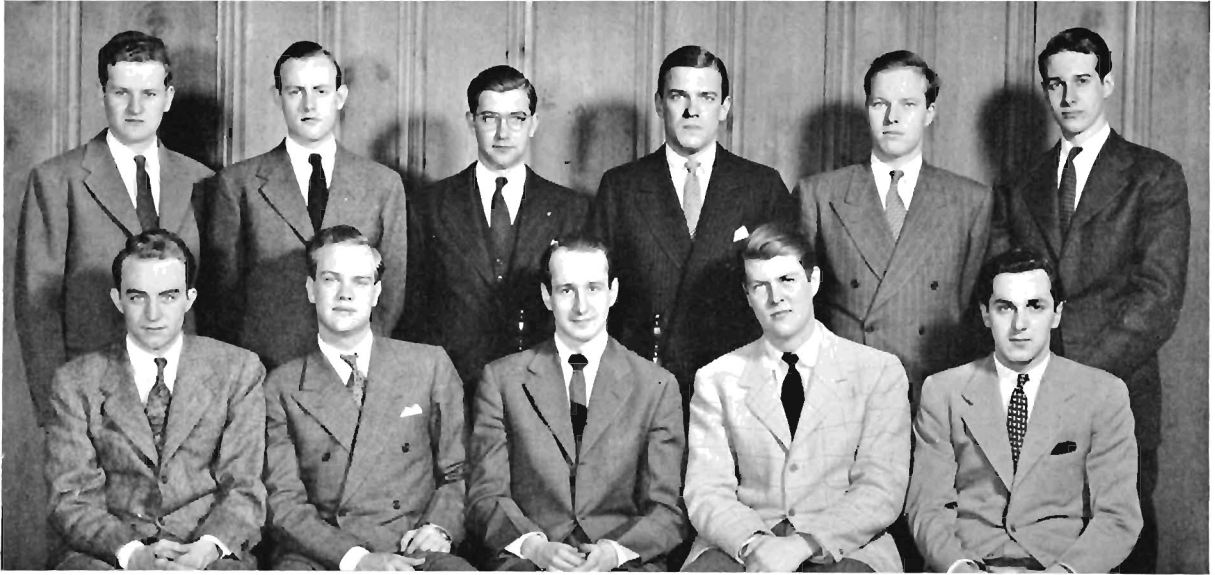
This year, in accordance with the policy of most educational institutes in the national war effort, the physical activities committee at Babson sponsored a voluntary physical development program. Various choices of sports and physical exercise were offered among them: hiking, riding, running, boxing, and swimming.

In addition to this voluntary physical development program, the regular athletic schedules were observed. Intramural teams in football, basketball, and baseball had successful seasons. In reward for its work, a team representing the school in basketball was presented by the Committee with trophies.

For special entertainment, the Physical Activities Committee provided smokers for the enjoyment of the student body. Particular sports were discussed and moving pictures shown in conjunction with the talks. For further special activities, the Committee planned a steak fry and a "Babson Day at the ball park."

It has been a very busy and very successful year for the Physical Activities Committee. Close cooperation with administration and student body gave this committee a clear and important role in an organization necessarily streamlined for greater effort.

The Physical Activities Committee



*Left to right, front row: McGehee, Willson, Glenn (chairman), Weingard, Christopulos;
second row: Merrill, Banbury, R. Harris, Ackerman, Gunter, Edgerton.*

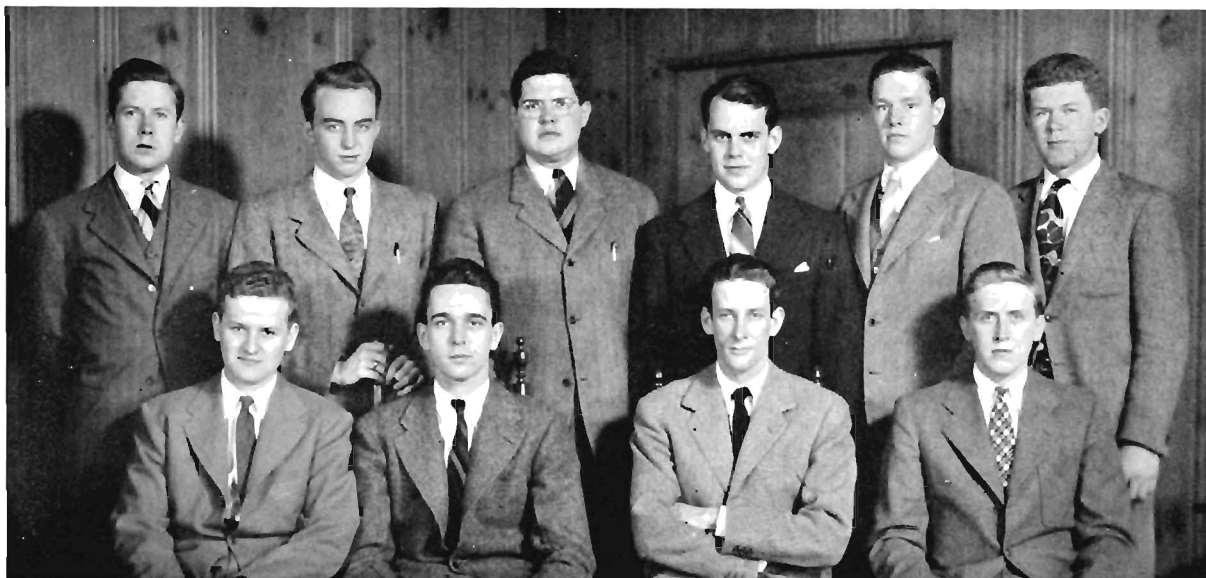
There are a number of ways in which this committee guides the religious program of activities during the year. The determination of such a program is in the hands of the committee, under the surveillance of Mr. Butler. The twofold object of the program is to provide the students with opportunities to gather for the discussion of religious questions and to offer them opportunities for worship, each in the church of his own particular choice of membership.

During this past year, the religious program was full and the interest high. Informal gatherings were held frequently. There were nonsectarian services in the little paneled chapel in Park Manor, conducted by Mr. Butler. On occasional Sundays, visitations were made to other churches. This year the Wellesley College Chapel, the Christian Science Church, and the Old North Church were visited.

Today the importance of this committee at Babson Institute can not be underestimated. Such classes as the one of 1942 are entering a society of greatly bewildered people. The upheavals and national uprooting of doctrines can but lead to violent reactions from every man in search of whatever faith he needs, and every man will grasp more readily for the faith he needs. It has been the policy of the Religious Activities Committee to offer at least an exposition to each of us of what we may each hold as good and best for our own particular circumstances.

Those that participated in the work of this committee were: R. T. Glenn (chairman); Ackerman; Banbury; Christopulos; Edgerton; R. Harris; McGehee; Merrill; R. E. Smith; Weingard; Willson.

Religious Activities Committee



From left to right, first row: Merrill, Davis, Dunigan (commadore), Willard; second row: MacKinnon, McGehee, Holmes, Ellis, Frank, Carver.

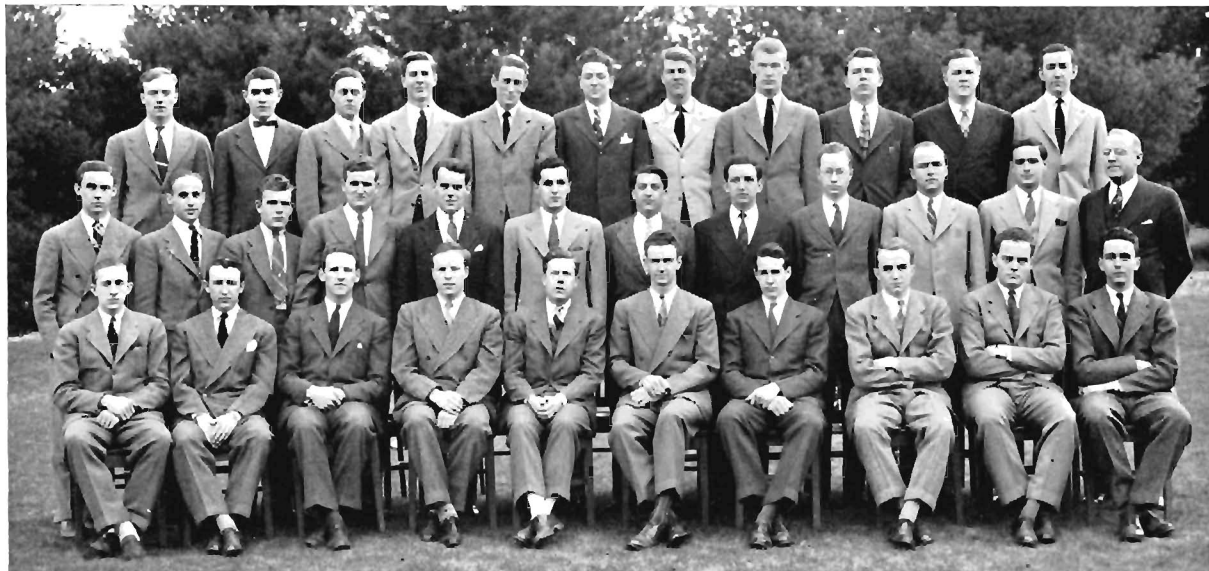
The Babson Sailing Association was organized in the Spring of 1911 to give students at Babson Institute the chance to participate in regattas fostered by the Inter-collegiate Yacht Racing Association. Later in the year, the newly formed association joined the Greater Boston Inter-collegiate Dinghy Association, a group consisting of member college clubs in and around the Boston area.

Due to the fact that Babson Institute is a landlocked school and because no equipment was readily available, the early activities of the club were somewhat limited. Babson Institute's boat club might have been considered the "boatless boat club," had it not been that dinghies of the Boston Community Sailing Club and the fleet of the Massachusetts Institute of Technology Boat Club were accessible to the members of our Association.

The Association competed in several races. Both in the Spring and in the Fall of 1911, crews participated in the New England Elimination Series, held at Brown University. Although they fared none too well in the first Series race, the members attributed this partly to the fact that they were still not well acquainted with one another as boat crew sailors and were not familiar with the waters. In the second Series race, the Association acquitted itself well and firmly established itself as worth watching in the future.

There was only a limited amount of time for sailing in shortened spring term of 1912. Every Wednesday afternoon, however, the Association participated in the twilight races on the Charles River. The Association, in the course of its two years of life, has been a source of great enjoyment to its members. Although the chances of perpetuating the Association are slim since interest in yachting is not widespread, the idea will remain for those who in the future may desire to revive yachting activities.

The Babson Institute Sailing Association



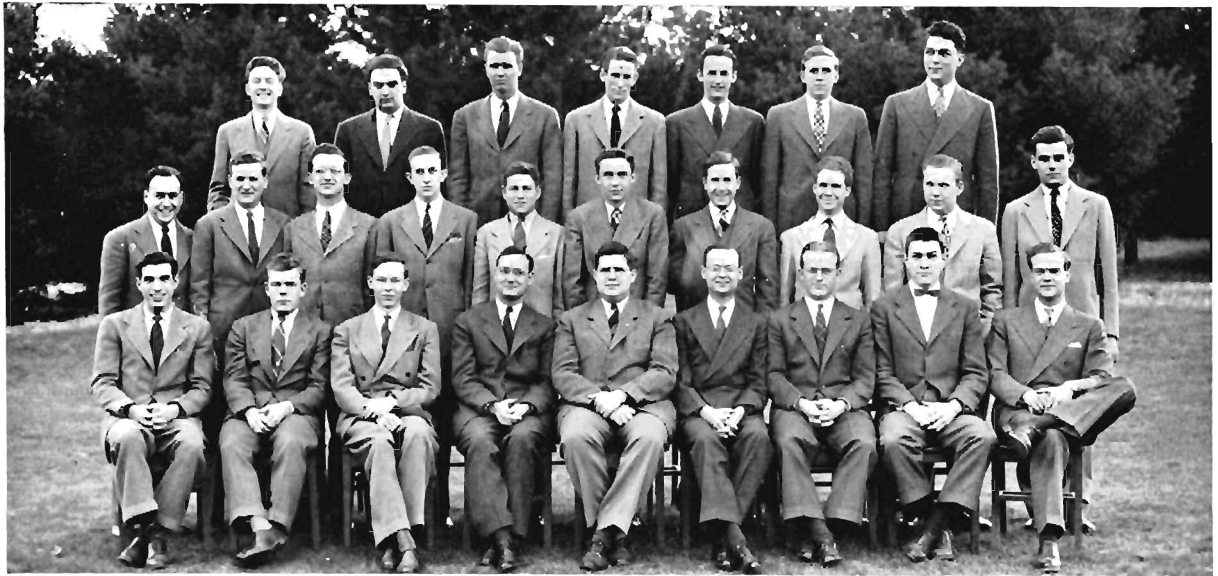
Left to right, first row: Steele, Beggs, Vail, Gunter, MacKinnon (*president 1942*), Allen (*president elect 1943*), Edgerton, McGehee, Gavigan, Davis; *second row:* R. Smith, Jacobs, Shriver, Merrill, Ellis, Christopolos, Narens, Levine, Turner, Mehsner, Bixby, Mr. Canfield; *third row:* Strong, Person, Frank, Tinney, Dunigan, Levkoff, Weingard, Carey, Klys, Crowley, Fortas.

The Fall of 1941 and the Spring of 1942 were outstanding seasons for the members of the George W. Coleman Chapter of Alpha Delta Sigma. This chapter of the nationally known honorary advertising fraternity was chartered late in the Spring of 1941. The close of the school year in May completes the first year of the chapter's existence. When the scholastic term began in the Fall of 1942, the charter members immediately began work on the foundations of organizations not completed in the previous year. The charter members who returned this year were: MacKinnon, Gunter, Vail, Beggs, R. E. Smith, Levkoff, Turner, Jacobs, Dunigan, Steele, and B. R. Canfield (faculty advisor).

One of the purposes of Alpha Delta Sigma is to further the activities and ideals of advertising through the projects and programs of its various college chapters. The George W. Coleman Chapter had first on its program this year Mr. Harold E. Pim, New England Manager for International Business Machines, and president of the Sales Managers Club of Boston, a speaker who brought to the students some ideas and examples of large-scale advertising applications. Other prominent speakers invited to the Babson Institute campus by Alpha Delta Sigma were: Mr. George Marsh, an industrial designer outstanding in the field of plastics; and Mr. Louis E. Townsend, National President of Alpha Delta Sigma and Director of Advertising for the Bank of America in San Francisco.

Each year a competition is held by Alpha Delta Sigma fraternity to develop some worthy form of advertising program. In consistency with the war effort, the National Officers of the fraternity have opened competition for the development of a program for the national advertising and sales of war bonds and stamps. A committee from the George W. Coleman Chapter has been assigned to this competition, and, although results can not be tabulated, all members of the fraternity feel that our plan as contributed to the competition headquarters will hold its own with any advertising strategy of this kind.

Alpha Delta Sigma



Left to right, first row: Freyn, Shriver, Warsaw, Chadwick, Holmes, Haggard, Van Gaasbeck, Person, Willson; *second row:* Gherin, Merrill, E. Harris, Steele, Perry, R. Smith, MacKinnon, Hosford, Parry, Tomassene; *third row:* Williamson, Laus, Morgan, Dunigan, Cook, Willard, Mitchell.

In accordance with a long-established tradition at Babson Institute, Mr. John E. Millea, now lieutenant colonel in the United States Army Air Corps, Director of the Production Division at Babson Institute, and Most High Exalted Goat, first pinned the mohair badge of distinction of the Order upon the following men: Morgan, Willson, Freyn, Gherin, Person, MacKinnon, and R. Smith. The qualifications for the Order are as much a mystery to these men as they are to the rest of us, and they are a dark secret of the Most High Exalted Goat. It is possible that a man specializing in production management may attain this roll by a particular aptitude for the field of production. Or, possibly, the roll is one of admonition for those production men who displayed "goatish" behavior in class session. This latter possibility is doubtful, however, since, before he departed into the Army Air Corps, Mr. Millea conferred the Royal Order of the Goat upon the entire production group, through the agency of the previously appointed members. Be that as it may, all those who have been designated to the mohair consider themselves honored with distinction.



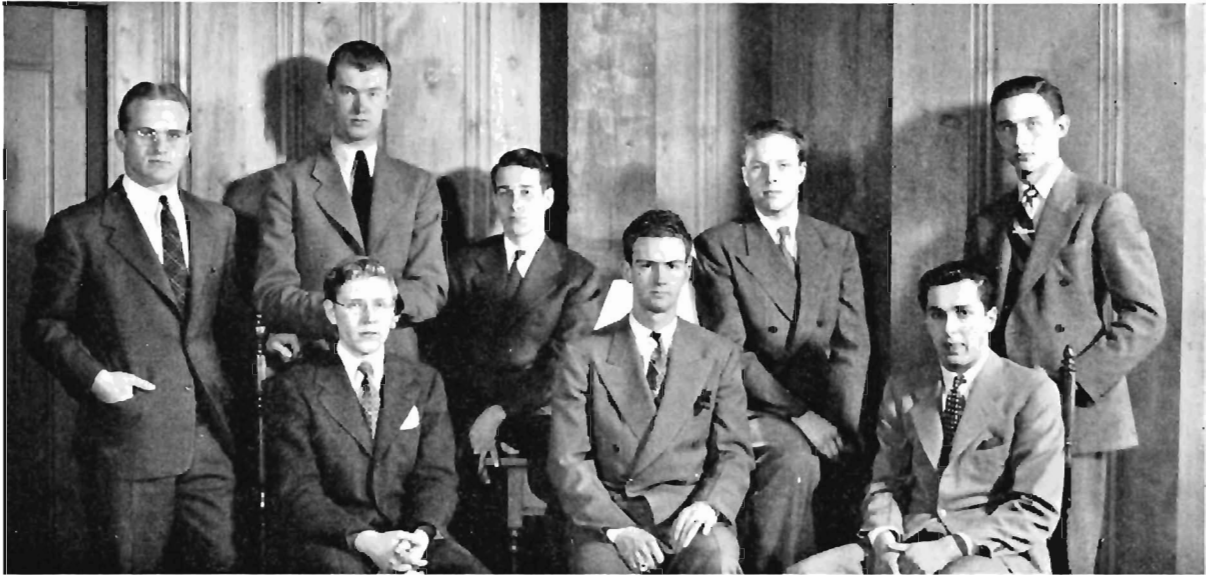
Royal Order of the Goats



From left to right, first row: Ellis (co-captain), Quigley, Gunter (co-captain), Cook Person; second row: Van Gaasbeck, Tinney, Duncan.

Due to a number of mishaps that befell the regular quintet and to the lack of time for athletics during the year, the 1942 basketball record was not successful. In the course of the season, Babson Institute was unable to maintain a combination that could withstand the competition that was offered. Early in the season, two of the men, about whom both offense and defense were built, were forced out of athletics: Tom Ellis, because of an injured ankle, and Co-captain Dick Gunter, because of illness. All members of the remaining squad displayed individual aptitude but were not able to practise together enough to form a well-coordinated team. Although they were defeated frequently, they were rarely beaten one-sidedly. There was simply a lack of time in which to create a basketball team out of a group of basketball players. Those that played on the 1942 team and received gold basketballs were: Ellis and Gunter, co-captains; Cook, Duncan, Persons, Quigley, Tinney, and Van Gaasbeck. Tinney was high-scorer in the eight games played with total points scored of sixty-two.

The Basketball Team



Left to right, front row: Boher, Allen (editor-in-chief), Christopoulos; second row: Van Gaasbeck, Carey, Edgerton, Gunter, R. Smith.

The BEACON was originated this year at Babson Institute to provide a weekly newspaper for the student body. This paper, unlike former attempts at student journalism at the Institute, continued actively throughout the year to report on campus affairs, school sports, and local gossip. The staff of the BEACON has brought to the attention of students and faculty alike the assorted points of view regarding school policy. The paper made it a point to offer honest presentation of criticisms and to grant unbiasedly all credit where credit was due.

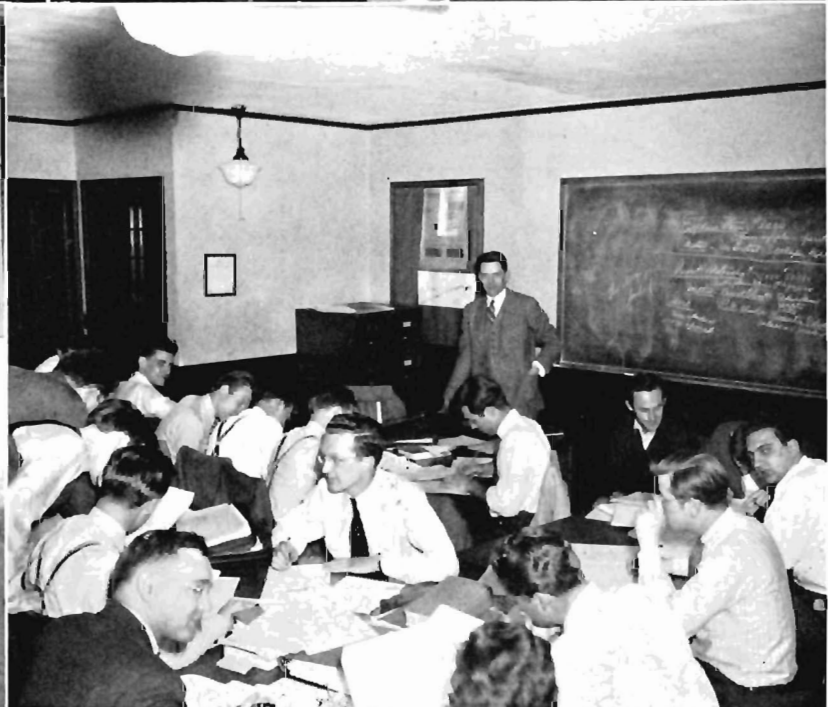
The original staff consisted of A. C. Allen, Jr., as editor-in-chief; D. Christopoulos and W. Edgerton as assistant editors; R. Gunter as sports editor; G. Carey and R. Smith as composition editors; and R. Boher as staff artist. Vaughan Andrew and R. Van Gaasbeck joined the staff during the school year. These nine men were responsible for the success of Babson Institute's first durable weekly news publication. With future staffs as enterprising as this year's, the BEACON should enjoy a prosperously long life.

The Beacon

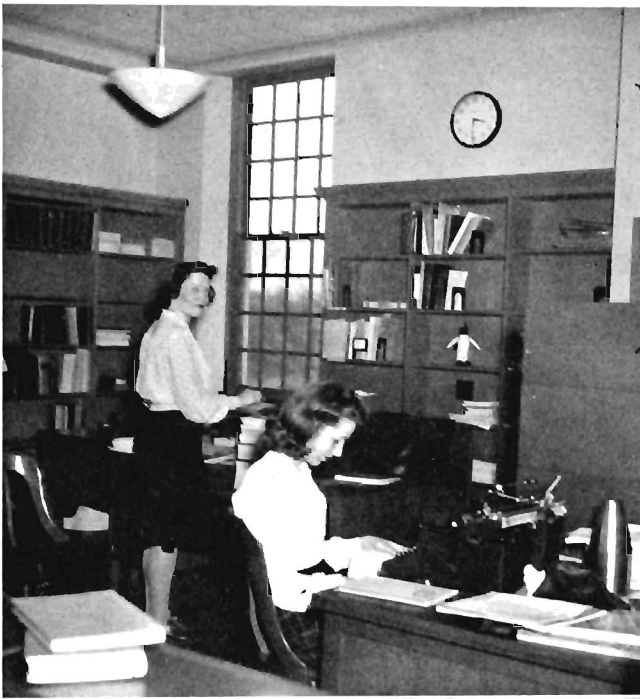


Time
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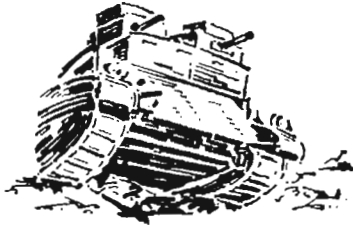
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CARL D. SMITH, *President*

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