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1943

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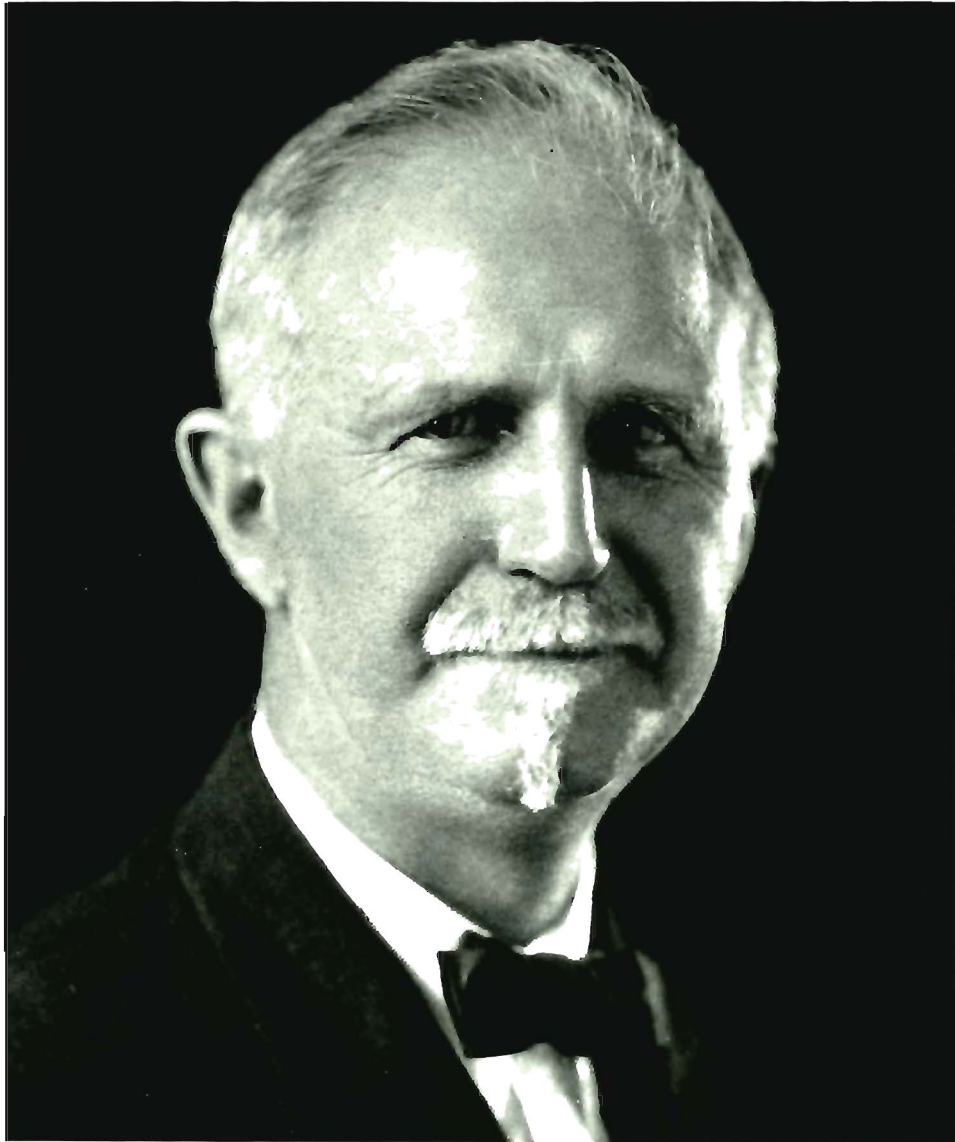
A Student Publication of Babson Institute of Business Administration
Babson Park, Massachusetts

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Although the students do not get as many opportunities to talk to Mr. Babson at the school as they would like to have, his work in the establishment of the Institute, in building the kind of practical training program which each man has come to get, and in originating many of the theories and methods of frequent class discussion has kept his name and its significance in view. It is because of the gratitude for having an opportunity to come to a modern and practical educational institution that the students wish to dedicate this volume to Mr. Roger W. Babson.

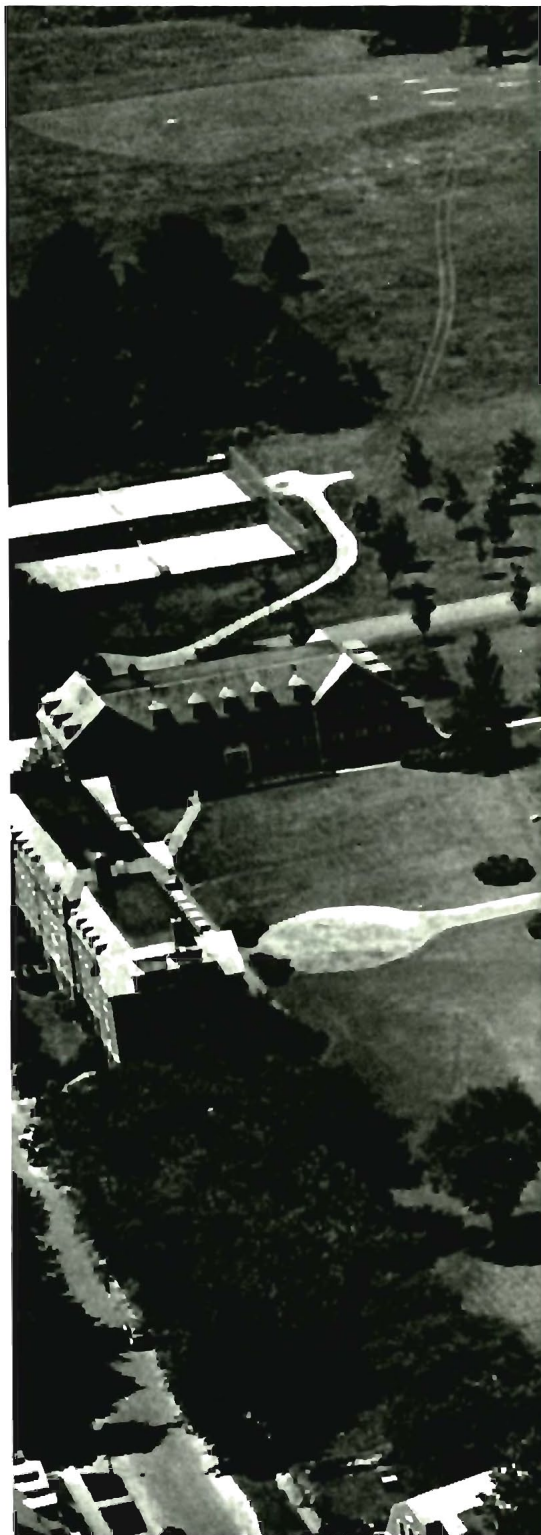
Dedication



Roger W. Babson ★ ★ ★

Chairman of the Corporation

The aerial view shows that section of the Park around which the work and classes of the Institute revolve. The large building near the center is the Library. The remainder of the twelve brick buildings are arranged around this focal point.



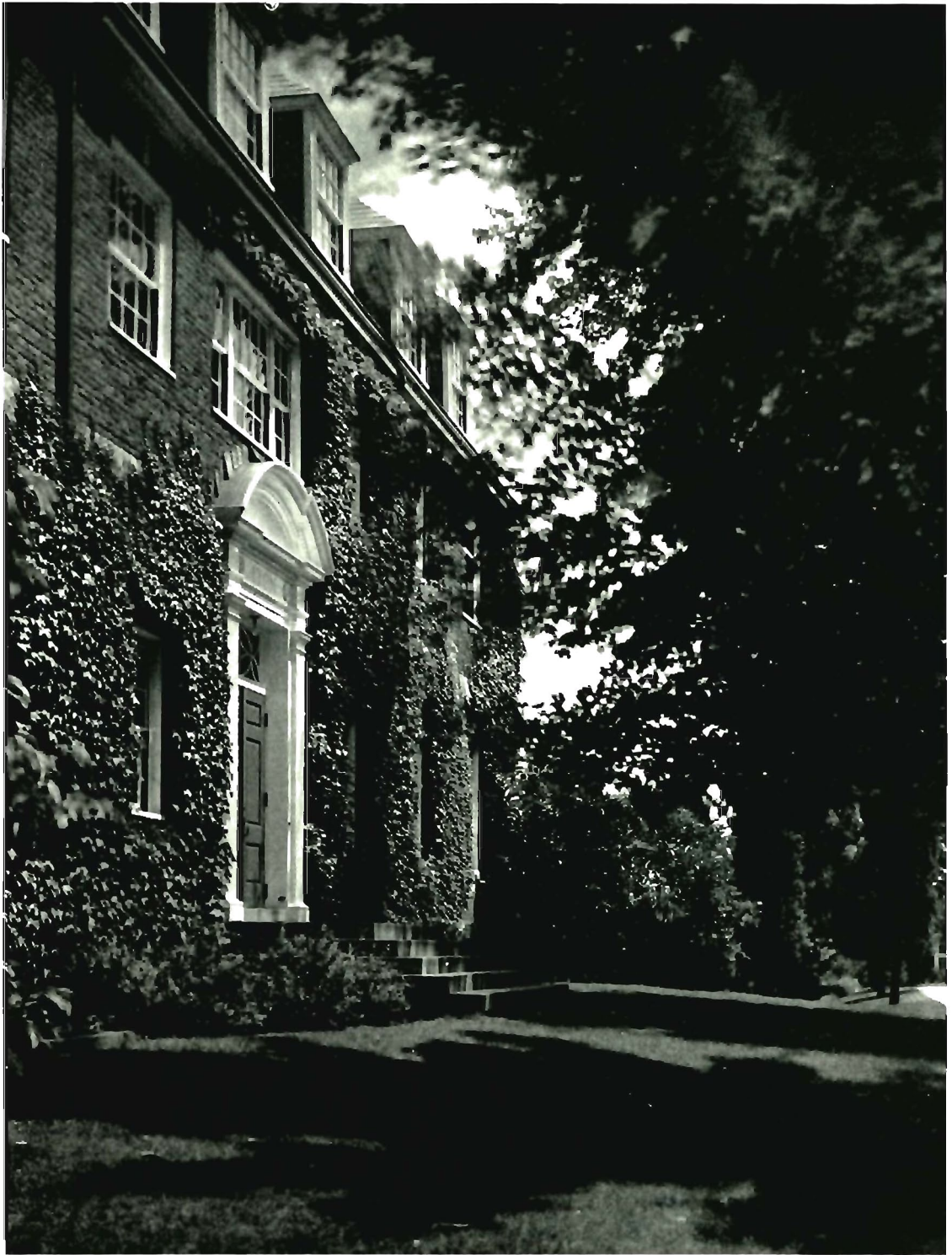
The School



On a tract of three hundred acres, thirteen miles from the center of Boston, the campus of Babson Institute is located. Away from the noise of the city, the campus is always quiet and clean; a perfect place to carry on the work which has to be done. A large portion of the area of the campus is covered with woods which have many trails and paths running through them for hiking and horseback rides. The campus is also a bird sanctuary which furnished additional interest to members of the student body or to local inhabitants.

The buildings are all of colonial architecture; many other buildings nearby are also in this style. There are twelve buildings on the campus, all within walking distance of one another. The two dormitories Park Manor and Park Manor South furnish comfortable accommodations for students at Babson Institute and their friends and families who are welcome to visit. There is one large dining room in Park Manor which is always open for the convenience of the students, their guests, and faculty members.

As Babson Institute expands, there will be no need to crowd the buildings or the students, since plans have been made for the continuation of the development of the campus and the facilities so as to make it as attractive and desirable a situation for education as it now is for its small number of students.



Lyon Hall

CLASS ROOM BUILDING



Library Reference Room



Dr. Shively's Marketing Class



RICHARD KNIGHT

Auditorium

Approach to Junior Work Office





The Library

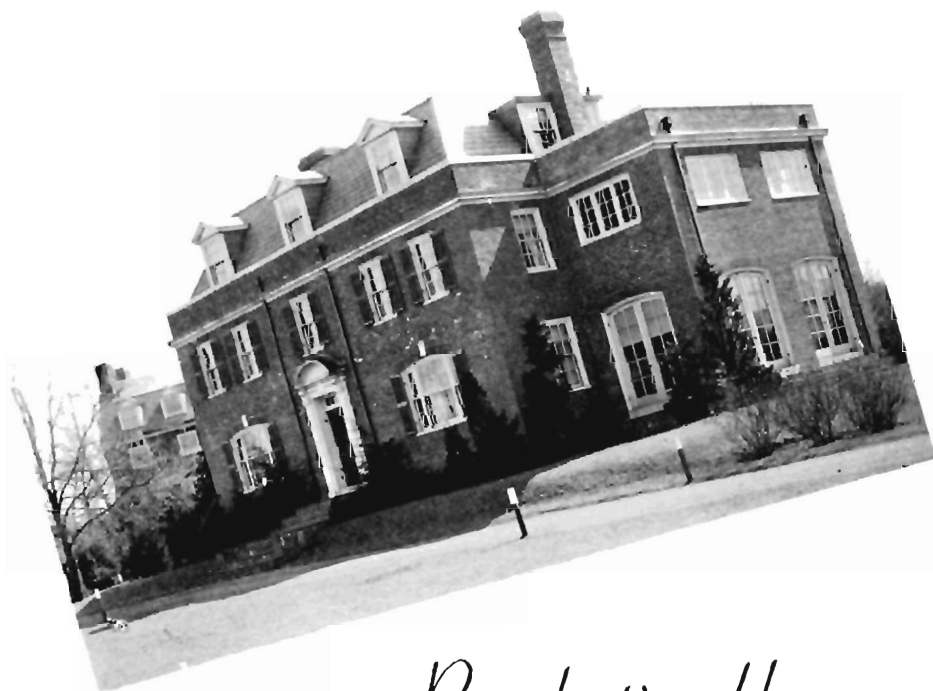
Junior Work Office





Winter in 1943

Admissions Building



President's House



Approach to Senior Group



Bryant Hall

History of Babson Institute

After being graduated from the Massachusetts Institute of Technology, Mr. Roger W. Babson established the Babson's Statistical Organization in Wellesley Hills, Massachusetts. During the expansion of his business, Mr. Babson felt it his duty to contribute in some way to the training of men for the business world.

Mr. Babson opened in 1919, at his old home on Abbot Road, the Babson Institute. Soon after, the Institute was moved to a brick building on Washington Street in Wellesley Hills. In 1922 the campus of the present Babson Institute was started. Lyon Hall and Bryant Hall were built during this period as well as the Richard Knight Auditorium, which was pre-

sented by Mrs. Babson and named after her father, Richard Knight.

Babson Institute, through the efforts of the founder, has many purposes. A large majority of men in colleges and schools all over the country look upon the business education which they receive, as a bridge on which they must first land before their entrance into business. The purpose of the Institute is to qualify men for positions of responsibility through a two-year course of intensive training in the fundamentals of business. Departments have branched out within the Institute to take the form of Distribution, Finance, and Production.



FIRST HOME OF BABSON INSTITUTE 1919-1920



BABSON INSTITUTE 1920-1923

As well as its purposes, Babson Institute has aims, or if you wish, ideals, which it follows as it functions. The first of these is to develop its students mentally, physically, and morally, and in doing so make each of these a part of every man so that they will cling to him as long as he lives. Secondly, it is the part of the instructors to enlighten each man as to financing his business, and how he can take care and precautions to guard his property wisely. Thirdly, to help each of the students of the Institute to become a leader of men.

The alumni are engaged in a large assortment of industries and occupations, encompassing about thirty-three major divisions of business. Through their examples it can be seen that Babson trained men face their future with exacting ideas of what they can and want to do.

Through his experience in finance, Mr. Babson had learned that one of the major factors in building a school is to be quite sure that it is well endowed. As we can see, many persons give financial support in the construction of buildings and memorials to add to the educational value and beauty of a school. However, it is very seldom that there are those who set aside funds for the upkeep of these constructions. With this bit of information before him, Mr. Babson undertook to endow the Institution.

It was and still is Mr. Babson's opinion that even if success is or is not the result of his endeavors in the educational field, through the erection of Babson Institute, he has set aside, for the executives and trustees of every higher educational institution, an endowment program which he firmly believes should be followed.

The Great Map

Climbing the stairs to the balcony of the Coleman Map Building, where the largest relief model of the United States is housed, carries us figuratively 700 miles above the earth. For there below us lies our country as it would look from a vantage point high in the upper stratosphere. The earth fades to a ball 165 feet in diameter. On the side nearest to us is the United States, stretching 65 feet from Maine to California and 45 feet from Michigan to Texas.

The rugged mountain landscapes and broad level lowlands, so realistically shown in plaster, demonstrate the importance of geography in the history of our country. We see the course of westward expansion dictated by geography—the shaping of transportation lines—the growth of cities—the need for canals—the fight for water and trade routes.

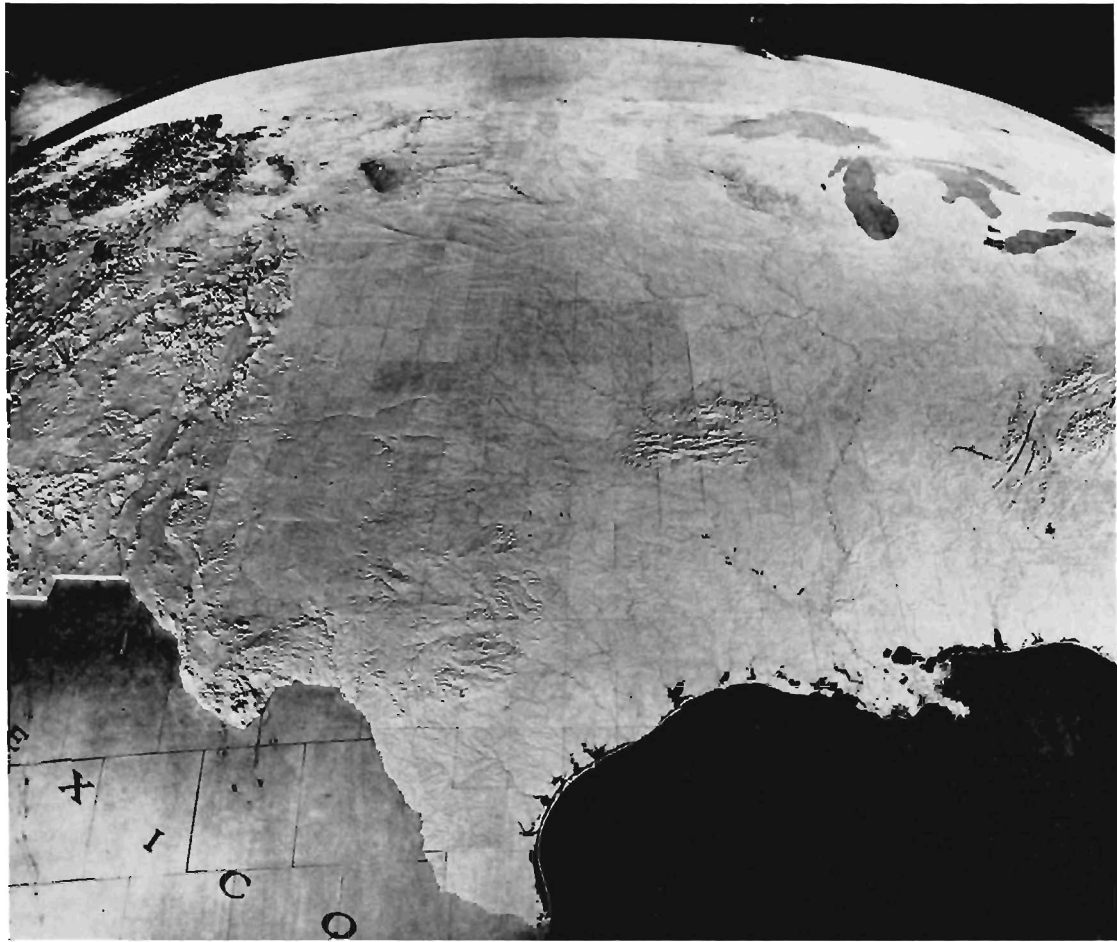
Minutes spent viewing this huge relief map can drive home and crystallize the thinking, discussion, and study of hours and weeks of classroom work and travel. Conjecture, approximation, and attempts to give a third dimension to regular relief maps of our country can be scrapped, for there it is—our country—its rivers, its lakes, its plains, its mountains, its valleys, and its hills, all in bold and true relief. The Coleman Map Building and the map are the property of Babson Institute and are located on the Great Map Hill at Babson Park.

HISTORY

In 1923 Roger W. Babson conceived the idea of constructing a Giant Relief Model of the United States. The stimulus for this



COLEMAN MAP BUILDING



idea came after Mr. Babson had observed a map of Palestine laid out in relief on the edge of the lake at Chautauqua, New York. Mr. Babson organized a National Map Committee composed of educators and industrialists from every state in the Union. The committee was asked to guide the construction program.

Under the leadership of George W. Coleman, the first president of Babson Institute, the Coleman Map Building was erected to house the model and construction laboratories. The first work on the model was done by George Carroll Curtis, one of the leading geographic sculptors in the country. A year later, upon the death of Mr. Curtis, construction was taken over by an able engineer, E. LeRoy

Nichols, who remained in charge for thirteen years. During this period came the depression of the early and middle thirties, and work on the model was placed on a part-time basis. At the end of 1937, nine-tenths of the model still remained to be constructed. The National Map Committee was reorganized with President Carl D. Smith as Chairman, Irwin K. French as Treasurer and S. Monroe Graves as Secretary. It was at this time that Dr. Wallace W. Atwood, Jr., geographer from Clark University, was put in charge of construction. A new staff entered the model laboratories. Equipment was modernized and new methods of construction were introduced. Three years later to the day, on the afternoon

of December 31, 1940, the Giant Relief Model of the United States was completed.

GLOBE CONSTRUCTION

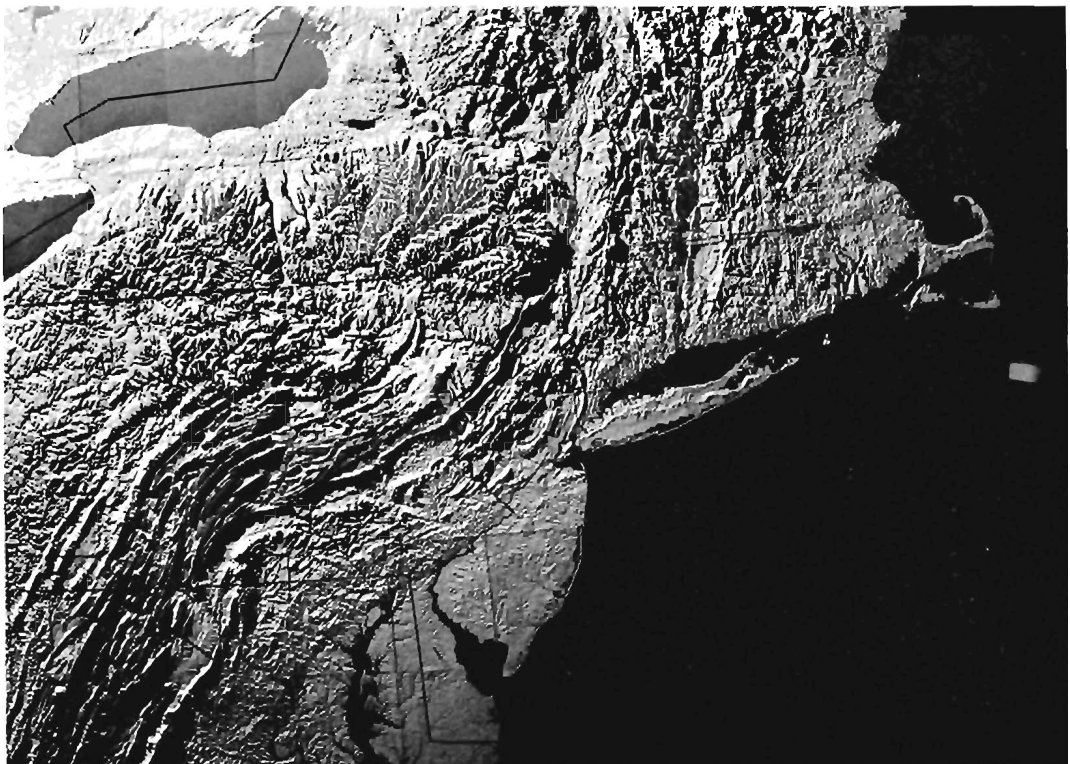
The only true representation of the earth's surface is accomplished by globe construction, which permits no distortion of land area or coastal configuration. All maps or models which do not use this base are approximations. For exactness the Giant Relief Model appears as a section of a globe which, if completed, would have a diameter of 165 feet. The giant dome-shaped steel framework, reproducing in exact proportion the curvature of the earth, supports the model. This framework, 65 feet long and 15 feet wide, rests on four independent cement columns in the center of the Coleman Map Building. These independent columns support the map and are not secured

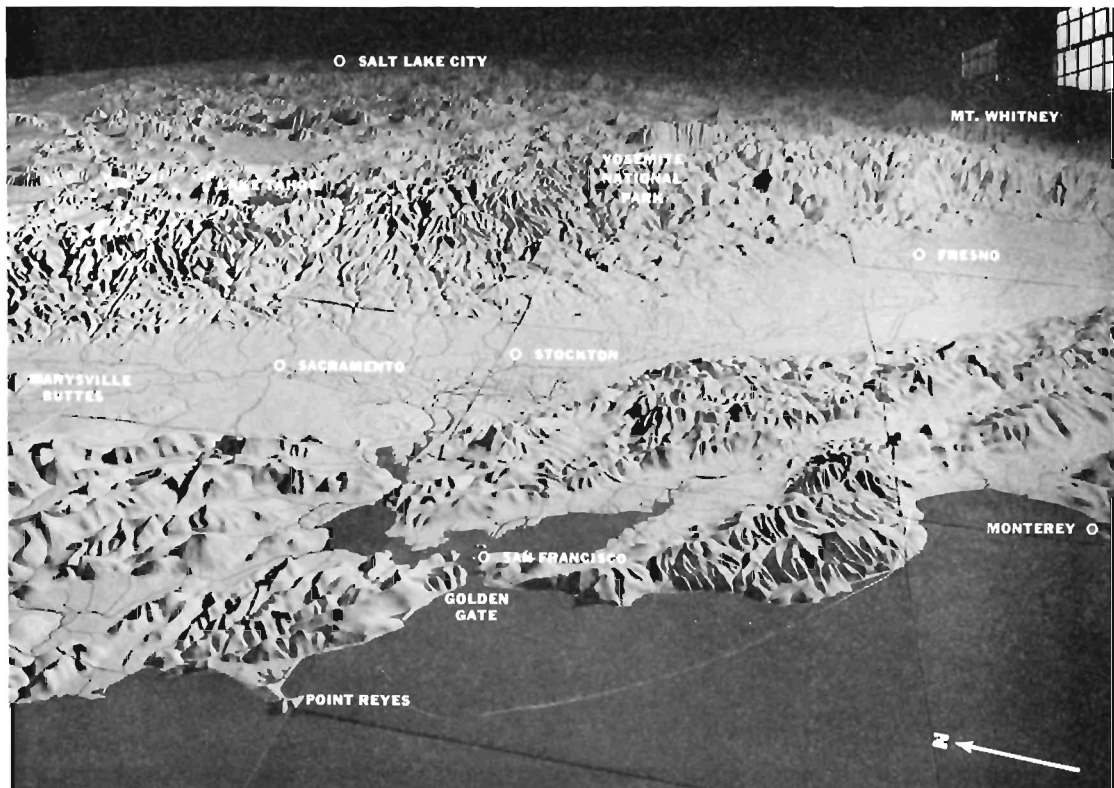
to the building. In case an earthquake should shake the building the map would not be damaged.

To facilitate construction, the model was made in small blocks measuring one degree of latitude by one degree of longitude. The 1,216 blocks which make up the map are slightly curved and tapered to the north, so that they fit together along the lines of latitude and longitude.

SELECTION OF SCALES

To permit a generous amount of detail, a horizontal scale of four miles to the inch, or 1:250,000, was adopted for the Giant Relief Model. This is one of the standard scales used by the United States Geological Survey and has been found adequate for most map interpretation purposes.





The vertical scale of the model ranges from 6 to 12 times the horizontal. In areas of low relief, a 12-times exaggeration was used in order to bring out details in the topography, while in areas of high relief a 6-times exaggeration proved desirable because it eliminated unnatural over-exaggeration of rugged mountain country. If the horizontal and vertical scales were kept the same, Pikes Peak would rise less than one quarter of an inch above the surrounding region and the Central Lowland would appear as an almost perfect plain. Since both of these representations would be incorrect, a graded vertical scale was adopted, thus making possible a true portrayal of the relief of the country.

The best way to observe and study this map is to view it from a balcony built fifteen feet above the map. As we walk around the circular balcony we can see the buff-colored land and blue bodies of water curving before us.

Underneath the plaster blocks is a mass of wires six miles long which connect two central boards, one at each end of the balcony. On the boards are push buttons which will light the location of the capital and important cities in each state. When the switch is pushed down an orange neon light indicates the exact position of the city.

ACCURACY OF SOURCE MATERIAL

The gathering and assembling of accurate topographic information for all sections of the country is one of the most difficult and time-consuming operations in relief model construction. To insure a high degree of accuracy, the latest available topographic maps were utilized. The chief sources of data used by the Staff of the National Map Committee include the U. S. Geological Survey, Coasts and Geo-

detic Survey, State Geological Surveys, Bureau of Air Commerce, War Department, Forest Service, Reclamation Service, railroad engineering departments, and miscellaneous reports by geologists, geographers, and other specialists. Airplane photographs were used in several instances where contour maps were entirely lacking. The Giant Relief Model combines more authentic information regarding the topography of this country than any other map or model now in existence.

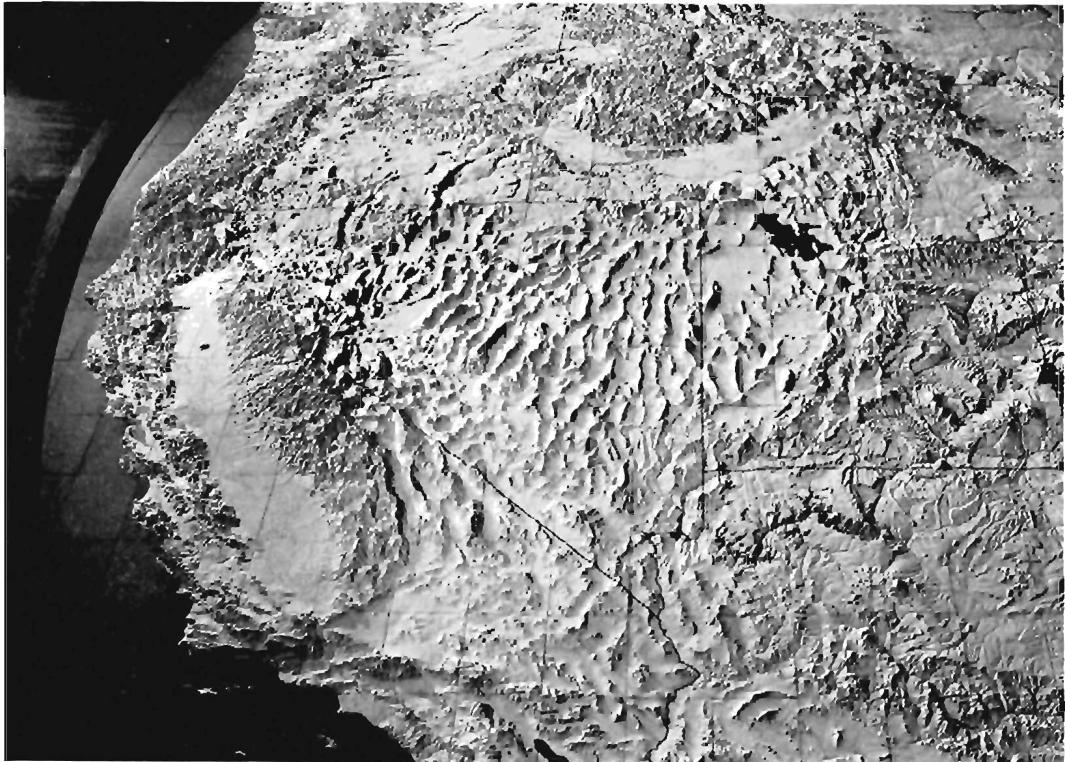
Because most maps are on a flat scale, calculations for these plaster blocks had to be made by means of a very intricate process in spherical geometry to transfer the government survey maps to vellum sheets, which then may be used on plaster.

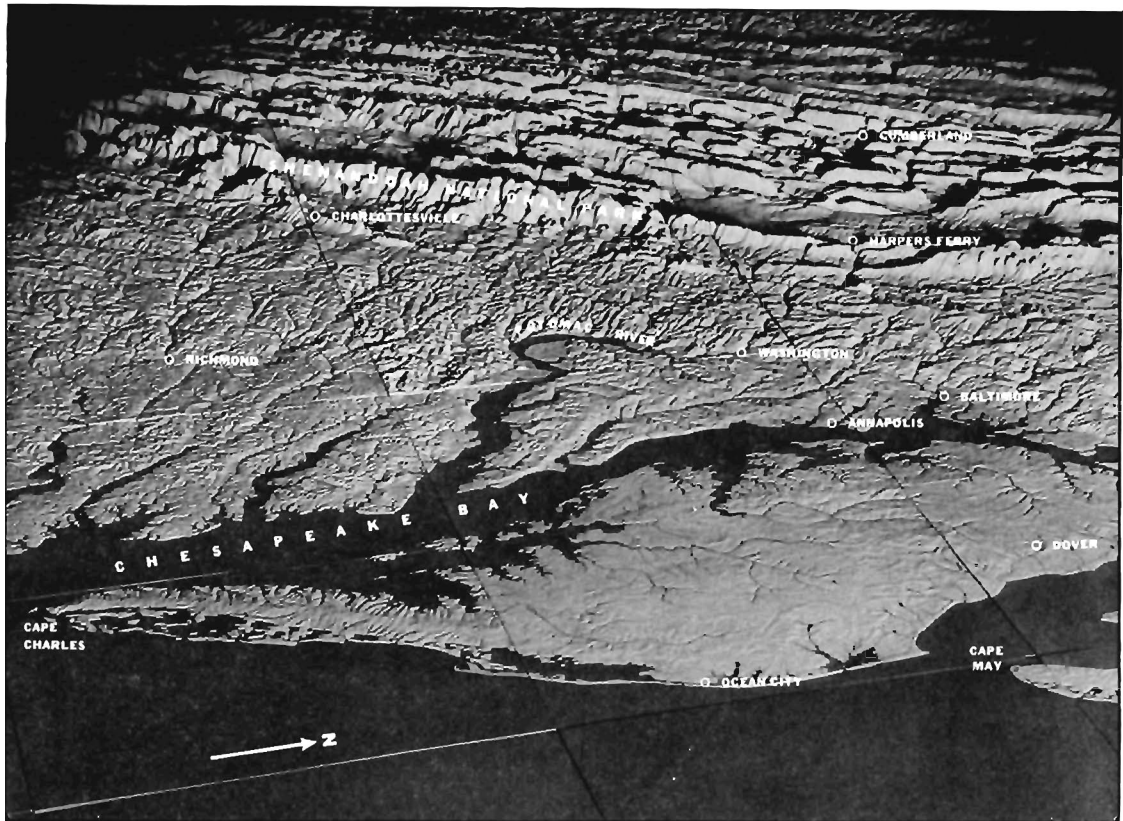
CONSTRUCTION PROCESSES

The first process is the preparation of a contour map on the scale of four miles to the

inch, based upon the source material gathered. This map is made in sections corresponding in size to the one-degree blocks of which the model is composed. The map is then clamped onto a cardboard of specified scale thickness and an operator with a high-speed all-direction jig saw cuts out these sections indicated by the highest contour on the map. This may result in only two or three tiny holes representing the peaks of the highest mountains. Successive contours are then cut out of additional sheets of cardboard until the lowest contour level is reached.

The cardboards are then stacked and nailed, thus producing an upside-down, cut-out model of the area, with the mountain peaks at the bottom. Into this skeleton is poured plaster of Paris, which hardens to produce a strange, cubist model in which the contours rise regularly and abruptly in a weird, step-like fashion. It is then the duty of the modeler, furnished with complete data on the section, to model





the topography with plasticine, introducing detail not shown by the contours and adding to the realism of the model's appearance.

When the modeler finishes his work, the section is matched to adjacent blocks and then molded in plaster. From this mold, or negative, the final cast is produced. This receives several coats of buff paint, after which lakes and streams are painted in blue. The complete block is then placed in position on the curved base.

It is essential that each of the above processes be carried out with extreme care or the valuable detail furnished by the cartographer will be lost en route and the finished model will fail to portray an accurate picture of the topography.

DATA AND DETAILS

A big item in building the map was naturally the cost. The world colossus of all maps was erected in the two-story, \$125,000 Coleman Map Building. The miniature map of Uncle Sam's continental domain cost \$125,000. The relief map weighs in the neighborhood of seven tons and covers an area of about 3,000 square feet. Because of wartime shortages of fuel and labor the Coleman Map Building has been closed to the public for the duration of World War II.

The large relief map was loaned to the *Boston Herald-Traveler* Book Fair which was held in the Boston Garden from October 21 to October 26, 1941. The Book Fair is a

national convention at which famous authors tell about their works. The theme of the 1941 Book Fair was "This Is My Own, My Native Land".

In order to move the map it had to be dismantled with the 1,216 blocks packed in specially constructed boxes with not more than eight blocks to a box. It took six men four days to dismantle the map and pack it. Special state police escorted the vans carrying the blocks from the Institute to the Boston Garden. It is estimated that 75,000 people were privileged to view the map during the week it was at the fair. Babson Institute has received very favorable publicity on the contribution it made by lending the map to the Book Fair.

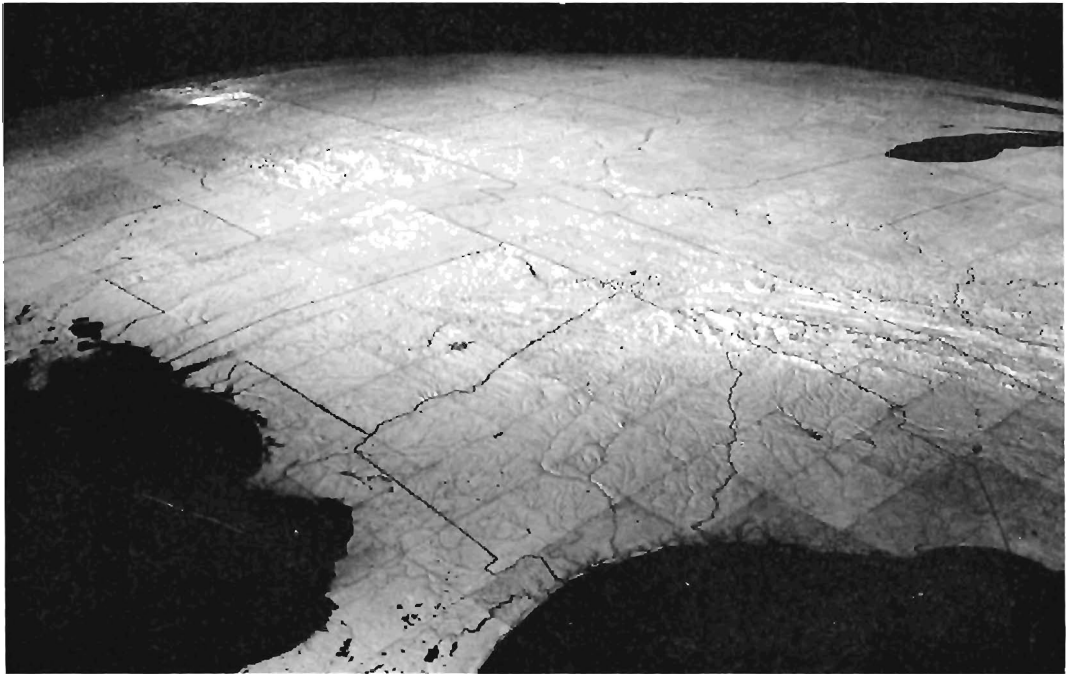
The Map Building has been rebuilt in order to provide for a huge projection machine which will enable economic, geographical and political material to be thrown upon the Great Map in a most dramatic manner. This was the original purpose Mr. Babson had in mind when starting its construction and is the goal for which President Smith and the Trustees are diligently working.

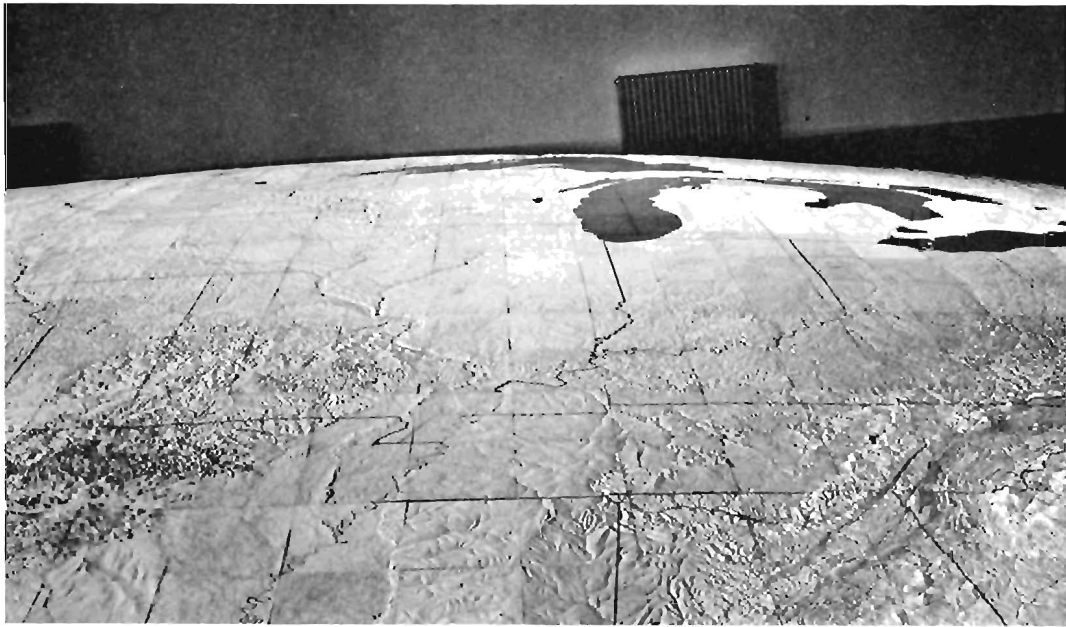
PURPOSES

Mr. Babson writes of the five great purposes for the Relief Map:

"The first purpose of the Great Map is to get the nation "3rd dimension" minded. Our millions of school children are taught about two dimensions only. From this Great Map the geography, the automobile, and other maps will be photographed, showing the hills and valleys, ups and downs. Only then will our children awaken to the great waste of needless grades and dangerous hills. Every year over one-quarter billion dollars are wasted on grades from needlessly burning gas, oil and coal. Next to character building, the most permanent investment of time, labor and money is in lowering grades, building out instead of up, and traveling on water-level routes."

"The second purpose of the Map is to aid in redistributing population. This Map will dramatically show how people are needlessly crowding into a few small sections of the country and are neglecting the great open spaces. Yet history teaches that crowded cities





are the main cause of government corruption. World War II teaches that decentralization is the only protection against bombing planes."

"The third purpose of the Great Map is to forecast the rise and fall of cities and states by a study of drainage, rainfall, and weather."

"The fourth purpose of the Great Map is in connection with rebuilding the people's health and productive powers. President Roosevelt has recently called our attention to the fact that 50% of our young people are physically unfit. When the location of these unfit boys is shown on this Map, you can see that the cause is primarily one of location, soil conditions, and diet. The millions of boys who are suffering from bad teeth need more than dental care, they need more calcium. Yet camps themselves are being located in unnatural and unhealthful localities."

"Finally, the Great Map will show the relation of climate to the character and reproductive powers of the nation."

Plans are being made to include the Relief Map as part of the educational program at

Babson Institute. The model will be used in the field of business administration to portray the location of areas of economic resources such as oil, minerals, crops, forests and the relation of production centers to resources. The location of transportation systems and their relation to markets, to production centers, and to world trade routes will be shown.

It is contemplated that special lectures may be given on geographic, economic, industrial and other essential features of the United States to groups of students from other educational institutions, public school pupils, businessmen, and the general public. Over 100,000 businessmen who attend conventions in Boston each year will be given the opportunity of viewing the map and attending the lectures especially provided for them.

The model will prove of great value and interest to geologists, geographers and all students of land forms. It has already attracted many thousands of college students, scientists, and laymen. Many return over and over again to study the model in great detail.



Carl D. Smith

President of Babson Institute

To the Class of 1943:

As your two years of stay and training here at Babson Institute come to a close, may we think together briefly not upon the war and its demands upon us and our valuable time, but rather upon what can keep us going in the trying years ahead.

We all have a vital will to live. To me that will expresses itself in the desire to have a very real part in the remaking of this world so that it may be an infinitely better place in which we and our posterity may live and work. What a privilege it would be to live twice our allotted span in order that we might see what the rest of God's world is like and to have a greater part in its remaking. This will to live is the dynamo that keeps us going.

There are five great inspiring ideals by which we may direct our living in the hectic days ahead with positive knowledge that such living is counting for things most worth while. They are:

1. Live and practice definite religious principles. No man can afford to leave the dynamic force of religion out of his life.
2. Establish a gentleman's code of honor and then live strictly by that code.
3. Mindful that your education has just begun and that great leaders in all walks of life continue to be learners, set for yourself and maintain without failing standards of scholarship which shall always keep you a well informed man.
4. Irrespective of the vocational avenues into which your life finds its expression, keep always before you the fact that there exist fundamental and sterling qualities of manhood upon which the foundation of a successful career can most assuredly be established.
5. History has a way of recording the fact that great men are usually measured in terms of the honor and respect of their fellow men. Be mindful that these men have generally maintained a cosmopolitan outlook and a democratic attitude in their relationships with others.

If you and I can only approximate the attainment of these ideals, they will have proven to be good leads in the making of a better and a more successful life.

Sir Edward Beatty, famed Canadian industrialist and humanitarian, recently wrote: "Businessmen are, in a very real sense, the aristocracy of modern society. But ancient aristocracies fell. They fell because they thought too much of their privileges and too little of their duties; because they imagined that power could be transmitted by inheritance, or held by force; because they failed to gain confidence of those whom they were called to lead. If the system of economics which exists in democratic countries today should ever fail, it will be because businessmen have not fulfilled the obligations their positions place upon them."

The business world of the postwar period will need the kind of leadership for which these ideals stand and for which you have been prepared.

CARL D. SMITH, President



HAROLD H. SHIVELY
A.B., M.A., J.D.
Law and Business;
Wholesaling and Retailing;
Business Communications



JAMES M. MATTHEWS
A.B., M.A., LL.D.
Economics; Business History



BERTRAND R. CANFIELD, Director, Division of Distribution



DIVISION OF
Distribution

In a time of war, the necessary concentration on production activity and the subordination of distributions are naturally very timely considerations to a young man who is making business administration field choices. At Babson Institute, the Distribution Division activity and opportunity have not been curtailed, but rather enhanced by the new and vital factors which wartime practices and influences have given rise to. The conversion of marketing channels to war needs is as necessary to success in this field as conversion of facilities is to a war production plant.

The function of distribution in industry and commerce is bound to play a dominating role in future American business. In considering the possibilities in the field, both at the present and after the war, it is generally agreed that the trend in distribution is towards more efficient management and methods. Accurate cost analysis record systems will invade the field of distribution so that control through figure facts will bring accurate conclusions in ways and means of reducing prices to the consumer. The philosophy of reducing prices to the consumer by more accurate control of costs has been brought to the Division of Distribution time and again in the outside conferences and conventions which the group has attended in its last year.

The fields of Sales and Advertising Management in combination with Business Law, Marketing, Economics, and Market Analysis are the principal fields covered by this group. Some of these courses have given an understanding of the mechanical operations in the marketing structure in this country, while others have tried directly to bring about the business judgment which should exist in a man seeking a management position in the field of distribution. Field trips to distribution conferences, various types of distributing agencies, trips to factories to get the manufacturers' sales problems in mind comprise one of the outstanding features of this course at Babson Institute.

Each man in the division is trained in the various approved sales techniques by actual practice demonstrations followed by criticisms in the classroom. Methods of market analysis are actually practised by the members of the group by going through the processes and the calculations himself. The dominating role which distribution is destined to play after the war is a scene upon which each member of the group is awaiting his entrance.



WILSON F. PAYNE, Ph.B., M.A., Ph.D.
Statistics; Business Planning;
Industry Analysis



HOWARD F. GREEN, C.P.A.
Accounting; Budgetary Control



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



DIVISION OF

Finance

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 will collapse. It may be observed that in the past the greater portion of industry, business, and our population 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.

The field trip is an important part of the work in the Division of Finance, as it is in other branches of the Babson Institute program of practical training for business. In addition to the class work, emphasis is given to the knowledge of the monetary system and the ramifications of banking, the operations of the stock market, and credit principles by visits to New England financial institutions and observation of the workings of Wall Street at first hand.

It is hardly expected that every man specializing in the study of finance at Babson will remember all the details of what he learned. It is reasonable to believe that he will never forget the principles and theories and that his mind will forever continue to develop along financial lines because of the stimulus which he received at Babson. He will remember methods, various ways of disposition and acquisition of funds, and ways to ascertain and secure a good investment.

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. By learning how to suspect and actually forecast cycles in their own individual businesses and industries, the student of finance will know how to use the business cycle as an asset rather than a pitfall. In business, plants have been over-expanded, depressions have been caused by waves of impulsive inventory stocking and by unreasoning bullishness, and individuals and business enterprises have made poor investments, each time failing to profit by their last experience. If the graduates of this specialization in the field of finance fall into the traps which have caused fatalities in the past, it will happen not because of ignorance, but because they failed to remember the knowledge of principles of sound operation which they have received at Babson Institute.



COLONEL JOHN E. MILLEA, U. S. ARMY AIR CORPS
A.B., M.B.A.

Director, Division of Production —
On Leave of Absence for the
Duration of the War.



GEORGE B. HEDDENORF, A.B., Director, Division of Production



DIVISION OF *Production*

The group at Babson Institute made up of men who have found that their interests and capabilities were in line with the management of men, materials, and machinery have followed the same field and industrial specialization programs which every group and individual at the school follows in his business day. All phases of industrial management fundamentals are covered by this group.

The small size of the group this year, has made even more emphasis and application to the individual's problems possible. The group has moved easily to the factory or office for its field trips, where it would be of interest to each member of the group.

Aside from the importance of the production function at the present time in terms of wartime economies, the production function is always the core of business; those who have a firm grasp of its principles will be the ones who will be its eventual leaders. Students are taught how to think production by the solution of many and varied problems dealing with numerous things in the field, rather than learning all of its theories from a textbook.

Men in this division have been taught how to find facts from figures. They have been given work designed to give them a basis for further study and analysis and solution of problems on their own. Lectures and criticisms of students' solutions to problems by Mr. Heddendorf give each member of the group a chance to take part in the question at hand and to see where his production judgment needs improving.

Every phase of the individual members' problems are discussed so that he can take back to his industry or to his specific company valuable information and new ideas. Control systems are complicated to the beginner but simple to the expert; each different method now in use and new and improved systems are gone over and discussed by the members of this group, so that they may become thoroughly familiar with exactly what to look for in the organization or the amendment of a control system.

With this knowledge and experience of meeting and solving problems in the conference session which have actually been faced by executives and engineers in business, these men have derived the benefit of work in the field and at the same time have proceeded with a direction of effort which gave them a correct and valuable concept of production activity.

DANIEL B. COLEMAN, M.D.
Medical Adviser

JAMES A. WYLLIE
Physical Training

PHILIP H. CLAXTON
Physical Training

CATHERINE L. BURKE, M.A.
Physics

CHARLES H. MERGENDAHL, B.S., ED.M.
Mathematics

AUSTIN H. FITTZ, PH.B., LL.B.
Director Emeritus, Division of Finance

C. P. CRONK, B.S., M.S.
Manager of Student Work Offices



FRANCIS C. OAKLEY, A.B.
Director of Admission and Public
Relations - On Leave for the
Duration of the War.



GEORGE M. RIDEOUT, A.B.
Director of Admissions and
Public Relations.

IRWIN K. FRENCH
Secretary of the Institute
and Business Manager



MARY B. WELSH, R.N.
Resident Nurse

RUTH P. PROCYOR, B.S.
Librarian



PHILIP V. BURT, B.S.
Manager of Residence Halls

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



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WINSLOW L. WEBBER, President, Publishers Financial Bureau, Babson Park,
Massachusetts

EDWARD L. MORELAND, Dean of Engineering, Massachusetts Institute of Technology,
Cambridge

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Typewriting

The Library

The Babson Institute Library is the most prominent building on the campus and the center of much of the activity and work of the student body. Surmounted by a tall white tower, the Library can be seen from most parts of the campus. In addition to the usual funds of material which one would expect to find in a well equipped business library, there are located the Student Work Offices. Each student has his own desk at which he carries on his work daily as he would be expected to do were he working in the business world; the conditions of actual business are simulated for these rooms as much as possible.

The facilities of the reference room, the offices, and the cubicles for group study are supplemented by a projection room in the basement in which specialized groups of students are shown sound movies on subjects pertaining to current subjects. Upstairs there is a room devoted to the use of office machines including typewriters, adding machines, calculators, and dictaphones for student use. The school provides secretarial service to transcribe reports of students who are trained to make use of the benefits of the dictaphones.

From this room in the Library, doors lead to the Senior and the Junior work offices. Looking straight ahead one sees the main entrance coming into the building and at the left the main desk.





Seniors

There is a Browsing Room in the Library in which all types of books and current issues of periodicals are located for relaxation in leisure moments. Comfortable furniture, and a casual atmosphere make the facilities of this room effective in creating relaxation. The Sir Isaac Newton Room is also on this floor of the Library and is open for the inspection of any students or guests of Babson Institute.

A very attractive, modern, and completely modern building with no facilities lacking for the comfort or needs of the students, this building stands as a fine tribute to the work which Babson Institute is doing.

The Library

Seniors

Class of '43

Arnold, as one of the very few men in his class to come to Babson Institute immediately following graduation from High School, instead of finding himself handicapped, found himself among the top-ranking men in his class. Hard work and well-planned effort are characteristics of his activity during his two-year training at Babson. Because he has had past experience in varied occupations in his part-time work for the Elm City Filling Stations, Inc., "Arny" proceeded to use the petroleum industry as his field for special study for the last two years.

In his Junior work, Alderman used all the available figures and data on the petroleum industry to get a broad understanding of vital and significant factors. Although his field is not Production, he did make use of the advantages to be gained by a knowledge of the manufacturing processes involved in several products of the petroleum industry. With a strong aptitude for mathematical calculations and ability to get facts from figures, it is natural that he undertook Finance as his field of major study. Alderman contends that a man who has a good knowledge of finance should be able to do well in any business.

In a rather novel way, Arny has been applying financial principles and techniques to a distributing business. He has made a close correlation in the two interdependent, and yet specialized, branches of business, by taking some courses which ordinarily are included in the section devoted to Distribution. For instance, he has been able to add to the significance of the Wholesaling and Retailing course, by bringing knowledge about another industry into the conference to uphold or demonstrate topics of discussion. With the training he now has, Arny plans to begin work in the storage yard, keeping a keen eye open for any opportunities to make himself valuable, especially in the financial department of the business.

OBJECTIVE

Financial Management and Executive Work in the Petroleum Industry

EDUCATION

New Haven High School

SPECIAL TRAINING

Finance; Corporation Problems; Statistics; Accounting; Federal Taxation; Budgetary Control

EXTRA-CURRICULAR ACTIVITIES

High School Band and Orchestra; High School Football; Babson Institute A. R. P.; Director of Babson Institute Bowling League





Arnold J. Alderman

Vaughan Andrew has made many friends during his two-year stay at Babson Institute. His years at college gave him experience in other fields which has helped him, but which convinced him of the merit of a practical education. Because it is his ambition to work in the family business, "Colonel" has followed through his complete course with close relationship to the domestic pump industry. Since the firm's distribution is by wholesale houses, the industrial management side of the business has appealed to him from the start.

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. By the study of such business courses as cost-accounting, business planning, and industrial purchasing, Andrew was able to gain a knowledge of the primary problems of cost and production, so as to be able to render good decisions about the trends in his industry. Andrew feels that Mr. Heddenorf's use of his wide experience in industry, as applied to each individual's problems and industries, in the Production Conferences, has been of the greatest value in giving him the clear insight into business which he has gained at Babson Institute.

The ability to recognize figure-facts, is the basis of Industrial Management at Babson Institute, in giving the Production student a broad and comprehensive view of business methods and approaches, in addition to the science of exact control, which Vaughan thinks has been the most helpful to him. As a businessman, his ability to cooperate with others should be a prime attribute, as it has as a student at Babson. The conscientious and sincere manner in which "Andy" has dealt with his instructors and associates will make his business dealings pleasant for those whom he contacts.

OBJECTIVE:

Production Management Position in the Domestic Water Pump Industry

EDUCATION:

Superior Central High School;
University of Wisconsin (two years)

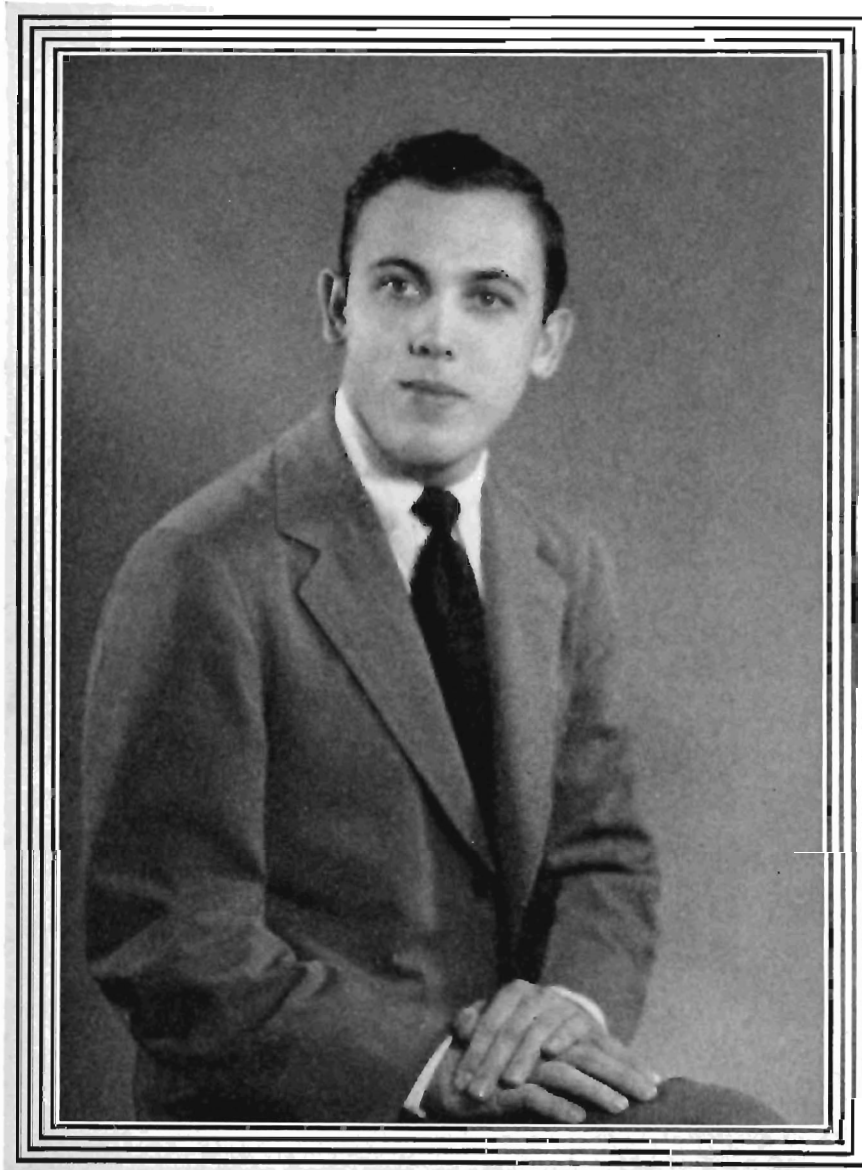
SPECIAL TRAINING:

Production Management; Labor Management; Cost Accounting; Business Planning; Business Law; Statistics; Industrial Purchasing

EXTRA-CURRICULAR ACTIVITIES:

Babson Institute Alpha Delta Sigma;
Religious Activities Committee (chairman); *Beacon* (assistant editor); *BABSONIAN* (editorial staff)





Vaughan L. Andrew

Known universally to his friends and acquaintances as "Bix," Hale Bixby held the position of being the only married man in the Babson Institute student body. With the necessary elimination of some of his extra-curricular activities, after his marriage at the end of his Junior year, Hale has been seriously concentrating, with marked results, on the completion of his two-year training program with a high scholastic average. With his customary foresight and vivid imagination, Bix has been attempting to develop his possibilities in a young industry, that of plastics, with special attention to their ever increasing application to aircraft construction.

Following the basic training program at Babson Institute of learning an industry, rather than an occupation, Bixby has concentrated his efforts to the job of finding out as much about his field of plastics as there is available. The maps of the country which he made, in this connection, graphically point out significant relationships between markets, manufacturing locations, and sources of raw materials. Since the plastics industry has only recently found such diversification of its markets for the newly developed products, the material in the Babson Institute Library for his consumption was all of the very latest publication.

Since he is in the division of Distribution, Bix has had the opportunity not only of learning principles of Sales and Advertising Management, but also has had the opportunity to take part in practice sales demonstrations, in the conference room, which as closely as possible simulated actual circumstances and conditions under which a sales interview would actually take place. The technique and understanding of good selling which he derived from these discussions are directly applicable to the type of work that Hale is in hope of entering.

OBJECTIVE:

Position in Marketing of Plastics

EDUCATION

Omaha Central High School; Fern Hall Business School, Ft. Lauderdale, Florida

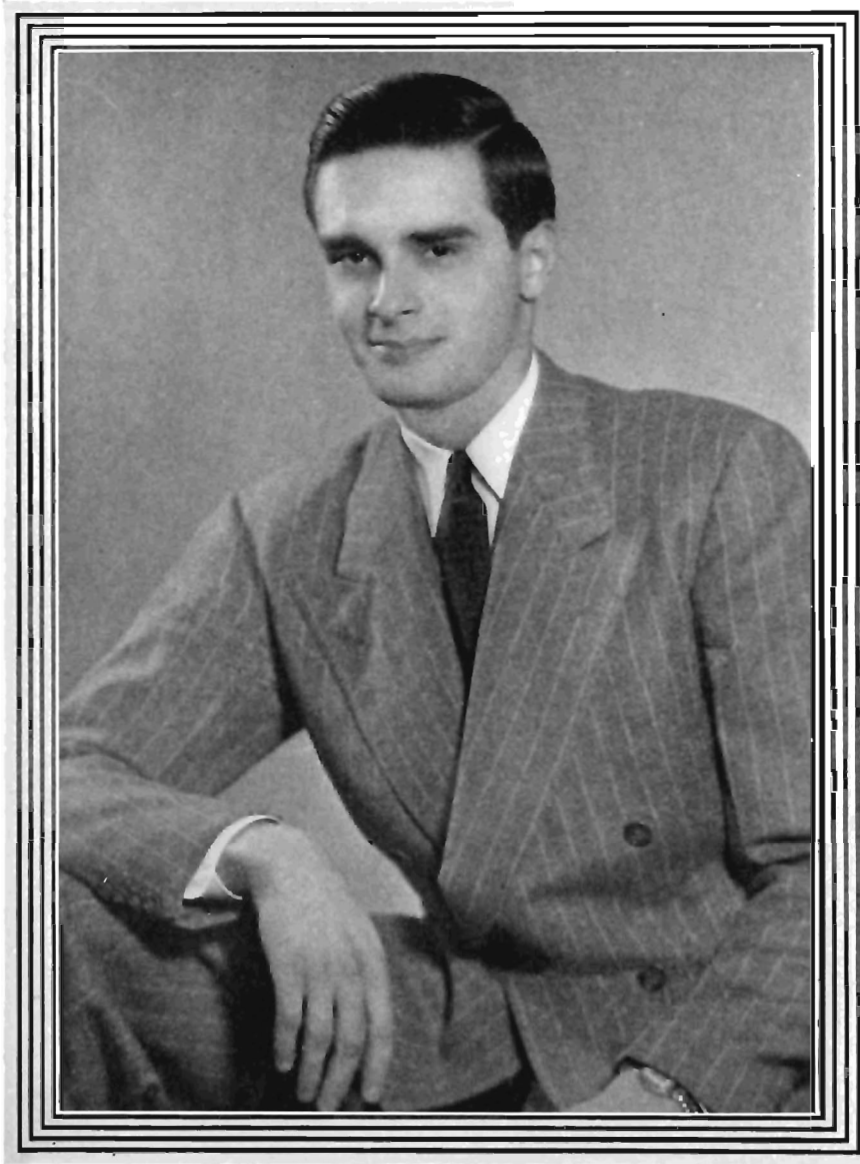
SPECIAL TRAINING

Distribution; Salesmanship; Credit Management; Accounting; Business Law; Industry Analysis; Economics

EXTRA-CURRICULAR ACTIVITIES

High School TK Fraternity (president); Yearbook Staff; Rifle Team; Military Regiment; Traffic Committee; Babson Institute Student Executive Committee; Treasurer of Bowling League; Social Committee; BABSONIAN Business Staff (1942); A. R. P.; Alpha Delta Sigma





Hale R. Bixby, Jr.

When the rest of the occupants of Park Manor are still sleeping, Dean's long day has already begun, with the delivery of newspapers to the doors of his subscribers. This activity is characteristic of the vigorous manner in which "Cris" goes about and enjoys his daily work at Babson Institute. With these qualities of aggressiveness and dependability, it is easy to understand why Dean chose to correlate his aptitudes to an occupation in which he will meet and sell the public. As a student salesman, he has proven to his fellow Distribution Majors, that self-confidence, presentability, and product-knowledge are most beneficial characteristics to the salesman who works effectively.

A high academic record, eagerness to do more than is required, and a consistently well-planned schedule have enabled Christopoulos to utilize to the fullest degree, the plan of Babson Institute of learning industrial field knowledge, the problem method of solving actual business difficulties, and the basic theory of giving its students practical training. The tobacco industry offered to Dean the basis for his tabulations of information and industry reports. The general and indistinct desire which Christopoulos had to get a business education, has been crystalized into specialized knowledge and definite objectives as to how and where he would like to begin his career in business.

Although Dean would like to proceed with an occupation in the tobacco industry, the adaptability which he exhibited in Salesmanship in his ability to sell another product, shows that he would be able to enter the marketing or advertising field in any one of several types of business. As Editor-in-Chief of the *A. D. S. Beacon*, Dean has produced and organized well. Without an ounce of procrastination in his working day at Babson, Cris has been one of the outstanding members of the class in which he has made many fast friends.

OBJECTIVE

Management Position in Manufacturer's
Distribution of Tobacco

EDUCATION

Worcester Academy, Worcester,
Massachusetts

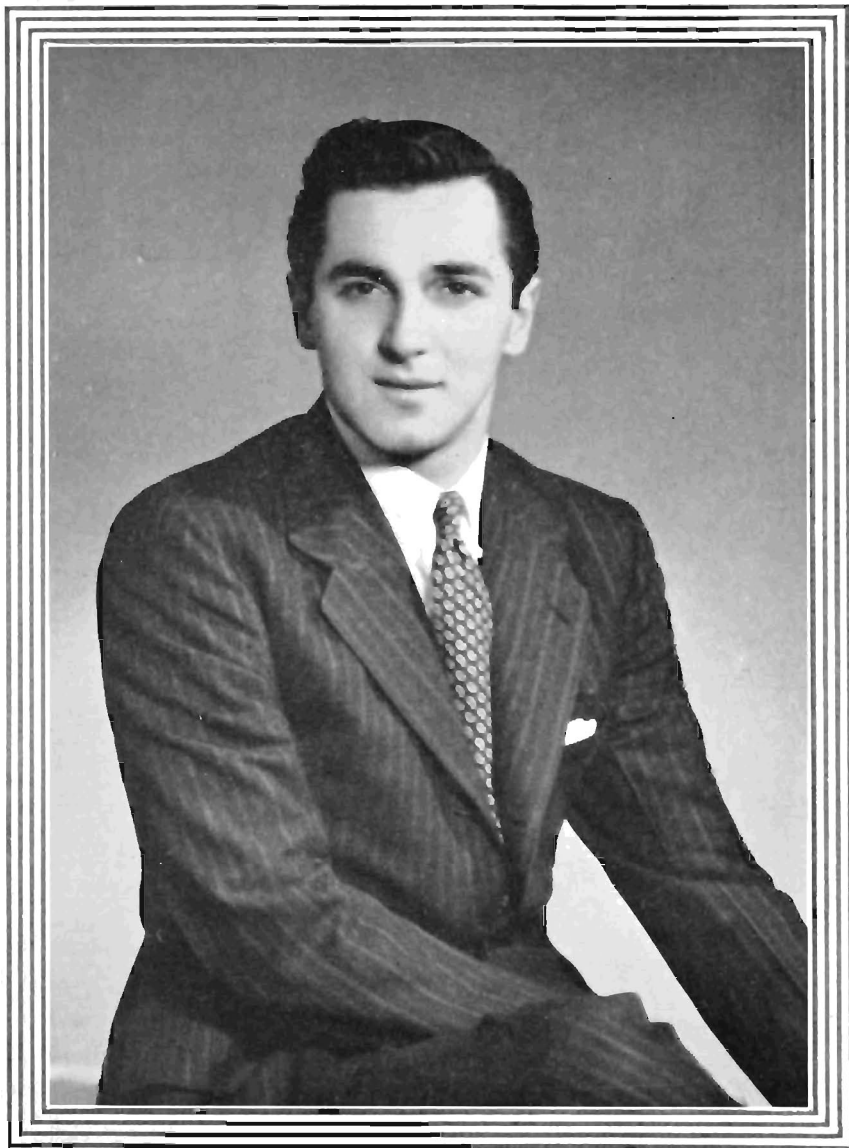
SPECIAL TRAINING

Distribution; Marketing; Wholesaling
and Retailing; Business Law; Statistics;
Sales Management; Advertising

EXTRA-CURRICULAR ACTIVITIES

Worcester Academy Tennis Team Man-
ager; Politics Club; Babson Institute
Alpha Delta Sigma (treasurer); Editor-
in-Chief of *Beacon*; A. R. P.; Religious
Activities Committee (1941-42)





Dean G. Christopoulos

Well planned and consistently directed effort have enabled Fred Duncan to do his work at Babson Institute with precision and good scholastic results, and simultaneously find time for outside activities. Although he received the benefits of following through the study of one industry, with all of its peculiar problems in the field of Plastics, Duncan broadened his own field by entering the Division of Finance in his Senior year. Since Fred had received an understanding of the major production and processes involved in the manufacture of screen-doors, a home industry, he decided on finance because he liked that type of work, and because it rounded out his business knowledge in another general branch of administration.

The combination of the liberal arts education which "Dunc" had before Babson and the specialized financial training he has had with Mr. Hornor, have developed his mature outlook, personality and business judgement. The spirit in which Duncan enters into and completes work is exemplified by his working in the factory at Hillsdale when he has been on vacation from Babson. Fred felt, after his first year, that there was a lack of knowledge, among many businessmen, of financial operations. With this in mind, he entered the Division of Finance in hope of averting weak links in his own business methods by applying necessary financial activities to the general production functions.

To get the best results from any enterprise, it is necessary to have a goal, a plan, and the ability to follow the plan to its successful conclusion. Fred has fulfilled this concept in his daily production of assigned work, on term papers, and in long-range views of his work at Babson. He has given us reason to believe that by methodical, well-organized effort, plus financial perception, he will integrate theory and good judgement into sound advice and administration for the company which he enters.

OBJECTIVE

Financial Management in Manufacturing Business

EDUCATION

Hillsdale High School; Hillsdale College (two years)

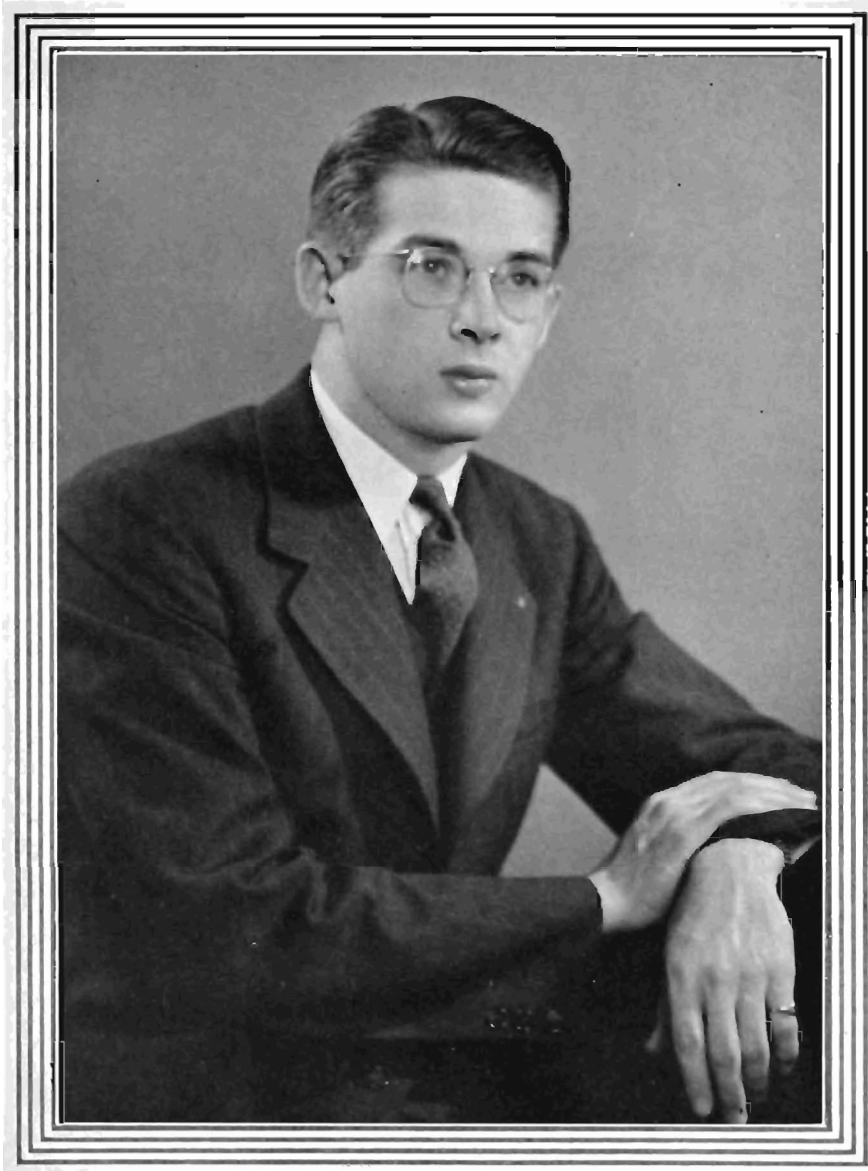
SPECIAL TRAINING

Finance; Budgetary Control; Investment Analysis; Credit Management; Accounting; Statistics; Business Law

EXTRA-CURRICULAR ACTIVITIES

High School President of Hi-Y; Hillsdale College Alpha Tau Omega Fraternity; Hillsdale Varsity Golf Team; Football Manager; College Band; Babson Institute Social Activities Committee; Religious Activities Committee; Babson Institute Varsity Basketball Team





Frederick S. Duncan

Fred has been one of the steadiest workers in his class at Babson Institute from beginning to end. He is one of the few men who has been willing and able to assume remunerative jobs while at Babson and still keep a full-time work schedule well under control. Fred has had over a year's experience in work in two different banks, which gave him an advantage in practicability in his work at Babson. This experience along the financial line makes his record of experience and training in all three of the major fields of business, as planned by the Babson program, more complete than that of his associates.

Following through his Junior year's industrial research program, Faulkner wants to work in the distribution end of a large shoe company. At Babson, he has studied Industrial Management with the purpose of making a direct relationship and application of cost analysis methods, and production control plans, to marketing functions in business. With the influx of the extension and growing necessity for more detailed and analytical sales department records, Faulkner hopes to find new avenues to better selling by knowing production control. In making himself cost conscious as a salesman, in planning of sales along production patterns, and formulating financial statements, his training has been very significant.

Before he enters selling, Fred wants to further develop his method, by production work at some large shoe factory where he can see the variations and actual operation of the numerous production methods which he has become aware of at Babson Institute. Fred should be very well prepared to apply his knowledge and ideas to the probable post-war trends in the cost reduction in the marketing scene. Throughout two years of conscientious work, Fred has gained not only development in skill and viewpoint, but also many pleasant remembrances of friends, places, and activities at Babson.

OBJECTIVE

Distribution or Selling in the Shoe Industry

EDUCATION

Miami Beach High School; University of Florida, Gainesville, Florida (one and one-half years)

SPECIAL TRAINING

Production; Industrial Purchasing; Business Law; Cost Accounting; Credit Management; Business Planning; Labor Problems

EXTRA-CURRICULAR ACTIVITIES

University of Florida, Sigma Nu Fraternity; Business Staff of Yearbook; R.O.T.C. Field Artillery; Babson Institute Social Activities Committee (1942-43); Sunday School Teacher at Unitarian Church; BABSONIAN Business Board (1942)





Fred Faulkner, Jr.

Halbert Frank has made a valuable contribution to the spirit of his class for the two years which they have spent at Babson Institute. With modern ideas, active mind, and capability in distribution functions, Frank is prepared to work in the field which he chose for himself, that of product promotion. The development of the plastics industries in this country have given Hal an excellent opportunity to observe products, methods, and potential applications in this field during his stay at Babson. While studying modern methods and practices in the courses of Wholesaling and Retailing, Salesmanship, and Advertising Management, he has been making correlations to his own knowledge and hopes for the future in the field of new product promotion to a country which, he feels, will have need for attractive, usable, and inexpensive plastic products after the war.

The Senior course in Salesmanship has definite requisites in personal ability for good work in selling; the course brings out by actual demonstration, the inherent qualities and abilities of each of its members. Those who were in the Division of Distribution had an opportunity to observe each other's action and business ability day after day. From this procedure, it has been obvious to his associates that his aggressiveness, vitality, and interest in whatever he is doing, equip him as few others, to function in selling himself, a product, or a company, in the field of promotion of new values and utilities for the consumer.

Hal has been an interesting person to know; his varied talents and accomplishments, all the way from his deep interest in the theatre, to experience in a machine shop, make his conversation and pleasant personality agreeable to his associates without exception. Frank is indeed well fitted in knowledge, ability as a salesman, and person to administer efficiently and effectively.

OBJECTIVE

Product Promotion

EDUCATION

University School, Cleveland, Ohio

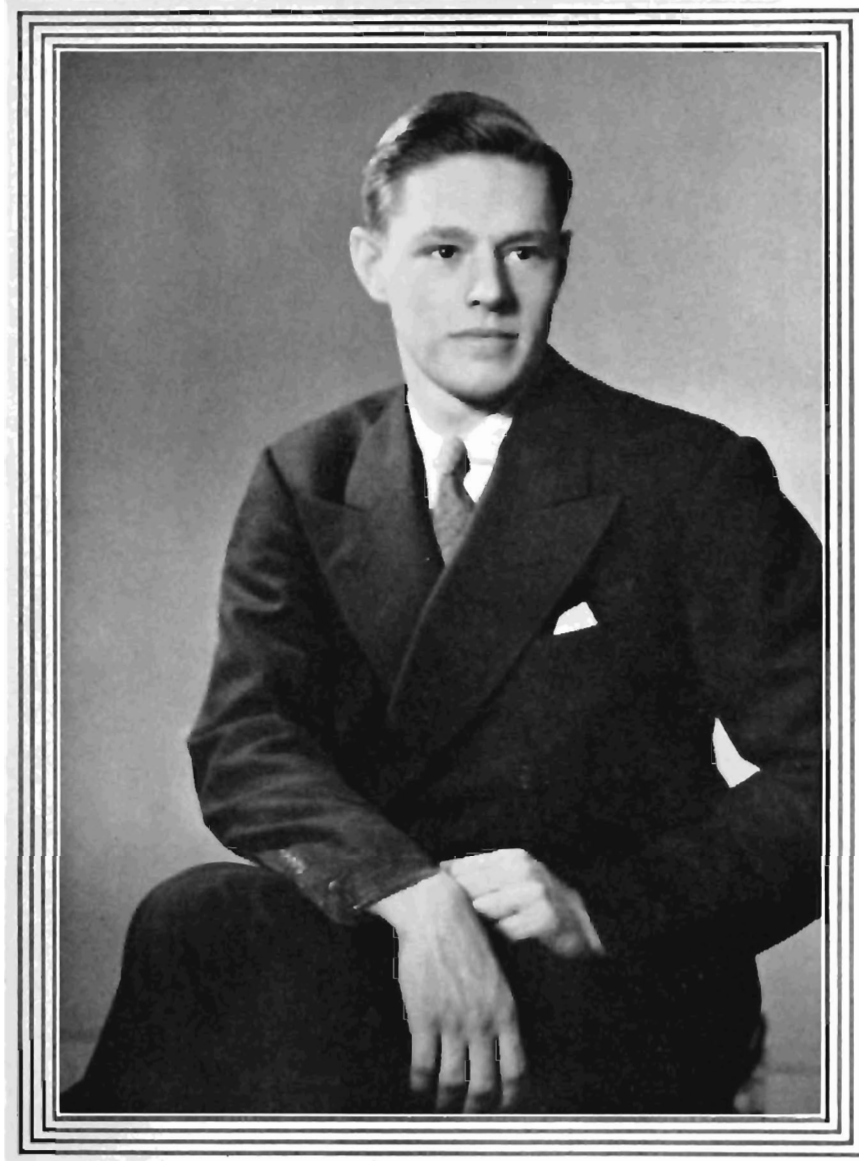
SPECIAL TRAINING

Distribution; Sales Management; Market Analysis; Advertising Management; Wholesaling and Retailing; Business Planning; Industry Analysis

EXTRA-CURRICULAR ACTIVITIES

Beacon (circulation manager); Alpha Delta Sigma; 1942 BABSONIAN; A. R. P.





Halbert Frank

The general plan of Babson Institute's educational program, with specialization opportunity, appears to have been custom made for the purposes, interests, and objectives which Richard Gavigan has found during the past two-year course. Industry Analysis developed a clear picture of many phases of the work which have been climaxed by financial applications to his industry. Dick supplemented experience gained by summer work in shipyards by an analysis of manufacturing processes, location of shipping center, and other vital statistics and information about the shipbuilding industry. After getting this basis, he was in a preferred position to apply financial concepts of several branches to his desire to be qualified to understand and manage foreign exchange, financing of foreign shipping, and foreign brokerage transactions.

His feelings and his field of operations once again indicate tremendous opportunities and potentialities which will be so prevalent after the war. The mere sound of shipping to the Dutch East Indies and South America, seems to echo prosperity. Gavigan's regular courses at Babson Institute were vitalized and emphasized by field trips in the division of finance such as, to the New York Stock Exchange, credit agencies, and the Foreign Trade Convention. "Gav" advocates the value of these field trips as one of the most significant aspects of all the work at Babson, because it puts power behind the classroom theory.

The frequency with which Gav's picture appears throughout this whole book, is a good evidence of the manner in which he found time to be one of the most active and prominent men in his class. When Gavigan carries his knowledge, his sense of responsibility in business transactions, and his good spirit into the field of foreign financial transactions, he should find no difficulty in doing his job and outside activities with the same enthusiasm which he showed at Babson Institute.

OBJECTIVE

Application of Financial Knowledge to Foreign Shipping

EDUCATION

Choate School, Wallingford, Connecticut; Clark School, Hanover, New Hampshire

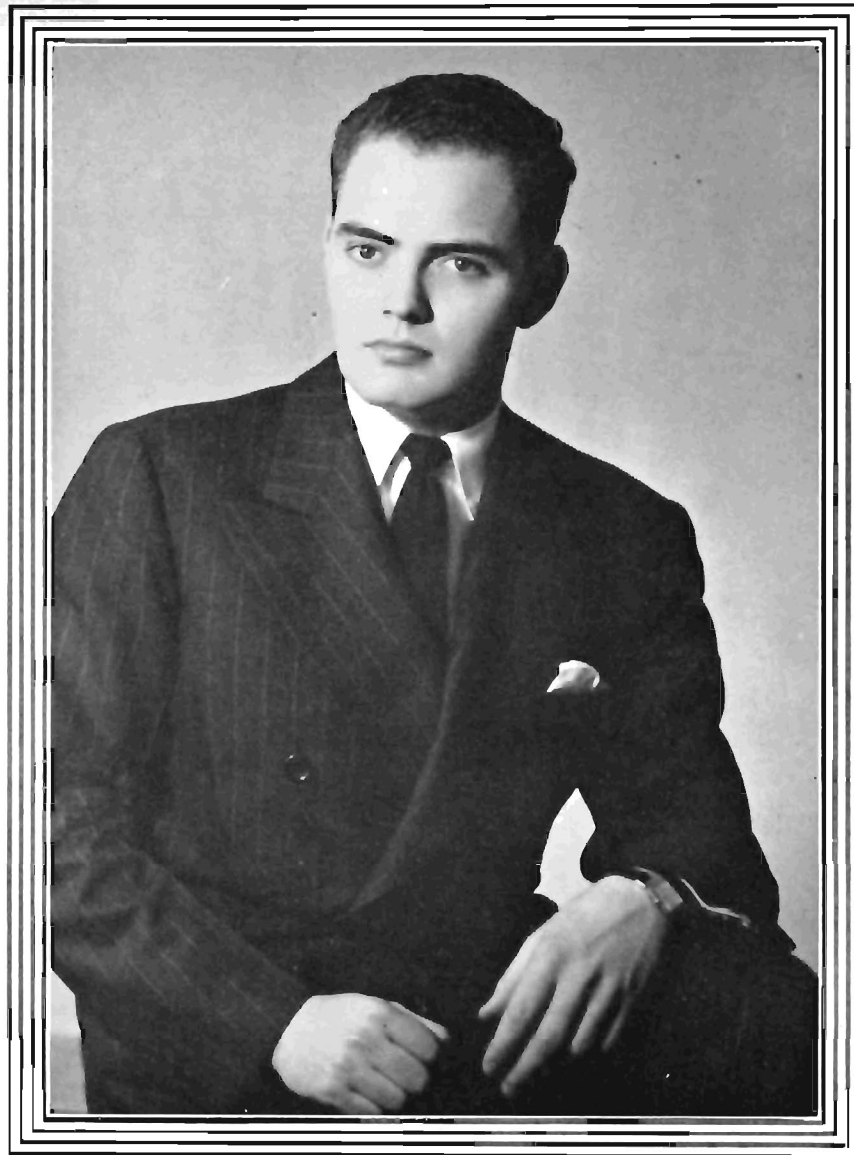
SPECIAL TRAINING

Finance; Accounting; Budgetary Control; Business Law; Business Planning; Investment Analysis; Federal Taxation

EXTRA-CURRICULAR ACTIVITIES

Clark School President of Senior Class; Football Team; Student Council; Babson Institute Alpha Delta Sigma (vice-president); Student Executive Committee; Assistant Editor of *Beacon*; Physical Activities Committee; Chief Student Air Raid Warden





Richard N. Gavigan

Frank Greeley came to Babson Institute with the ambition of fitting himself for filling one of the many and varied positions in the distribution division of business administration. With experience in a retail grocery store chain company, Greeley was able to correlate ideas, theories, and methods, with his observations of the past and his objectives of the future. It is obvious, then, why Frank chose to expend his ability in the marketing field by the concentration of work with Mr. Canfield, Mr. Shivley, and Dr. Matthews in the Division of Distribution. Socially mature, a pleasant and intelligent conversationalist, and possessed of executive ability, Frank's personality fitted him in practical sales demonstrations, to meet the requisites of a good salesman admirably.

As a Junior, Greeley made his field survey in the soap industry. As a Senior, he found a deep interest in the job of selling cash registers to the retail merchants. In addition to the application of selling technique of meeting objectives and arousing interests, this Sales function involved the study of accounting, inventory-control, and management problems of the retailer. His aggressive spirit is illustrated by his extra work in Personnel Management, which he felt would be of value in understanding and meeting personalities and personnel problems in business.

Greeley's executive abilities and his ability to apply them to good selling principles was illustrated in his management of the BABSONIAN Business Board. The Advertising Staff was familiarized with methods of selling, probable objections which they might expect to meet, and ways to overcome these objections. Each salesman was routed, prepared a report of each call for file, and kept a record of his progress. This job of organization and control is a practical demonstration of ability and the manner in which Frank will continue to apply personal aptitude and knowledge of sales and other marketing functions.

OBJECTIVE

Position in Distribution of Business
Machines or Cash Registers

EDUCATION

Boston College (one year)

SPECIAL TRAINING

Distribution; Business Law; Market
Analysis; Salesmanship; Advertising
Management; Personnel Management;
Wholesaling and Retailing

EXTRA-CURRICULAR ACTIVITIES

Boston College Public Speaking; Span-
ish Club; Assistant Business Manager
of *The Highbury*; Babson Institute Busi-
ness Manager of 1945 BABSONIAN; Ad-
vertising Staff Member 1942 BABSON-
IAN; Alpha Delta Sigma (corresponding
secretary); A. R. P.; Member of New
England Chapter of The American Mar-
keting Association





Francis J. Greeley

Robert Higgins has taken advantage of the facilities at Babson Institute in each and every way that he has had the opportunity. At the end of the work office day, when his classmates tramped from the Library, Bob spent the remainder of almost every day, in the perusal of books in many fields which have been provided for students in every branch of business administration. Higgins has been conscientious, genuinely interested in his work, and eager to do more than is required throughout his enrollment at Babson Institute. With all this, he has had the added burden of traveling to and from school every day, so that the total of his work has been done without conference or aid from his classmates.

In the Senior Division of Production, Higgins has been given an insight into all of the problems and situations which he may expect to face in the work in the field of his objective, industrial purchasing or production control. He has developed not only a knowledge of fundamentals and methods involved, but he has derived definite business philosophy from the ardent pursuit of each course. Looking at business from a high vantage point, Higgins would advocate that pessimism in interpretation of trends is of the greatest value. Be independent, by having a mind of your own; when everyone else is optimistic, be pessimistic, and when the majority are pessimistic, be inclined to the brighter outlook for the future.

Bob has faith in the appraisal of records in determining significant facts. Use records to draw conclusions; be critical; analyze; this philosophy of business and the ability to carry out these ideas are what Higgins can definitely say that he has gotten for the years which he spent at Babson Institute. With his naturally considerate and helpful attitude and his production ability, gained under the close supervision of Mr. Hedden-dorf, Higgins will continue to use the method of hard work and knowledge to find his goals in business.

OBJECTIVE

Production Control and Industrial Purchasing

EDUCATION

Waltham High School; Cambridge Junior College; New York University (one year)

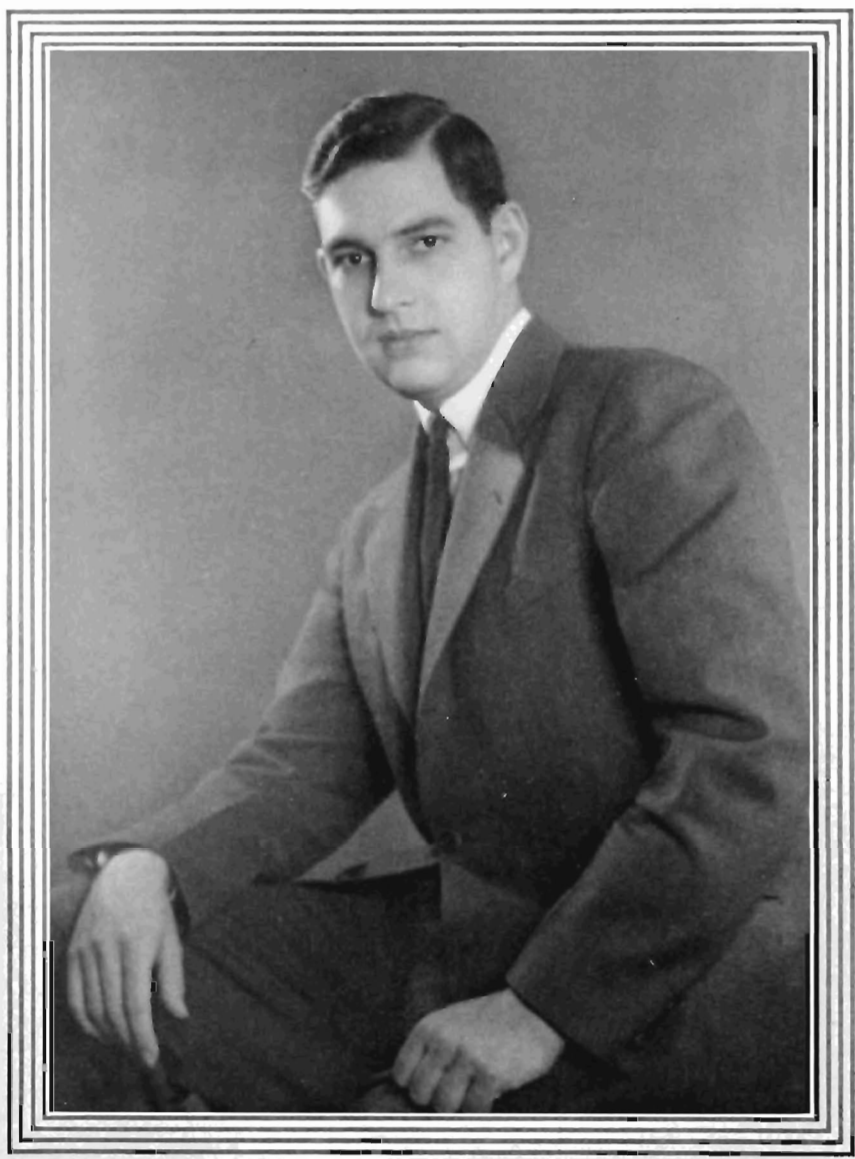
SPECIAL TRAINING

Production; Cost-Accounting; Business Law; Statistics; Business Planning; Industrial Purchasing

EXTRA-CURRICULAR ACTIVITIES

New York University Zeta Psi; Red Cross Water Safety Instructor





Robert B. Higgins

Whenever anyone at Babson Institute wants to know anything about the lumber business, they ask Tom Jones. His experience in the past in working in and around a large wholesale lumber company, gave him the insight and the interest which he has applied and developed at Babson Institute. As a member of the division of Distribution, he has applied his ability by correlating it with the techniques of selling as well as management principles in advertising and market analysis. Because he did research and outside reading on his own, Jones developed opinions and a reservoir of knowledge about financial aspects of business, so that he was able to bring significant angles into the conferences in Distribution.

When there was leisure time, Tom seized the opportunity to acquaint himself with the thoughts of contemporary and past writers of economic and social theory and philosophy. His outlook on current problems in government, sociology, and economics is correspondingly broad. When the work schedules became very crowded, and time was so short that no part of man's day seemed his own, Tom carried on with his customary academic standards by better planning of work. Inasmuch as there is high competition in the lumber industry's methods of selling, advertising, and merchandising procedures, Jones's inherent analytical capacity, experience, and keen observance of trends will be valuable in meeting these requirements. Quiet, well-mannered confidence is characteristic of Tom, and was displayed in all of his practice sales demonstrations.

As advertising manager for the 1933 BABSONIAN, Tom gave us an indication as to what he could do in organizing and getting results in the line of selling. The market for lumber products is wide and varied and demands versatility in industrial and market knowledge. Jones meets these demands both at the present and in objectives for further study.

OBJECTIVE

Wholesale Lumber Management

EDUCATION

Gow School, South Wales, New York;
Nichols School, Buffalo, New York;
Babson Institute

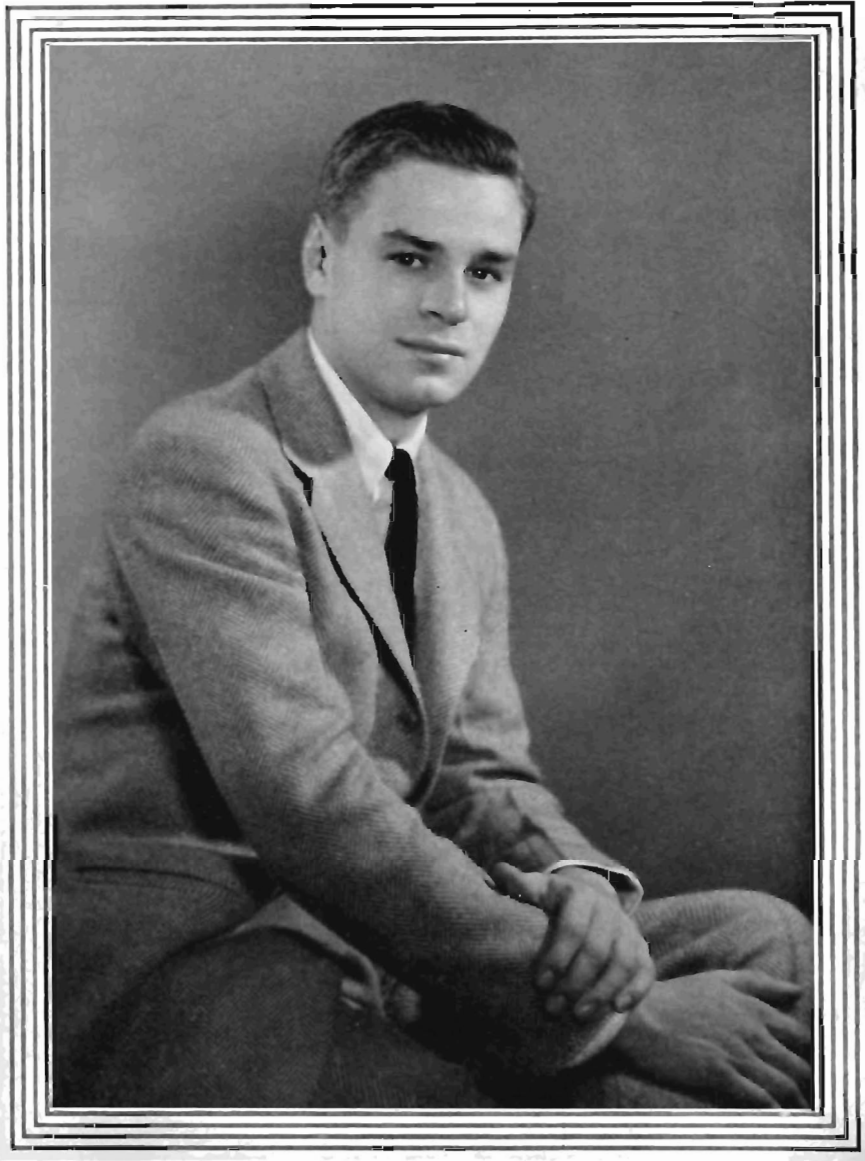
SPECIAL TRAINING

Accounting; Business Law; Market
Analysis; Finance; Marketing; Business
and Government; Taxation

EXTRA-CURRICULAR ACTIVITIES

Manager of Nichols Track Team; Treasurer Alpha Delta Theta; Assistant Advertising Manager of Nichols News; Dramatic Club; Advertising Manager of BABSONIAN





Raymond T. Jones, III

Frederick Little was, upon entrance to Babson Institute, like several of his associates, very indefinite about what industrial field choice he should make to follow the Institute program of industrial training. By counsel with Dr. Payne he made the decision that the cocoa industry would be his field of major study. It proved to be a wise choice, because since that time Fred has become constantly more interested and curious about all phases of its manufacture and, as a practical application to the occupational aptitude, its distribution.

Little has found a practical demonstration of some of the laws of supply and demand in his work with Dr. Matthews, in the study of the sensitivity of the food industries in general, and the cocoa industry as his particular interest. As the very time of his research into the vital statistics of this industry, Little took the opportunity of visiting a chocolate manufacturing concern, near Babson, and interviewing an advertising executive of the company. This field trip experience is one of the important elements in training in every field of business work at Babson, so that the students can see how the industries' executives meet the very problems which they are studying at that time, and further substantiate, for their own gratification, the practical nature of the daily work at Babson Institute.

In all of his work at Babson, Fred has cooperated conscientiously and respectfully with his instructors. Sincerity as one of the most fundamental requisites for a good salesman's personal approach, is illustrated well in the manner in which Fred has conducted himself in all of his sales work, as a member of the Senior division of Distribution. Always a gentleman, and always neat and clean in appearance, there is every reason to think that Fred will continue to follow the principles and the ideals in business, which he has learned by hard work at Babson.

OBJECTIVE

Distribution Work in a Food Industry

EDUCATION

Montclair Academy; Deerfield

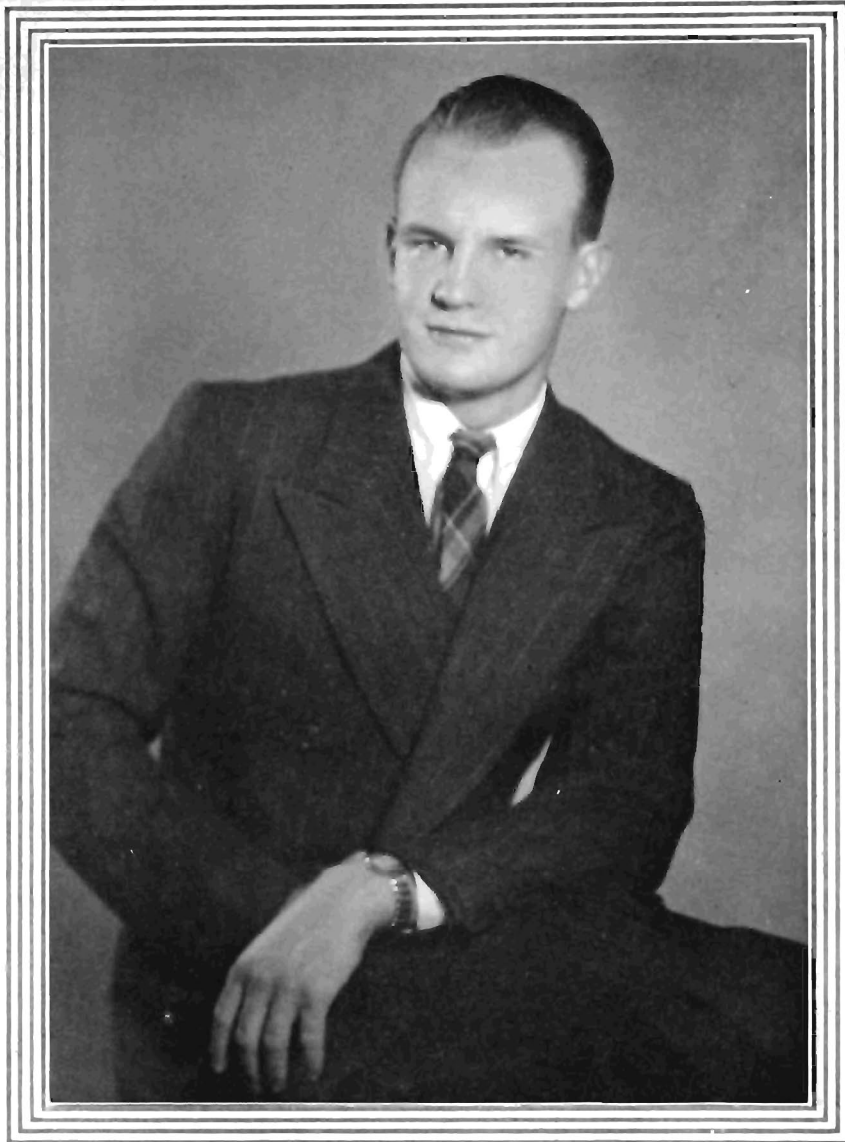
SPECIAL TRAINING

Business Law; Wholesaling and Retailing; Accounting; Economics; Sales Management; Credit Management; Business Communications

EXTRA-CURRICULAR ACTIVITIES

Deerfield Track Team; Debating Society; Dramatic Productions; Babson Institute Photographic Editor for 1942
BABSONIAN; Photographic Staff of 1943
BABSONIAN





Frederick D. Little

Frank McGehee has truly been a leader at Babson Institute from the first time his classmates heard his Arkansas drawl as he spoke at the opening dinner, until the last days of the school year. In the field of plastics, he has been consistent, throughout his business education, in his vivid desire to know marketing principles and practices from start to finish. Mathematically inclined, he has been able to offer sound solutions to problems of distribution. His good work in every field is reflected by his high academic standing in the class of 1913.

"Mac" has shown that he has been genuinely interested and sincere in his business training at Babson, by his long range conclusions about the part of young businessmen, and his clear and definite ideas about methods of business training in general. McGehee thinks that in the future education in business subjects will necessarily be more specialized than it has in the past; more like the type of training in technical fields; more people will approach the need and realize the value of the kind of business specialization which one finds at Babson. Sales and advertising will be directed more effectively by the extension of the use of market research, technological advances will be numerous to produce new goods and new methods, and increased consumer acceptability of plastics will combine to make post-war opportunities in this industry unlimited.

The experience which Frank has had in the past in his work in the office of a cotton plantation and in a bank have given him a broad viewpoint of the operations of the business world, and have helped him in Distribution to see the situation from unusual and significant angles. It is most valuable for the salesman to believe in his product; as a salesman McGehee meets this qualification well. When Frank carries his Babson training and keen business judgment into the field his work will be a credit to the Institute at Babson Park.

OBJECTIVE

Sales Department in a Plastics Industry

EDUCATION

Little Rock High School, Little Rock, Ark.; Virginia Military Institute, Lexington, Va.; Michigan University, Ann Arbor, Michigan (one year)

SPECIAL TRAINING

Distribution; Salesmanship; Advertising; Accounting; Market Analysis; Statistics; Business Law

EXTRA-CURRICULAR ACTIVITIES

V. M. I. Glee Club; University of Michigan Alpha Delta Phi; Babson Institute Student Executive Committee (chairman 1912-13); A. R. P. Deputy Warden; Religious Activities Committee; Alpha Delta Sigma (president); *Beacon* Sports Editor.





Frank Ellis McGehee

From a section of the country in which agricultural machinery is manufactured and used on a large scale, Charles Meihnsner came to Babson Institute to expand his business experience and to round out his knowledge of the problems and procedures in the field of finance as it relates to the agricultural machinery business. The quick mental calculations which Chuck repeatedly made in every possible chance, indicate why he should feel at home in the world of figures and figure fact analyses of all kinds. Of the courses at Babson Institute which have given Meihnsner a general insight into the methods of the business world, he has been glad that as a Senior he has been able to work directly with the specific things which he will want to do after the war.

Although Chuck does not often make lengthy statements of his opinions or solutions of problems in the conference, he usually has had the correct answer on his paper; the real work is a matter of judgment and calculating at which he has shown ability to his classmates and instructors. After making a thorough survey of the agricultural implements industry as is the custom at Babson Institute, Meihnsner was thoroughly ready to complete the job of specialization when the opportunity for financial training presented itself in the Senior year. The trip which the Senior Division of Finance made to New York City was of great interest to Chuck; he agrees with the majority that these outside trips to points of vantage in viewing the operations in the field, are one of the things which make the work at Babson as real and useful as it is.

With a sense of humor which is unparalleled in most quarters, Charlie is usually the center of interest at informal gatherings. The combination of the ability in finance, the industry of farm machinery, and his quick mind will lead Meihnsner to goals which he is seeking in business and in life.

OBJECTIVE

Financial Management in Agricultural Instruments Industry

EDUCATION

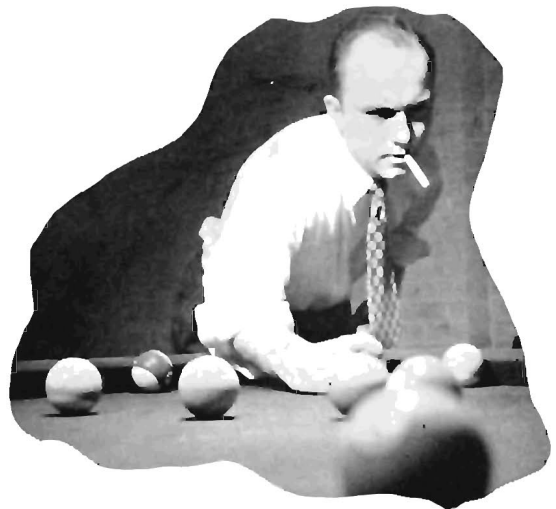
Henry High School, Henry, Illinois

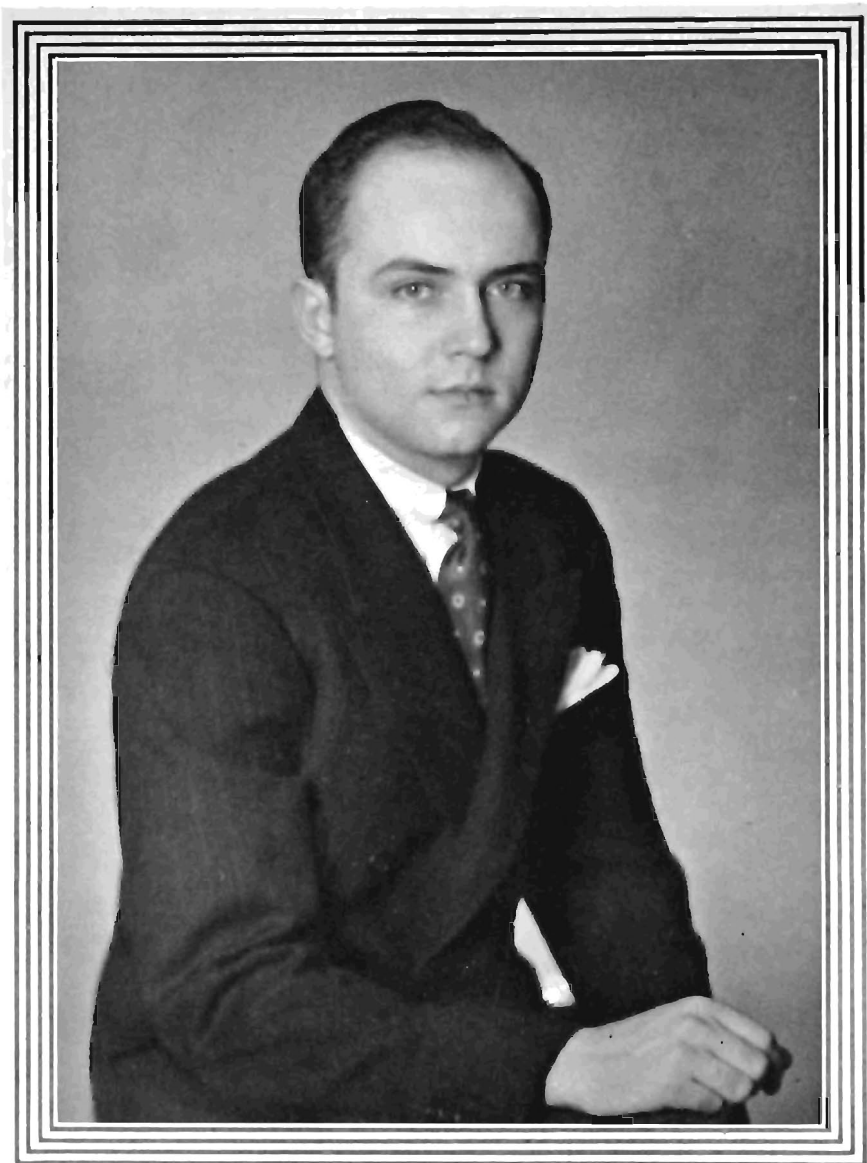
SPECIAL TRAINING

Finance; Credit Management; Business Planning; Business English; Estate Management; Budgetary Control; Accounting

EXTRA-CURRICULAR ACTIVITIES

High School Baseball; Basketball; Babson Institute Alpha Delta Sigma





Charles T. Meihnsner

In the field of financial operations, Thomas Simpson has had experience and information available which have made his practical training at Babson Institute valuable to himself and interesting to associates. The perspective which Simpson has been able to develop in his own industry while viewing at first hand has been unusual. R. Simpson & Company, Inc., has been the pawn-brokerage house which has furnished the background of interest for his study as well as the center of his objectives for work in the business world. Over the last two years, Tom has impressed his associates with the fact that a large house such as this one has all of the prestige, presentability, and sense of ethics in business that any large bank in the country has.

Throughout his work, Simpson has paid strict attention to the work in statistics and business planning since there are not any available compilations on the vital statistics of this field of finance. All of the value of statistical practice has been lacking to the industry in the past; it is his hope that he will be able to make a great contribution to his company by the application of mathematical processes of forecasting and analyzing trends. The evils of the personal finance company are not even remotely present in a business of lending on valuable articles in his, a company which has been a leader in its field since 1827.

In getting a general understanding of business fundamentals and making direct application to his field, "T. B." has done his job with precision, interest, and consistency. In the midst of this activity, Tom has found time to give the school one of its best years in social functions; as chairman of the Social Activities Committee, he has shown his organizational ability and pursuit of details which will make his work in the business world valuable to his firm.

OBJECTIVE

Management and Appraisal in Consumer Loan Business

EDUCATION

Pawling School

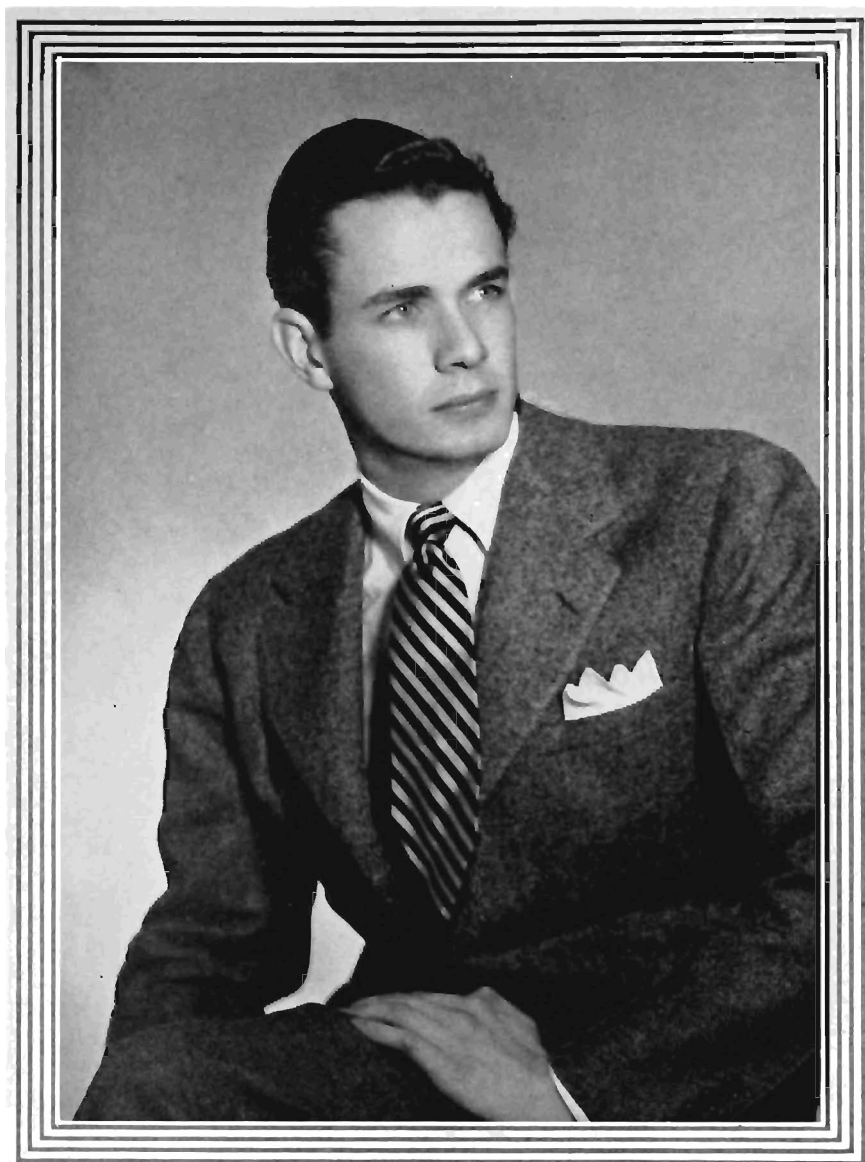
SPECIAL TRAINING

Finance; Personal Estate Management; Credit Management; Business Law; Investment Analysis; Accounting; Statistics

EXTRA-CURRICULAR ACTIVITIES

Pawling Swimming Team; Hockey; Golf; Circulation Manager for School Paper; Babson Institute Social Committee (chairman); Alpha Delta Sigma; Student Executive Committee; A. R. P.; Physical Activities Committee





Thomas B. Simpson, Jr.

The reputation of Babson Institute in the Middle West automatically directed George Tracy to Babson Park for a stay of two years, for the financial education which has always been paramount in his mind, as a field in which to spend his earning career. To clearly define the branch of financial operations into which he wished to enter, George had only to see the outlines of some of the courses in this field; personal estate management is that branch which Tracy has spent most of his two years' work in.

Budgetary control, Security Analysis, and Investments are the courses which George found tied up most directly with the field of his choice. The free hours which George was entitled to in his business day at Babson, were occupied with extra accounting. All of these subjects are directly applicable to the work which he expects to enter in peace time in the trust department of a bank. Industrial and Utility Manuals certainly do not contain the mystery to George which is registered on the faces of the incoming Junior at the start of each new year.

Financial expert or not, George has the congeniality and clever wit which has gained him a glad welcome whenever an idle moment finds its way into the accelerated program at Babson Institute. Nor is George disappointed with the way the reputation of Babson has served him in gaining the kind of an education which he wanted. With sincerity, Tracy would like to see Babson grow in the future to meet the demands of larger numbers of students to get the practical training which he has had the opportunity to get at the Institute. With his ability to get along with people, a thorough foundation in methods and theories of finance, and a genuine interest in his field, Tracy will be gratified in the work which he enters after the war.

OBJECTIVE

Investments and Estate Management

EDUCATION

Flint Central High School

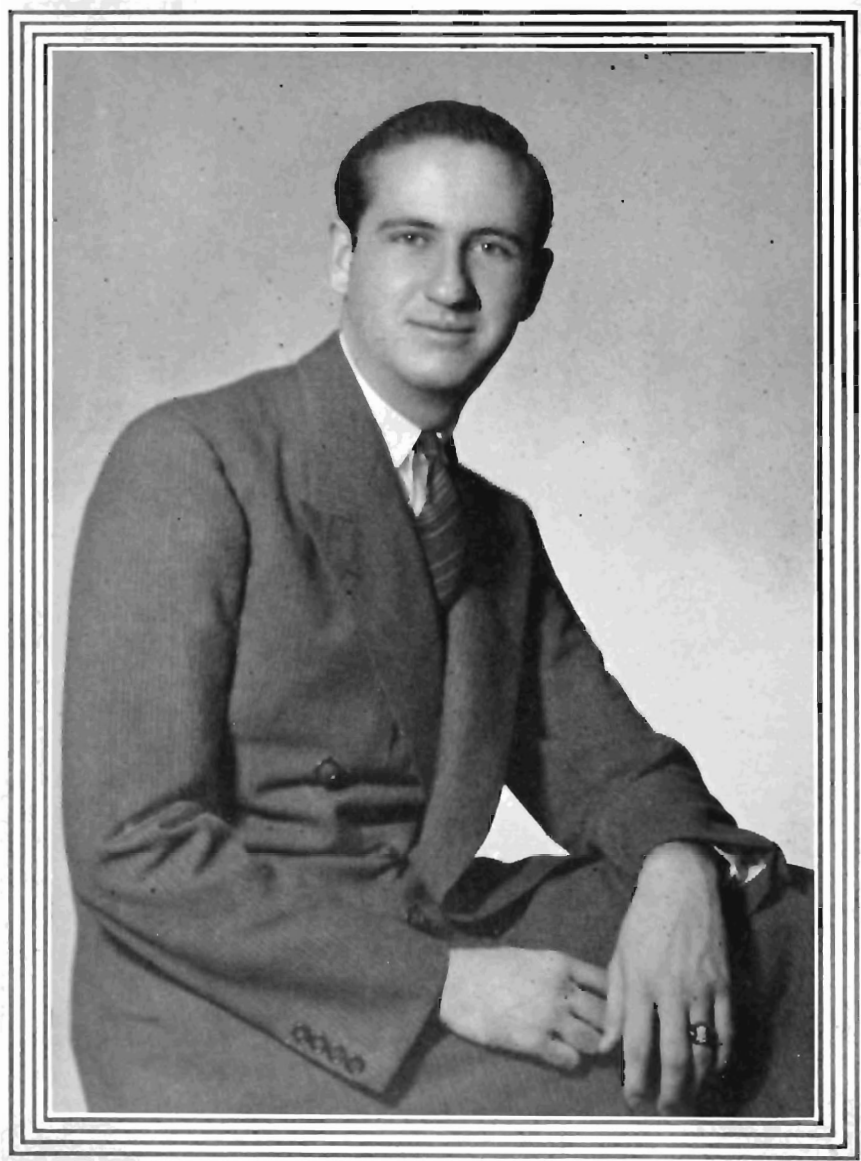
SPECIAL TRAINING

Finance; Federal Taxation; Statistics; Budgetary Control; Investments; Personal Estate Management; Accounting

EXTRA-CURRICULAR ACTIVITIES

High School Swimming; Basketball; Student Government; Babson Institute Basketball





George F. Tracy

A short time after Stephen Waldron came to Babson Institute, his associates realized that his quiet nature and passive personality had some relationship to the calibre of work which he was turning out. The ability to express himself on occasion, the faculty with which he analyzed problems, and the habit of putting his finger on the correct answer, were soon reflected in the high academic average which he achieved early in the year. Inasmuch as Steve's propensity in business functions was, at the outset, distribution, he ultimately chose the same functions for study at Babson. Throughout the years that he was here, Waldron was seldom seen idle, and the work that he produced was of exceptional quality.

The automobile industry offered the greatest field for Waldron's specialization in terms of distribution. Should he enter the automobile industry after the war, Steve will be able to put to good use the principles of marketing that he has learned at Babson, in overcoming the competition of capable technical students. Market Analysis, Advertising Management, and Business Law are all courses which will enable him to assert his capability in the field. Distribution experts must recognize the relative value of the various aspects of each problem confronting them. Waldron has learned what to look for in the solution of a distribution problem as well as developing skill in the evaluation of these aspects.

As the Editor of the BABSONIAN, Steve has showed interest in leaving a clear picture of the two years which his class spent at Babson Park. Working under difficulties of educational acceleration and wartime restrictions on enrollment and facilities, he has been able to produce a book which surpasses those of past years in quality and size. From this work, Steve has received a clear picture of how a book is published including engraving, copy organization, and procedure, which will be of great value in taking responsibility for other ventures in the business world.

OBJECTIVE

Marketing Position in Automobile Industry

EDUCATION

Binghamton Central High School;
Amherst College (one year)

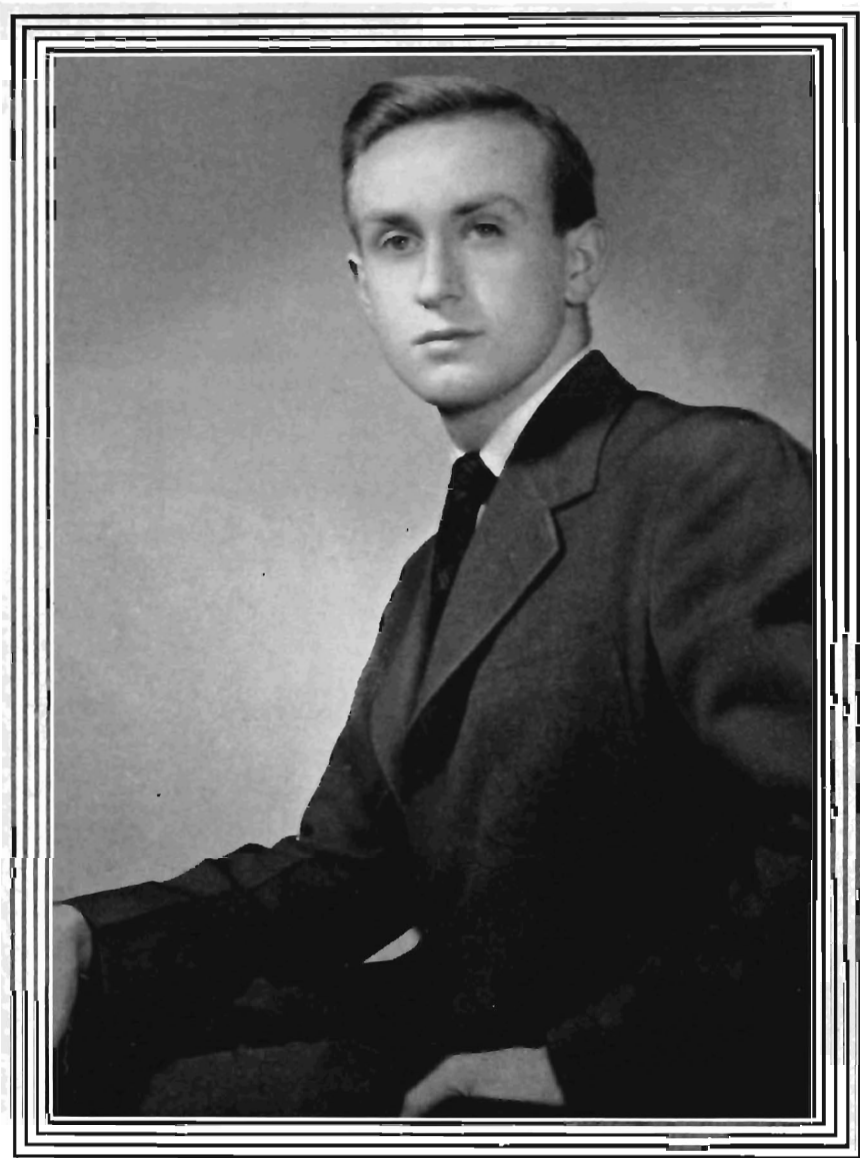
SPECIAL TRAINING

Distribution; Salesmanship; Market Analysis; Accounting; Wholesaling and Retailing; Statistics; Advertising

EXTRA-CURRICULAR ACTIVITIES

Amherst Freshman Cross-Country Team;
Babson Institute BABSONIAN Editorial Board 1942; 1943 BABSONIAN Editor-in-Chief; Religious Activities Committee





Stephen S. Waldron

Frank Widmer studied production methods, procedures, and viewpoints with a background which enabled him to get the most out of his course. With a fund of observations about the wine industry in New York State, which he gathered from years of personal contact with it, he was well equipped to relate classroom practices and theories to specific problems in his own family business. The direct relationships which Mr. Hedendorff's courses in Production made to his industry and to his company made the study interesting and vital. The pursuit of subjects in school which were closely allied with an integral part of his life in the past and closely tied up with his hopes for the future, it is obvious why Frank has enjoyed working conscientiously at Babson Institute.

Any production job will offer its management endless opportunities to apply mechanical ability and ingenuity in addition to the application of production control knowledge. Frank is well prepared to invent, contrive, or manufacture mechanical devices which will be an aid to the facilities of production. With an aptitude for mathematics, Widmer will be able to use his slide-rule on many occasions which might seem hopeless to someone with less ability. These qualifications make an aggregate of value in industrial management which speak for themselves in indication of the service which Widmer will be able to contribute to his company.

The readiness with which Frank has always been willing to give a helping hand to whomever was in need of it in combination with his generous nature and straightforward personality will make his personnel dealings in the field of industrial management a pleasure for those who are fortunate to work with him. A steady and willing student, Frank has an abundance of experience from actual work in the wine cellars to round out his business education.

OBJECTIVE

Industrial Management in the Wine Industry

EDUCATION

Naples High School; Culver Military Academy

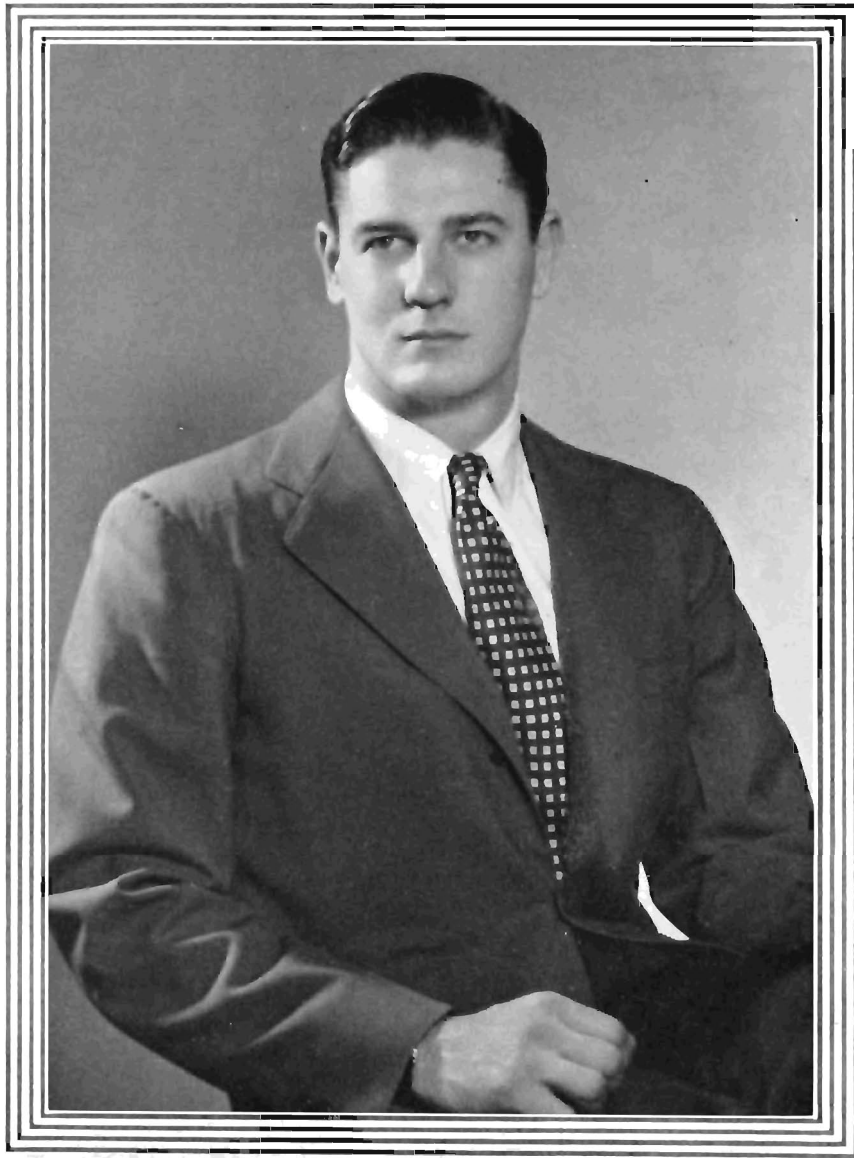
SPECIAL TRAINING

Production; Accounting; Purchasing; Labor Problems; Business Law; Business Planning; Statistics; Federal Taxation

EXTRA-CURRICULAR ACTIVITIES

Culver Football; Track





Frank Widmer, Jr.



Members of the Class of '43 now in the Armed Services

Albert C. Allen, Jr.

Carlton M. Baumgardner, Jr.

Ed Farmer Beggs

Joseph E. Bernstein

Robert M. Bernstein

Samuel H. Bowman III

Edward F. Bridgman

John H. Carr

Carleton S. Carver

David G. Crosby, Jr.

Donald D. Davis, Jr.

Wallace B. Edgerton

Malcolm S. Greenebaum

William C. Haas

Ross Harris

Walter L. Hunn

John G. Huncer

Malcolm W. Jenkins

Malcolm B. Johnson

Edward Keating

Russell McCandless

William M. Pollan

William B. Robbins

Ingram Sharpe, Jr.

Lucian S. Strong, Jr.

Henry C. Tinney

William A. Williams

Victor Y. Zetterberg



Juniors



William Baxter is interested in the fast-growing airplane transportation systems of this country. He makes use of the airplane routes to go back and forth from school because he considers it the quickest, safest, and more comfortable means of travel. Bill has chosen the financial field of air transportation at Babson to advantage as a purchasing agent for some airline company. Baxter worked for three summers in a wholesaling house with the view in mind of getting an insight into better purchasing by watching the selling function work from the inside.

Baxter has acquainted himself with the national air routes and mileages per year covered by the various air transport companies in this country. In his final quarter as a Junior, Baxter will be introduced to the subject of finance. As a Senior he will continue this study under the direction of Mr. Horner. As a member of this group, the courses in accounting and budgetary control will be of the greatest direct tie-up with the specific thing which he wants to do in the management of the air transport systems of the country.

Bill wants to be located in the east where, he feels, air transportation will have its greatest center. Although transportation on land and on the water will continue, air transportation will take away a considerable amount of light freight after the war. It is inevitable that the total number of air passenger miles will radically increase. Baxter is looking into the future when he seeks to take advantage of these new opportunities and potentialities in the air transport field after the war.

OBJECTIVE

Purchasing Agent for an Airline
Transportation Company

EDUCATION

Scott High School, Toledo, Ohio; Uni-
versity School of Cleveland; Brown
University (one year)

MAJOR FIELD OF STUDY

Finance

EXTRA-CURRICULAR ACTIVITIES

Cleveland Swimming, Tennis and Box-
ing Teams; Brown University Delta
Kappa Epsilon; Babson Institute A. R. P.

William B. Baxter

George Brett is one of the few day students at school this year. With all the gas rationing and the critical tire situation he has managed to arrive at school long before some of the other boys are out of bed. Brett has diverted his efforts toward the problem of light aircraft distribution. He believes that planes are to be the public means of transportation after the war. The many airports built during the war will be used by the civilians as well as new airplane transportation companies.

George has, during the winter term, been introduced to Marketing. In his senior year he will broaden his distribution knowledge with courses in Law, Salesmanship and Credit Management. These courses will enable him to direct his work more accurately toward airplane distribution. The gigantic promotional opportunities which will present themselves to those interested and capable in the aircraft industry, will fall in line in the work which Brett wants to enter. The training and experience which George hopes to attain in the Air Corps will be of the most direct significance to his objectives in the business world in the post-war economy.

Someday Brett plans to enter an aircraft plant such as Beechcraft, Taylor or Piper, as a technical adviser. Any light aircraft company that Brett works at will benefit from his experiences with planes and their functions as well as from his distribution training at Babson. He realizes that first-hand experience reaches one more than anything else. He has no hope for plastic planes but the post-war plane will be collapsible in order to be driven from the home to a near airport.



OBJECTIVE

Distribution of Private Aircraft

EDUCATION

Kimball Union Academy, Meriden, New Hampshire; Harvard College (one year)

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

Kimball Football, Lacrosse, and Skiing Teams; Harvard Lacrosse and Skiing Teams

George Brett



Robert Carmichael has been an ardent radio builder for over six years. During his schooling at Lenox, he and his roommate were literally buried under masses of wires, antennas, and radio sets. Bob's initiative to learn and get experience exemplifies itself by the fact that he has assembled over ten radio sets from materials and plans he has purchased. Bob has read several books about radio and during his winter term he took a course in radio code offered by Civilian Defense in Boston. With a post-war future in mind, Bob decided to prepare for financial department management of an industrial radio plant.

During his Senior year, he will study finance more thoroughly and undertake the exploration, familiarization, and investigation of the financial world. When Uncle Sam asks us to join the forces, Bob plans to enter the Army Signal Corps. In this outfit, as in no other, he will receive excellent technical training. This planning is characteristic of the way in which Carmichael proceeds with his regular work at Babson Institute.

After the war, Carmichael will be in a favorable position to choose between the technical and financial branches of radio, for he will have had technical training with the army and financial training at Babson Institute. With his keen interest in radio Bob should advance as he has planned in this young and growing industry.

OBJECTIVE

Financial Department of Radio Industry

EDUCATION

Lenox School, Lenox, Massachusetts

MAJOR FIELD OF STUDY

Finance

EXTRA-CURRICULAR ACTIVITIES

Lenox Outing Club; Craftsman Club;
Ski Team; J. V. Football; A Manager
of Varsity Football; J. V. Baseball

Robert R. Carmichael, Jr.

Chuck Clark's friendship, pleasing manner, and sincerity add much to the business day at Babson Institute for his associates. He has assumed many responsibilities, as he also did at the Hill School. For his work at Babson, Chuck has chosen the compressor engine industry. He has worked in the Clark Brothers Company in Olean on the engine assembly line. With this practical experience, Clark knows what is involved in making such a complicated engine. His familiarity with the engine was acquired by working with a crew of men who tested the engines for their ability to work under a load. This training will help Clark to know his product when he enters the marketing department of the Clark Company.

Clark has done an extensive and thorough piece of research for Industry Analysis. This intricate study of the compressor engine production shows his initiative to know more about the engine industry. After the first quarter, Chuck went through the plant at home, and found that it was very similar in its modern layout, standardization of working processes, and control systems to standards he learned from his production course at Babson. Chuck is, nevertheless, more interested in the selling field for compressor engines.

Next year Clark will use this product and company knowledge in the field of Distribution in doing his work in Sales Management and Advertising effectively. With the characteristics of a good salesman or sales executive of interest in product, knowledge of company, and presentable personality, Clark should be able to gain polish in this branch of business administration.



OBJECTIVE

Distribution of Industrial Engines

EDUCATION

Olean High School; The Hill School, Pottstown, Pennsylvania

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

The Hill School Head Cheerleader; Vice-President, Treasurer and Student Director of Glee Club; Student Orchestra; Choir; J. V. Football; Varsity Track; Varsity Basketball; Babson Institute Social Activities Committee; Vice-President of Alpha Delta Sigma; Religious Activities Committee; *Beacon* Reporter

Charles P. Clark, Jr.



Aside from a desire to get practical training in the field of business administration, many Juniors, upon entrance to Babson Institute have not yet decided exactly what industry or what occupation in an industry they want to prepare themselves for. An experience of working for several months in a machine shop, plus an interest in that work, prompted Breck to choose this industry, in counsel with his instructors, as a starting point in beginning his work at Babson. In relating his work in several courses to this field study, he has, in these several months, determined that his choice was directed wisely.

Like many other students at Babson, he hasn't yet been able to say exactly what function of the management organization he would be the most interested in or the best prepared to fill. Further study in this and his second year, will undoubtedly open new fields for him and constantly clarify and direct his efforts into narrower channels. Production is the major field of study which he will follow in his Senior year, since its subjects of cost-accounting, purchasing, and stock-control offer the most direct application to management in a machine shop.

The conscientious attitude with which Breck has met his work at Babson has already been reflected in his academic standing; it is evident that he will be able to continue his work with an eager spirit and at the same time take part in outside activities on the campus.

OBJECTIVE

Machine Shop Production Management

EDUCATION

Waverly High School; Keystone Junior College

MAJOR FIELD OF STUDY

Production

EXTRA-CURRICULAR ACTIVITIES

Scranton High School Glee Club; Orchestra; Manager of Soccer, Basketball, and Track Teams; Scranton Keystone International Relations Club; Riding Club

Breck C. Comegys, Jr.

For the first quarter Irving was a day student, but after Christmas he found that living at the school saved much time spent in daily commuting and gave him the opportunity to make more congenial friendships with his classmates. The industrious nature of Granofsky has been proven by many days of hard work in the receiving department of a chain store warehouse. Further work in the office broadened his pre-Babson training so that he has been able to make direct references of principles, in the conferences, to his past observations.

Throughout his course at Babson, Granofsky has and is going to study and analyze problems in chain stores for women's apparel. The problems he will encounter here and after he has entered the business world will include problems in personnel, purchasing and selling merchandise, letter writing, accounting, inventory control as well as problems in office management. Under Dr. Payne, Irving has done special research and study of consumer psychology or consumer buying habits. These studies will help him to judge the quantity, quality, and price range of women's ware.

After the war Irving plans to enter a New England chain store company that deals in women's apparel. From the first day Irving enters what is considered the hardest business in the country, he will be qualified to undertake any of the daily problems which will confront him. He might be sent out to any one of the chains to make "clear sky" inventory reports. With this first assignment as with those to come later, Irving will rely heavily upon the fundamentals learned at Babson.



OBJECTIVE

Retail Chain Store Management

EDUCATION

Brookline High School; Thayer Academy, South Braintree, Massachusetts

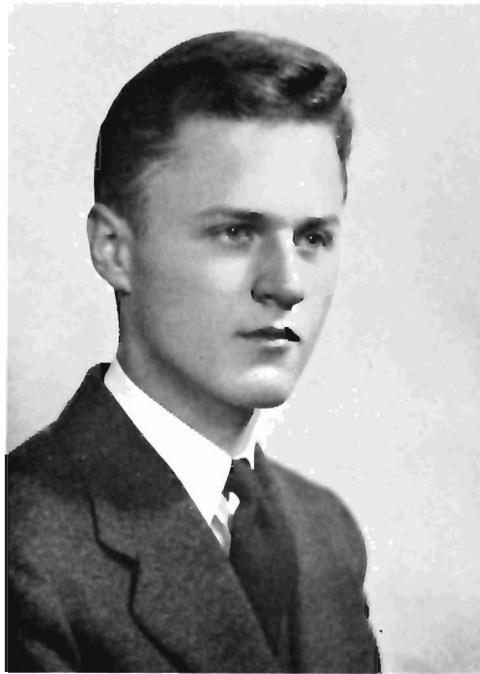
MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

Brookline High School Tennis Team; Thayer Yearbook; Hi-Y Club; Tennis Team; Babson Institute Advertising Staff of the BABSONIAN

Irving F. Granofsky



Although Roger was offered a scholarship at Lehigh University in Bethlehem for his athletic ability in basketball and school work, he decided that Babson Institute offered the needed instruction in distribution and management in his selected industry of carbonated beverages. "Rog" has worked for the past two summers in the Allentown Pepsi Cola Company. There he learned and familiarized himself with the jobs necessary in a bottling works. During and after working hours, Graver showed his high interest in bottling methods. This energetic Junior made a special effort to learn by experience the different functions of the bottling company, such as washing the bottles, inspecting bottles for cracks, chips, or other imperfections, the mixing of the sirups, filling the bottles with sirup and carbonated water, capping, labeling and packing the bottles in cases and crates. The greatest essential in all types of bottling works is the necessity for cleanliness and sanitation. These plants are cleaned several times per day and "Rog" knows it for he has spent plenty of time in living up to this vital health guarding essential.

Graver's high scholastic achievement and ability have been continuously present in his work at Babson. He made a thorough research in his field. Through the production course he learned different conditions and problems he is likely to come up against. When he studies more thoroughly the distribution field, he will acquaint himself with selling methods, consumer problems and demands. "Rog" has a bright future ahead in a bottling company for the price of soft drinks is small enough that everyone can buy them during depression or prosperity. Soft drinks are an American trait and are here to stay.

OBJECTIVE

Owner and Manager of a Carbonated Beverage Plant

EDUCATION

Allentown High School

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

Allentown Varsity Basketball; Captain of Tennis Team; Varsity Club; Athletic's Scholastic Medal; National Honor Society; Babson Athletic Activities Committee; Treasurer of Alpha Delta Sigma; A. R. P.; *Beacon* Reporter; Editorial Board of the *BABSONIAN*

R o g e r A . G r a v e r

In correlating the work at Babson Institute with his background and objectives in his own particular field of interest, Phil has, in beginning, looked into the problems and processes of the manufacture of mens' clothing. By this approach, he has been seeking to obtain a new viewpoint in relation to the administration and operation of the department store in which he has already had some experience working in various occupations.

With this background and interest, it is natural that Phil should major in the field of Distribution in his senior year. He will have plenty of opportunity to apply the work at Babson Institute to the occupational preference in his field which he has indicated as merchandise management, under the guidance of Mr. Canfield and Mr. Shively in Sales Management and Wholesaling and Retailing. As a major in this field, he will be able to get much information and experience out of the work because of his clearly defined interests and at the same time, he will be able to contribute viewpoints and observations which he has already gained from experience in the field of department store methods of distribution.

It is conservative to say that with this background and practical training, Phil will be valuable in the merchandise management work which he expects to enter in the family business in Lima. He feels that as he continues his work at Babson Institute, his general business foundation will become broader and his industrial preference will become more completely developed; the two things which he came to Babson Institute to find will have been realized.



OBJECTIVE

Department Store Merchandise Management

EDUCATION

Western Reserve Academy

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

Sports Editor of Yearbook at Western Reserve Academy

Philip M. Holstine



OBJECTIVE

Industrial Management in Sporting
Goods Industry

EDUCATION

Cranbrook, Bloomfield Hills, Michigan

MAJOR FIELD OF STUDY

Production

EXTRA-CURRICULAR ACTIVITIES

Cranbrook Rifle Club; Riding Club;
Camera Club; Wrestling Team; Babson
Institute Alpha Delta Sigma; A. R. P.;
Wrestling Instructor; *Beacon* Reporter;
Editorial Board of *BABSONIAN*

During the past year Ed has been the Babson wrestling champ and instructor. At Cranbrook he was on the varsity for three years. He knows the holds and also the escapes. Turning toward his school work, we find he is a hard and thorough worker learning the theory and figuring out how the theoretical will become practical. Hurd uses the same aggressive spirit and conscientiousness in his academic pursuits which directed his physical development to the point of expert ability. Because he is always ready to give a helping hand, Ed should gain the goodwill of business associates, as he has schoolmates, in finding his goal in his earning career.

Through the study of fishing tackle in Industrial Analysis Hurd is already applying the marketing and production to a future plan. He plans to organize and operate a new company in the manufacture of fishing reels and poles. Hurd has given considerable thought to the fact that after the war sportsmen will still earn the large wages as today. They will receive longer vacations and need relaxation. The fishermen will have money and will spend it on more and better fishing tackle.

The course in Production is of considerable importance to him for the establishment of a plant requires consideration of all industrial factors. Some of these factors are plant location, supply of raw materials, mass production, quality, and labor. Although Ed has no faith in plastic reels, we are sure that he will be able to do a good and thorough job in the further development of fishing reels. Babson Institute's practical training was the appealing characteristic which motivated his entrance. As is almost unanimously the case, he has found this training directly in line with his hopes and applicable to his future plans.

Edwin W. Hurd

When Walter first came to Babson Institute last year, he was undecided about which industry he wished to choose for his earning career. Through the helpful leadership of Dr. Payne and research in Industrial Analysis, Walt has made a wise choice in an industry which has advanced rapidly; the industry of plastics. After the industrial decision has once been made by the new student at Babson, experience has repeatedly illustrated that interest and ability in business subjects have been contiguous to the new fund of field knowledge.

Through his study and extensive reading, Lovell has learned about the manufacture and fabrication of plastics. He realizes that there are many possibilities for plastics in the future. He is interested in the industrial materials which need a base, such as sawdust or sisal fibers, for the prepared resins. Some of the industrial products he will take part in designing and fabricating are gears, steeringwheels, and even plastic cars and houses. These are made today on a small scale, but Walt believes that plastics will surely turn to the bigger things like automobiles, airplanes, prefabricated houses, and all-plastic boats. The P. T. boats of our Navy today are made from laminated wood.

Walter has as an objective, a production job in a plastic plant such as in a Du Pont subsidiary in Leominster, Massachusetts. With this background and fundamental knowledge Walter will be able to contribute extensively to any company into which he enters. With the basic business training which Lovell has received in his junior year as a foundation, he will build an occupational value in the study of production methods, problems, and central systems, in his senior year.



OBJECTIVE

Production Work in Plastics Industry

EDUCATION

Fitchburg High School

MAJOR FIELD OF STUDY

Production

EXTRA-CURRICULAR ACTIVITIES

Fitchburg High School Band

Walter F. Lovell



In the classroom, Ben is better able than the majority of students to tie up the points of discussion to his own observations and interests and relate them to the work which he expects to do in the field of retailing. With several years of actual working experience behind him, he finds himself in a good position at Babson Institute to correlate the practical with the theoretical, and to see how closely and interdependent the two phases of business really are.

During the several months that he has spent at the Institute, as a Junior, he has used free time on week ends to visit and work in a family store in Manchester, New Hampshire, where he has taken active part in taking of inventories, selling, and the selection of merchandise. Since he is in the field of retailing, he is planning to major in the field of Distribution. The courses in this field will enable him to make marked progress in the development of his occupational interest, which is merchandise management. Advertising, Salesmanship, and Credit Management are all courses which relate directly to his chosen field, and will give him every opportunity to be an expert at his occupation.

While at Babson, Ben is glad to have the opportunity to get in condition for the army in the physical activities program, and at the same time continue with his work as usual. Ben plans to go directly into the Jules Chain Store, which is a company engaged in the distribution of clothing. With this in mind, he is concentrating on the things at Babson Institute which will help him the most directly in this work.

OBJECTIVE

Retail Store Management, Merchandise Management

EDUCATION

Poly Preparatory School; New York University (one year)

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

Glee Club at Poly Prep and New York University; School Paper; BABSONIAN Editorial Staff

Bennet A. Moskine

Selling is the specific field choice which Walt made even before he came to Babson Institute. Therefore, while at Babson and after graduation, he will pay particular attention to the various subjects and observations in his chosen field of Distribution. Walt feels, that in order to be a good salesman, a man should first learn the business fundamentals of accounting methods, staff organizations, and business law. In his beginning at Babson Institute, he feels that he has become acquainted with these fields and in addition has seen the value to the salesman of knowing something about the production phase of his business.

As a Senior, Walt will build upon his general business foundation, a knowledge of the actual techniques of selling in the field, he will relate the manufacturing processes in his industry to his own work in the field of the sales organization of the business. With this basic training in production, finance, and distribution, Walt is looking forward to the time when he will be able to spend all of his time in the wholesale distribution of goods.

The family business which Walt is anxious to get into is engaged in the wholesale marketing of plumbers' brass supplies. The company carries on all of the functions in this line which are generally associated with the operations of a wholesale house. Although he is keenly conscious of how all the departments of the business are organized and operated, Walt will be on the alert to use his knowledge of sales work to fit into that part of the organization, and eventually to improve that department in any possible manner.



OBJECTIVE

Distribution of Plumbers' Brass Goods

EDUCATION

University School, Shaker Heights, Ohio

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

At University School: -Cadmean Society; Manager of Swimming Team; Sports Editor of School Paper; Secretary of Athletic Council; Assistant Manager of Hockey Team; At Babson Institute: Business Staff of BARSONIAN; Alpha Delta Sigma

Walter J. Uberndorf, Jr.



Steve has exhibited many outstanding characteristics during his first year at Babson Institute. He is energetic, good natured, and a hard worker. While in high school, Steve worked at his father's garage and showroom. Here he worked as grease-monkey, office man, and salesman on the floor. With this development of ability and his record, he logically found a basis for his work in the reservoir of facts and figures about the automobile industry in the Babson Institute Library.

At Babson, O'Connell will major in Distribution during his senior year. The marketing course with Mr. Shively and letterwriting with Mr. Canfield, Steve is getting the fundamental principles which he will use during the course of buying and selling cars. The ideas and training he receives in Sales and Advertising management will help him to make better displays and more sales. After graduating from Babson, O'Connell is going to a six months training course given by General Motors in Detroit. He will learn about the motors and what goes into the efficient General Motors products. Then returning to Pittsfield, he plans to work with his father in the Berkshire Auto Company until he has enough money to begin for himself.

Steve wants a small display room and also a large garage located nearby. The experience and training he has received will make him a valuable man to his father and General Motors. The eagerness and vitality which O'Connell has displayed in learning will be carried on in his business career of taking part in the tremendous marketing job which the automobile industry will meet in a post-war business world.

OBJECTIVE

Retail Distribution of Automobiles

EDUCATION

Pittsfield High School; Choate (one year)

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

High School Executive Council; Torch Hi-Y; Babson Institute Social Committee; Student Executive Committee; Babson Institute Alpha Delta Sigma

Stephen G. O'Connell

Out of the Junior Class, Bill is one of the men whose interests and work, at Babson Institute, have shown a new understanding and a desire to work in the aviation transportation industry. With an outlook into the realm of the possibilities which air transport will make available to American industries and individuals in post-war life, Bill has begun, in his work of framing the large picture of the industry, to designate exactly how he will be ready and able to fit into that picture.

To tie up the program of practical training at Babson Institute to his own industrial and occupational choices, Pape has selected his Senior field of study as being that of Distribution. With the fine division of occupations which our industry has seen in the great trend of specialization in the last few decades, it is no less important that the field of selling receive the same benefits and efficiency in operation that production and engineering have seen in the past. It is with this in mind, that Pape is looking forward to the work in Salesmanship and Advertising in connection with the selling of air transportation.

Sincere and reliable, Bill desires only the chance to gain practical experience with one of the large companies. His interest and enthusiasm in the whole aircraft industry will enable him to keep ahead of the rising tide of the education of the American people to aviation. With these specific objectives and the aptitude for handling a responsible position which he has evidenced at Babson Institute, Bill will be able to meet whatever problems of distribution that may be his to solve.



OBJECTIVE

Selling in the Aviation Industry

EDUCATION

Virginia Episcopal School, Lynchburg,
Virginia

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

Virginia Episcopal School "V" Club;
Social Committee; Football Team;
Hockey Team; Babson Institute Alpha
Delta Sigma; Athletic Committee

William E. Pape



Early in the year, Don Raubar proved himself the campus artist by volunteering to be the Art Editor for the *Beacon*, and in addition became the only Junior on the board. The willingness and enthusiasm with which Don completed this work and also similar work for the *BABSONIAN*, are characteristic of his work at Babson Institute. For several years, Raubar has shown ambition and ingenuity by the operation of a flower shop as a subsidiary of his father's cemetery memorial company. When not working with flowers, he was usually occupied by work in connection with the memorial business.

Raubar has the intention of manufacturing and retailing tombstones, which will tie in with his father's present enterprise. The accounting and marketing which he has already received will enable him to run his flower and tombstone companies with more accuracy. In Marketing, he has learned of the tie-up between producer and consumer, the necessity of stock turnover, and the relation of margin control to profits. Under Mr. Greene, Don understands more thoroughly such functions as inventory control, keeping manufacturing expenses, budgetary control and taxation.

Raubar plans to buy granite from quarries scattered throughout the United States and manufacture stones and cornerstones for building purposes. He expects to extend his business through the establishment of branch offices for the distribution of finished stones. Also he has access to real estate for which he would get management experience if he were able to remain at Babson for another year.

OBJECTIVE

Management in the Manufacture and Sale of Cemetery Memorials

EDUCATION

Cranbrook School

MAJOR FIELD OF STUDY

Finance

EXTRA-CURRICULAR ACTIVITIES

Cranbrook Football Team; Hockey Team; Band; Babson Institute Alpha Delta Sigma; *Beacon* Staff; *BABSONIAN* Staff; A. R. P.; Athletic Committee

Donald O. Raubar

The thoroughness and diligence with which Bill goes about planning and accomplishing whatever has to be done, have been evident both to his associates, and in his academic achievement record from the beginning of his term at Babson Institute. Aside from his academic achievements, Bill has had considerable practical experience. At the Columbian Rope Company, in Auburn, he served as an apprentice in the machine shop, and as a draftsman in the engineering department. As a draftsman, he put his engineering training into practical experience. It was during this work, which brought him in contact with the whole mill, that he decided business training would be more essential in the rope industry than a highly technical engineering education.

In Industry Analysis, at Babson Institute, Bill has worked with industrial statistics and production procedures, in relation to the Manila rope industry in the United States. For a complete analysis and a direct bearing to his occupational preference in the rope industry, it has been necessary for him to uncover all available information about the production of Manila hemp in the Philippine Islands. The international reflections on this entire situation have made this job even more difficult and interesting for Reber and his conference associates.

Our industrial demand for the raw material, hemp, has been stifled by the present war and the destruction of the Philippine plantations. In the restoration of this source of hemp, Reber wants to be able to go to the Philippines and introduce modern facilities, new ideas on the cultivation, preparation and shipping of all grades of hemp to the United States.



OBJECTIVE

Management of Production of Manila Hemp in the Philippine Islands

EDUCATION

Auburn Senior High School; Mercersburg Academy; Cornell University (one year)

MAJOR FIELD OF STUDY

Production

EXTRA-CURRICULAR ACTIVITIES

Auburn High School Tennis Team; Business Board of School Yearbook; Mercersburg Radio Club; Mercersburg Band; Cornell Crew; Babson Institute A. R. P.; Babson Institute Alpha Delta Sigma; BABSONIAN (assistant editor)

William T. Reber



OBJECTIVE

Selling in the Plastics Industry

EDUCATION

Worcester North High School; Phillips Exeter Academy; Harvard College (one year)

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

North High School Hockey Team (captain); North High School Football (captain); High School Baseball Team; Exeter Hockey Team (captain); Exeter Football Team; Exeter Baseball Team; Harvard Football; Harvard Hockey Team (captain); Babson Institute Student Executive Committee

The mature point of view which Al has developed, made him a leader of his class from the start. After sampling a liberal arts education, the idea of going to school and at the same time getting training which would fit into his life's work was most attractive. At Babson Institute, trends in industrial volume in the country are reflected in the interests of the incoming students: his choice of the industrial field of plastics is, therefore, in keeping with the rise in the volume of production and the outlook for the future in that industry.

In his Senior year, Al will follow this industry from the Distribution angle. The other phases of production and engineering in plastics will be better taken care of by chemists and specialists in their own branches of work. In sales work, Reeves feels certain, there is as much knowledge to be obtained for working to advantage, as there is in technical fields of work; the person that understands modern, well-planned sales techniques will be far ahead of his rival who is working without the benefits of a thorough understanding of the principles of Salesmanship and Sales Management.

In the past, Al has performed admirably in several fields of athletics. Although he will not have as much time or opportunity for these activities at Babson, his experience does show that he works hard at whatever he does; it is indicative of the fact that he can keep a good scholastic average and still take part in the extra-curricular activities which add to the vitality of the school.

Albert L. Reeves

Before Paul came to Babson he took the junior executive course offered at the Detroit Business Institute. While at Babson, Paul has expanded the fundamental principles learned in Detroit. He has used the Babson Institute Library for research and reading. Paul finds that the Babson courses have been more extensive and cover a greater span of business. Although Paul has really decided on entering a finance company, he is an ardent photography fan, and he devotes much time to the study of the photography industry. He feels that industrial knowledge will supplement and broaden his knowledge of financial methods and skills.

Reid has worked with a finance company and learned by experience the methods of estimating the value of property and the functions of financing real estate. With this background, Paul will major in the field of Finance during his senior year. Here, Paul will learn more about property management, mortgages and instruments. He will take a trip to New York and visit the New York Stock Exchange where he can observe at first hand, workings of the financial center of the country.

After the war, Reid will enter, with his two brothers, the Atlas Finance Company. The courses with Mr. Horner, in Security Analysis, Personal Estate Management, and others which include discussions of numerous financial methods will give Paul a working knowledge of many procedures which will be invaluable to him and directly applicable to the property management, financial promotion, and insurance work which he will enter in his family organization.



OBJECTIVE

Financial Management

EDUCATION

Detroit Country Day School; Detroit Northern High School; The Business Institute, Detroit, Michigan

MAJOR FIELD OF STUDY

Finance

EXTRA-CURRICULAR ACTIVITIES

Country Day School Camera Club; Photographic Staff of School Paper; Detroit High School Lambda Sigma Fraternity; Camera Society; Camera Staff of School Paper; Golf Team; Babson Institute Alpha Delta Sigma; Distribution Manager of *Beacon*

Paul W. Reid



OBJECTIVE

Financial Management

EDUCATION

The Pawling School, Pawling, New York; Scarsdale High School

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

Pawling Acolyte Guild; Circulation Manager of School Paper; Business Staff of Yearbook; J. V. Football; J. V. Hockey; Varsity Hockey; Manager of J. V. Baseball; Varsity Club; Babson Institute Student Executive Committee; Alpha Delta Sigma; *Beacon* Reporter; Assistant Business Manager of *BABSONIAN*

Last summer George received a large amount of practical banking experience. He had the opportunity of working in the People's National Bank & Trust Co. of White Plains, where he had the important job of analyzing bank statements. This consisted of averaging the amounts of money a company or person had in the bank at the end of any given period. George is interested in another phase of finance, namely, that of the loan broker. For the past one hundred and fifteen years the Simpson family has operated an elite loan broker's house in New York City. George entered Babson for a general education along the line of business management.

Simpson is studying with some very definite ideas in mind. He is preparing for the post-war increase in business by loans on precious stones, flat silver, and all types of jewelry. We do not realize that during a depression the loan broker suffers accordingly. Likewise, during a period of prosperity the broker also prospers.

Nevertheless, Simpson is working toward a latent goal, that of establishing a jewelry store in New York City which specializes only in the selling of diamonds. With the possibility of an executive position in the R. Simpson Company and the ownership of a private diamond business, George has studied salesmanship with future work directed towards advertising. The R. Simpson Company, during all of its successful business years has never resorted to advertising as a method for increased business. By applying his training received at Babson George plans to develop a type of advertising which will draw to the company those persons with valuable and precious stones.

George H. Simpson

The high academic standards which Perry Smith has set for himself at Babson Institute have been directed in the industrial field specialization of the air transport industry. All kinds of aircraft production management appeal to Perry. Like many other members of his class he is interested in the future of air travel in the United States and therefore wants to apply his occupational preference, industrial management, to the industry. Because it is a new industry, all of the material in the Babson Institute Library is up to date and directly significant to the situation in which he is interested.

In the Senior Division of Production, Smith would come in contact with concepts which he heretofore never dreamed had the control of our industry throughout the country. In cost-accounting he would learn to analyze figures and derive facts therefrom. The combination of Business Law and Industrial Purchasing would further develop his understanding of the complexities of the problems which he might expect to meet in the field.

The assembly and coordination of materials, and the relation of machines and men thereto are the primary factors of production. Perry will apply to the aircraft production industry the laws and theories guiding such factors. What he will learn will be of use to him throughout his life. Sincere and reliable Smith 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 will accompany the education of the American people to acceptance of the use of aviation.



OBJECTIVE

Production Management in Aircraft Industry

EDUCATION

Technical High School, Springfield, Mass.; The Loomis School, Windsor, Conn. (one year)

MAJOR FIELD OF STUDY

Production

EXTRA-CURRICULAR ACTIVITIES

High School Hi-Y; Senior Dance Committee; Loomis Rifle Team; Loomis Football Team; Babson Institute Alpha Delta Sigma; Social Committee; A. R. P.

Perry M. Smith



Ted came to Babson with the specific intention and desire of preparing himself through training in business administration to become an executive in the Townsend Oil Company located in Le Roy, New York. Although "Ted" has not had any practical working experience at his father's oil company, he has developed character traits of leadership ability during his camp counselorship for several summers at the Adirondack Woodcraft Camps. At Babson, Ted has studied the refining processes of petroleum. Through the aid of library data, Ted has indicated the location of actual centers of the oil industry on a map of the United States.

The Townsend oil distributing center at Le Roy covers an area over a seventy-five mile radius. During peacetime, this radius includes part of Rochester, New York. Last quarter Townsend learned the fundamentals of production which will enable him to improve working conditions and help make plans for the installation of new equipment. His marketing course this term will throw new light on the possibility of increasing sales throughout the northwest part of New York State. As a Senior, Townsend would carry this fundamental marketing work to its logical conclusion in his study of Wholesaling and Retailing, Market Analysis, and Sales Management.

When Townsend joins his father in business, he will slowly take over many responsibilities which his father now bears. Ted will be trained to buy oil from different companies to supply the fuel and motor oil demands of the vicinity, to manage the office and workmen, and to supply filling stations with fuel.

OBJECTIVE

Distribution in the Oil Industry

EDUCATION

Northwood, Lake Placid, New York

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

Northwood Skiing, Golf and Tennis Teams; Chairman of Dance Committee; Business Manager of Yearbook

Theodore N. Townsend

Frank Waterman is one of the most sincere and earnest workers in the class of '44 at Babson. Frank has always been interested in new ways and new experiments. He has studied Plastics in Industry Analysis and believes that automobile and airplane ages will give way to the new Plastic Age. He traveled extensively through Europe and believes that travel is a better education than high school. Frank agrees, however, that company, product, and industrial research give an insight, a foundation, and a basis for constructive and applicable knowledge and skill in business administration.

Frank has done extensive research in the manufacturing of plastics. He has studied about the different types of molding such as extrusion, compression, and injection. His work in production will give him the background for operating a fabricating plant. His study at Babson will prepare him for the work of a production manager as well as an administrative executive. The combination of imaginative and concrete proposals in Waterman's picture of the plastics industry should make his judgment, in executive or subordinate positions of significance to his own welfare and to that of his company and industry.

Frank is thinking of entering a large plastic concern which makes the basic resin materials and also fabricates products. Frank has many ideas for the future use and development of the plastic industry and toward turning this decade into the Plastic Age.



OBJECTIVE

Production Manager in Plastic Industry

EDUCATION

Rivers Country Day School, Brookline, Massachusetts; Noble and Greenough, Dedham, Massachusetts; Harvard College (one year)

MAJOR FIELD OF STUDY

Production

EXTRA-CURRICULAR ACTIVITIES

Rivers Social Committee; President of Student Council; Business Board of School Paper; Football; Manager of Football; Hockey; Noble and Greenough Hockey, Baseball and Football Teams; Harvard Track; Babson Institute Business Board of BABSONIAN

Frank S. Waterman, III



Bruce is one of the ever enlarging group of Junior Students at Babson Institute, who is preparing himself for the inevitable strides in aviation for the future, in which the United States will lead the world. To Wells, private air travel, rather than commercial air transportation, is the most attractive branch of the growth of air-mindedness. In agreement with other members of his class, he feels that the western part of the country will continue to be the leader in the manufacture and use of small types of airplanes.

Wells intends to direct his efforts into a study of the channels of distribution which private airplanes will be the most likely to follow in the future. It is clear to Bruce that to be a good salesman of any product, and especially of such a highly competitive and complex mechanical product as an airplane is, the salesman must be thoroughly familiar with all phases of its structure and operation. In Industry Analysis, Wells has been able to get this valuable information by research into the exact methods and processes involved in the manufacture of the airplane engine.

The training in methods of selling and sales management which Bruce will get in Distribution, in his Senior year, in combination with this background of technical understanding of his product, and in addition to the mechanical interest and ability which he has shown, will all work together to enable Bruce to do his job, selling private aircraft, in an efficient manner.

OBJECTIVE

Selling Private Airplanes

EDUCATION

William Hall High School

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

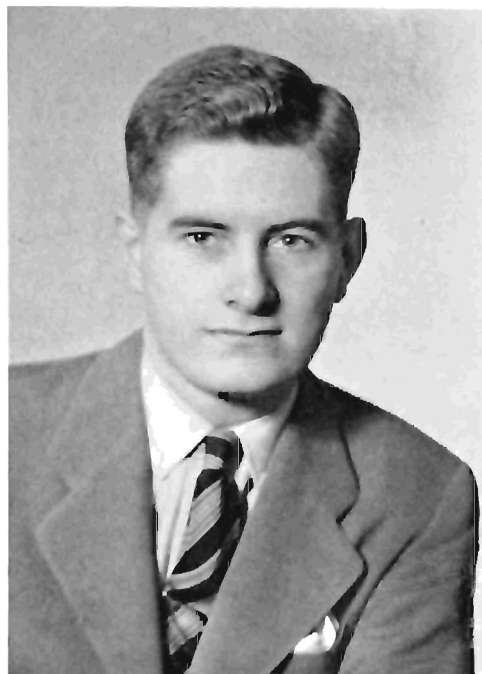
Babson Institute Alpha Delta Sigma

B r u c e S . W e l l s

While he was at Lawrenceville and New Hampton Preparatory schools, Dudley Whitney was no less prominent in several fields of activity than he is making himself at Babson Institute. His aptitude for getting into activities and asserting his leadership is as much in evidence now as it was then. "Whit" wants very much to get Naval Air Corps training, which will lead directly, in his plan, to his life's work. Looking into the future, Dudley thinks that as a member of the crew of a large airline he will be in a very opportune situation for advancement into a position of management of the actual operation of the line in some, at present indefinite, capacity.

At Babson Institute, he is working along lines of several different branches of the commercial air transportation industry. To receive an intelligent understanding of some of the various approaches to airway operation, Whit has made a study of significant industry figures, he has looked into airplane manufacture in detail and as an industry, and has searched into other phases of the industry which might be of use to him. He will try to incorporate all the pertinent information into his Senior work in Distribution.

Whit would like to be able to take part in the development of "world" airways. The opportunities of the United States in this single branch of air transport have, up to the present, been practically untouched. With this clear definition of purpose and straightforward approach to his field choice, Whitney is far ahead of those men of his age who haven't begun to consider how they would earn a living.



OBJECTIVE

Management of Operation and Promotion in Air Transportation

EDUCATION

Lawrenceville; New Hampton Preparatory School

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

Lawrenceville Photography Club; Football Manager; Student Council; New Hampton Soccer; Basketball; Baseball; Secretary-Treasurer of Class; Glee Club; Literary Adelpi Fraternity; Babson Institute Religious Activities Committee; Alpha Delta Sigma (president, 1943); BABSONIAN Photographic Staff

Dudley E. Whitney



The fact that a knowledge of business operations in the world today is as necessary to the producer of livestock as it is to a person engaged in a manufacturing industry is sustained by the experience of Jack Wolfram in the beef-production industry. Jack was actively engaged in the occupation of managing a farm in Michigan at the same time that he attended Michigan State College. While at this college, he studied the raising of beef-cattle from an agricultural standpoint; at Babson Institute, he is learning the same industry from the point of view of the businessman.

With this background and proven interest, it is obvious that his beginning work will be very significant, since he can always relate it directly to, or build it upon the foundation of his past experience. From the time that he was at Culver, Jack had always thought of Babson Institute when he thought of business administration, so it was in following a carefully prepared plan that he came here to finish his education.

The steadiness with which Jack has continued to play and enjoy both the saxophone and the piano from an early age until he has become expert, is indicative of the patience and effort which will help him in the business world to attain the objective of owning his own small ranch. Wolfram came to Babson knowing exactly what he wanted to get out of the training; with this method of going about his daily work there is no doubt that he will be able to gain the knowledge he wants in addition to much valuable information.

OBJECTIVE

Management in Beef-Production Industry

EDUCATION

Culver Military Academy; Michigan State College (two years)

EXTRA-CURRICULAR ACTIVITIES

Culver Rifle Team; Michigan State College S. A. E. Fraternity; Babson Institute Student Executive Committee; Babson Institute Religious Activities Committee

Jack H. Wolfram

A native New Englander, Bob is another member of the class of 1941, whose interests have guided his work at Babson Institute into the channels of the production of aircraft, and the future of the part of the United States in the further development of all aviation. Airplane production, which is the most significant part of the work to Bob, finds the most acceptance in his work in connection to the part the propeller is to play in the improvement of operation. Since the importance of the airplane propeller is becoming increasingly greater as it becomes more complex in design and function, the opportunities for a man who understands the methods and problems in this specialized industry will be increased proportionately.

In his Junior work, Woodbury has been getting a broad foundation in the methods of production of steel-tubing, hydromatic, and all types of propellers, simultaneously with the study of principles of business as they would apply to any field or any branch of modern industrial organization and operation. The method of finding this information at Babson Institute, through student research in the Library, is especially helpful in Bob's work, because it keeps him constantly up-to-date from the contact with the most recent books and periodicals published on his industry.

The summer jobs which Woodbury has held have given him an insight into some of the problems which he will encounter in business. With this experience, practical training at Babson Institute, and clear definition of purpose, he will be prepared to enter his industry at the earliest opportunity.



OBJECTIVE

Production Management in Propeller Factory

EDUCATION

Beverly High School

MAJOR FIELD OF STUDY

Production

EXTRA-CURRICULAR ACTIVITIES

Beverly High School Photo Club;
Beverly High School Basketball

Robert N. Woodbury



Many boys who enter Babson have transferred from other schools, which is the case of Stanley Woodward. Stan was at Colgate for two years studying geology. After transferring to Babson he chose the textile industry, for his father is an executive of the Rockland Webbing Corporation. The opportunity to become acquainted with plant equipment was a significant experience in Woodward's life. During his course at Babson he has made extensive research in the field of cotton fiber. In Industrial Analysis he located on a map the cotton centers of the United States with the corresponding production valuation of each state.

Many textile companies today are doing 100% war work in the manufacturing of cotton fabrics for such vital articles as soldiers' belts and parachute rigging. Woodward with his study of production will be in a better position in assisting his father in the post-war conversion. He will be able to put into effect the practical application of theory learned in school.

If Stan does not enter directly into either a textile plant or the petroleum industry, he would like to be a manufacturer's agent. In this capacity, he would have his office in a large city, perhaps Boston, for it is the center of the textile industry. His work would consist of buying manufactured textiles and distributing them to consumer markets. Although the objectives of Stan are somewhat indefinite, his planned interests have fitted into the industrial study program at Babson Institute; whatever occupational function he enters, his work within the industry will be of specific value.

OBJECTIVE

Distributor of Textile Products

EDUCATION

Tabor Academy, Marion, Massachusetts;
Colgate University (two years)

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

Tabor Student Council; President of Senior Class; Captain of Football; Glee Club; Crew; Basketball; Colgate Intermural Boxing Team

Stanley A. Woodward

As an aviation enthusiast, Jack was surprised and pleased to find out that at Babson Institute he could make such a direct application of his life-long avocation and objectives for work in some part of our most rapidly progressing field of science and industry, aviation. After getting a start in the usual college education, Jack was sure that at Babson he would find the chance to study the subjects which would be much more applicable to the work which he would be doing in years to come.

In his early work at Babson, Zigler has taken the study of some of the phases of the production of aircraft as a method of becoming acquainted with broader concepts of the picture of the part of aviation in America's future. Even though he does not want to work in the production of planes, this knowledge of manufacturing processes should be of the greatest value to him in working intelligently in the distribution of air-transport service to the public.

In the field of commercial air transportation, everything is modern; equipment, methods, and facilities must be highly efficient and capable of handling the difficult jobs which are required; in a like manner, the salesmen and public relations departments of air transportation companies must be modern and efficient. It is with this in mind that Zigler will go into his Senior work, as a major in Distribution, and into work in whatever part which may be his to play in the industry.



OBJECTIVE

Selling and Public Relations in Aviation Industry

EDUCATION

Lake Forest Academy; Rutgers University (one year)

MAJOR FIELD OF STUDY

Distribution

EXTRA-CURRICULAR ACTIVITIES

Lake Forest Academy Swimming Team (captain); Lake Forest Academy Football Team; Lake Forest Golf Team; Rutgers University Phi Gamma Delta; Rutgers Social Committee; Babson Institute Social Committee; Alpha Delta Sigma

John N. Zigler, Jr.



Members of the Class of '44 now in the Armed Services

Horace T. Cook, Jr.

Philip C. Gates

Robert J. Daniel

Albert D. Phelps, Jr.

David J. Zuver

The Newton Room

The result of many years of research, travel, and collecting is one of the most complete collections of Newtoniana in America. This collection consists of many editions of the works of Sir Isaac Newton and their translations; contemporary writings; material relating to his life and time; later material evaluating his work; metals, coins, pictures; books from his library and documents in his handwriting.

In the Newton Room the panelling and mantel are old but the marble facing and hearth follow contemporary lines. The fire irons are English and likewise of Newton's period. A portrait of Sir Isaac Newton hangs above the fireplace and other prints are on the walls. Drawings were made of the simple type of furniture that Newton evidently preferred from which furniture has been reproduced to give the room something of the atmosphere of the house as it may have been while he lived there.

We know that he had crimson mohair hangings and chair cushions so this material was selected for the hangings. The fact that this is the only color mentioned in a description of his possessions indicates that crimson was a favorite color.

The Newton Room in the Babson Institute Library rebuilt in the Library at the time of its construction in 1939. This room is open to all of the guests of Babson Institute for inspection or study.

The Newton Room





Activities

The Newton Room

Many reasons explain the Babson enthusiasm for Newtoniana. In the first place the Babson choice of the economic field was strengthened by the faith which Newton apparently entertained in the broader application of the Law of Action and Reaction. He believed that this principle which rules the world of mathematics, physics, and chemistry, governs likewise the realm of human relations. It was this basic idea which contributed largely to Mr. Roger W. Babson's entrance into the study of fundamental conditions and shaped his pioneering in applied economics.

Another basis for the allegiance to Newton was his marvelous uniting of the theoretical and the practical. The greatest mind of all time was not too highbrow to work with his hands. He created structures of higher mathematics and with equal success he invented new telescopes.

Finally, the Babsons always have revered the spiritual nature expressed by this extraordinary man. Newton was deeply religious. This affords the impressive evidence of the validity and rank of religion, worship and prayer.

In the portrayal of the room the chief hope is that this evidence from a noble life may provide inspiration to the students and faculty of Babson Institute, to citizens of the community young or mature, and to all visitors of Babson Institute.

The Activities

STUDENT EXECUTIVE COMMITTEE

SOCIAL ACTIVITIES COMMITTEE

RELIGIOUS ACTIVITIES COMMITTEE

PHYSICAL ACTIVITIES COMMITTEE

A. R. P.

THE A. D. S. BEACON

ENLISTED RESERVE CORPS

AIR CORPS RESERVES

ALPHA DELTA SIGMA

THE BABSONIAN

Student Executive Committee

The Student Executive Committee is a representative administrative group composed of seven members from the Senior and Junior Classes. This Committee is duly elected by popular vote at the beginning of each fall term at Babson. The duties and responsibilities of the Student Executive Committee are numerous. Direction, supervision, and promotion of all student activities comprise their purpose. They must coordinate all these functions with the regular work program.

The Student Activities Fund, a fee paid by each member of the student body at the beginning of the school year, is disbursed by the Student Executive Committee to the chairmen of the other committees for their administration in the various extra-curricular activities. A budget for the coming year was prepared and submitted by the chairman, McGehee, to the student body for approval early in the fall term. At the joint meetings of the Executive Committee and the students, there were frequently spirited discussions, after which the wishes of the majority were followed as closely as possible.

As a democratic student government organization, this committee gave its members the experience of administration, and the members of the school a feeling that they had a part in the direction of their own activities and procedures.



*First Row, left to right: Gavigan, McGehee (Chairman), T. Simpson,
Second Row, left to right: G. Simpson, Reeves, O'Connell, Wollam.*



Left to right: Clark, O'Connell, Faulkner, T. Simpson (Chairman), Duncan, Smith, Zieker.

With the careful plans and arrangements made by Tom Simpson, chairman of the Social Activities Committee, and his committee, Babson men have enjoyed many good times and pleasant relaxations at social gatherings of the school during the past year. The first event on the schedule was the Hallowe'en party at the end of October. The North dining room was given the atmosphere of rural joviality to provide frivolity in abundance.

The high light of the season was the dinner-dance which was held at the Puritan Hotel on December 5, 1942 just before the Christmas recess. There were no corsages provided since the students were requested to spend the usual amount for the purchase of war stamps. Unlike Babson tradition, this year some of the socially minded brought their dates in on the trains and bus services.

Mr. Greene has done an excellent job in cooperating in the arrangement of the various parties. A new idea of tea dances was worked out for the dining room in Park Manor which was another success to be chalked up to the credit of the committee.

The student body has enjoyed this well planned social relaxation which is a part of the necessary rounding out of the life of a business student as it would be for others in the business world.

Social Activities Committee

Alpha Delta Sigma

Alpha Delta Sigma, National advertising fraternity, was founded on the campus of the University of Missouri in 1913, with the purpose of furthering the activities and ideals of advertising through projects and programs sponsored by members. The number of chapters grew until there are now 38 chapters in colleges and universities located throughout the United States.

The George W. Coleman Chapter of Alpha Delta Sigma was granted a charter in the Spring of 1941. Since that time Alpha Delta Sigma has become increasingly important in the student life of Babson Institute. During the present year the chapter has had as speakers on advertising subjects, Mr. Francis Hatch, vice-president of Button, Barton, Dustine, and Osborne, Mr. Earl Beebe, Sales Manager of H. P. Hood Milk Company, Mr. Will Copp of the speakers bureau of the Associated Business Papers, and others, who were able to tell us of practical experiences in the field of advertising, and of new developments in advertising.

The Boston Advertising Club held a question and answer session at the Statler Hotel, for Alpha Delta Sigma men, at which many prominent Boston advertising men and women subjected themselves to questions about advertising, and how to get started in the occupation.

Along with its interest in advertising, the fraternity has undertaken to be a service organization within the Institute. Publishing the campus newspaper, *THE BEACON*, is one of its principal functions in this sphere.

In its three short years at Babson Institute, Alpha Delta Sigma Fraternity has become an unusual force at the Institute, both as a stimulator of advertising interest, and socially. Despite the war, and the consequent shrink in the enrollment, the chapter has been able to maintain a membership equal to that of last year. It has also been able to establish itself as one of the soundest chapters, financially, and to serve a real need on the campus.



*First Row, left to right: Clark, Graves, O'Connell, Andrew, Rambar.
Second Row, left to right: T. Simpson, Mr. Canfield (Faculty Advisor), Greeley, Meltsner, McGehee, Gaviean,
Christopoulos, Babby.
Third Row, left to right: Reber, Hood, Pape, Smith, Wells, Frank, Glennon, Reid, Whitney.*



First Row, left to right: Raubar, McGhee, Gavieau, Christopoulos (Editor), Andrew, Frank, T. Simpson.

When the request was made in the Fall of 1941, by Mr. Charles E. Butler, for the organization of a student newspaper, the Junior Class at that time took the initiative to start and continue this weekly publication. In coherence with the system at Babson Institute, the Student Executive Committee selected the Editor and the staff. Largely through the interest and the personal efforts of Albert C. Allen and Dean G. Christopoulos, the *BEACON* prospered in its first year. The name Beacon was chosen because of the familiar airplane beacon on Great Map Hill.

The regular features and the new items, plus the personal interest treatment of *THE BEACON* guaranteed its popularity and sustained acceptance. Remembering its contribution to the life of the school, Alpha Delta Sigma made plans to include its publication as a part of the fraternity's activity. Beginning with the fall term the name of the weekly school paper became, *THE A D S BEACON*. With Christopoulos as Editor-in-chief, it has increased in size and quality as well as in the acceptance by the student body.

It is sent weekly to all the members of the Class of 1943 who are in the armed forces, and all of last year's graduates who are in Alpha Delta Sigma. The favorable comments from these men give the staff the impetus to try and make the paper constantly better.

The paper is subsidized by the school and the services of the school secretarial staff have been available for the publication each week. Without this help, it is doubtful whether the paper would have been able to grow to its present proportions in such a short time. Its founders and Alpha Delta Sigma have done a commendable job in bringing to the campus the news agency which it should have. Through the new members of the fraternity it is hoped, and there is every reason to think, that the *A D S BEACON* will continue to offer a good medium of news-gathering and recording of the events of the student year.

A. D. S. Beacon

Religious Activities Committee

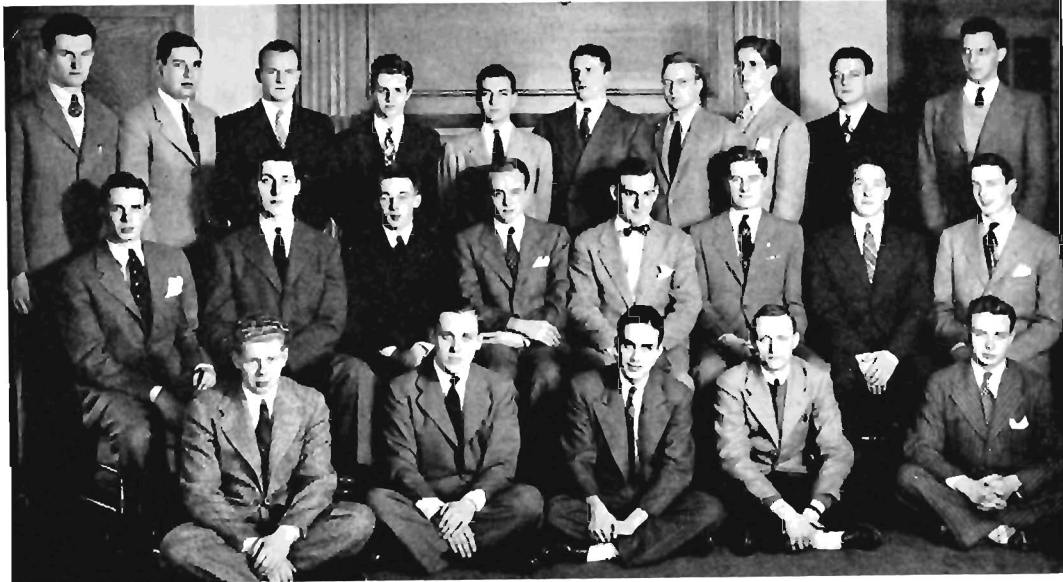
On the first Sunday evening of the 1942 Fall term, Mr. Butler called the two classes together for one of his fireside talks. The informal discussion suggested by this meeting appealed to the students in preference to the more formal chapel services which had been chosen by some groups in the past. Vaughan Andrew, appointed chairman of the religious activities program for the school year, chose seven men to serve with him in formulating plans for the coming year.

The program included one or two services in the Chapel in Park Manor, bringing prominent business and professional men in from the outside for Sunday evening discussions, and saying grace at dinner on holidays. The discussions proved themselves to be very popular, both with the students and the men who came to talk. At Christmas time the committee planned and executed the annual Christmas party in the dining room of Park Manor.

It has not been the intention of the committee to supplant the fine churches which are available to the students here in Wellesley, but it has been its intention to make available, from time to time, men who are examples of living Christianity, and to somewhat direct the thoughts of the young men toward religion.



*First Row, left to right: Andrew (Chairman), Whitney, Duncan, Waldron.
Standing: Clark, Wilfram.*



*First Row, left to right: Granolsky, Andrew, Oberndorf, Townsend, Clark
 Second Row, left to right: T. Simpson, Reber, Duncan, McGee, Pare, Whitney, Smith, G. Simpson,
 Third Row, left to right: Woodward, Higgins, Little, Woodbury, Baxter, Ford, Waterman, Reid, Wottram, Moker.*

The Army Enlisted Reserve Corps, commonly known as the E.R.C., is a special plan set up by the military to allow students to continue their study in approved schools throughout the country. The reserve provides that the boys join the army as privates, unassigned, and are subject to immediate call when their education has been completed or at such a time as the armed forces have need for men. In the E.R.C., as in other student reserves good scholastic standing in the school and flawless attendance are required. Failure to meet these requirements, means that the student is subject to immediate induction into the army.

We are on borrowed time from military training at Babson Institute, but we are developing ourselves mentally and physically, both for our part in the army and for our part in developing business welfare after the war. Of the present enrollment, seventy per cent of all the students are in some branch of the military reserve program. The administration of the school and the students have been trying to make the most of their time under their accelerated program, in preparing for war and post-war duties.

The three hundred Babson Alumni who are already in uniform will be joined in the near future by the group pictured above. The training received at Babson has directly furthered the progress of many former undergraduates. It is with this in mind that these men have joined the E.R.C. They have every reason to think that by doing this, they will be better equipped to serve their country and themselves.

Enlisted Reserve Corps

Air Corps Reserve

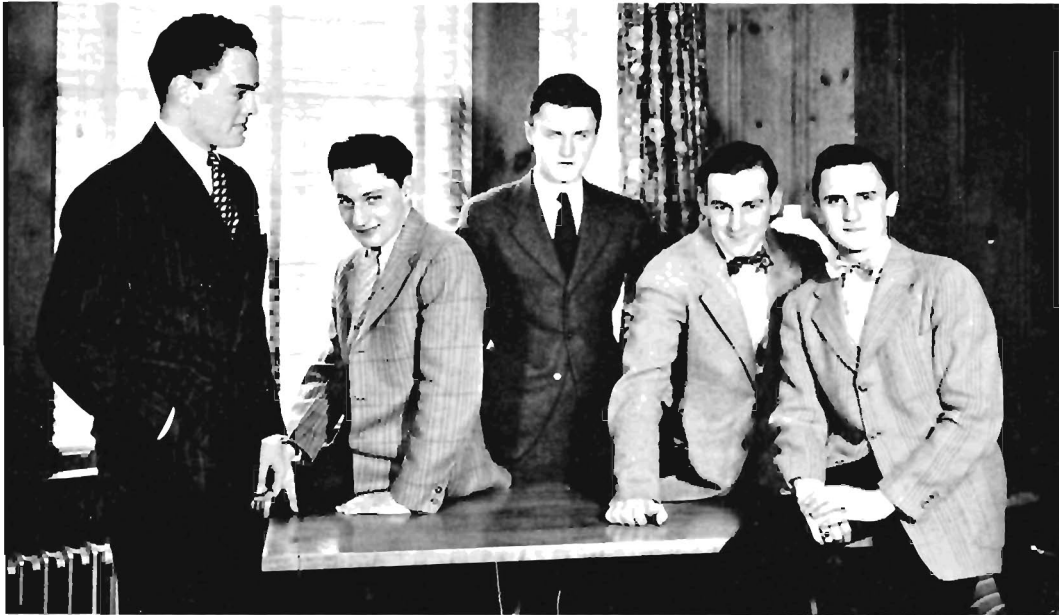
With the interest and the ability to take part in the air forces, these men have chosen to enlist in the Army and the Navy Air Corps' Reserve programs. While at Babson Institute, most of these men have taken advantage of the special technical wartime courses offered, in addition to carrying the heavy burden of an accelerated program in regular business subjects. These include mathematics and physics.

It has been the desire of this group of men to continue their business training and at the same time to get a knowledge of a few principles of physics and mathematics which will be of service during the air crew training period after induction. This group has been subject to call from school at any time after their enlistment, but since there has not been a pressing need for more aviation cadets in the immediate past, most of the men felt that they were doing their job and preparing themselves for the greatest service by remaining in school.

The physical activities program at Babson during the past year has been undertaken as a measure of further preparing the men in the Air Corps, and the other branches of the reserve program, for the physical standards which they will have to meet. The rigid physical requirements of this branch of the service is especially applicable to the operation of a physical development program at Babson.



*First Row, left to right: Jones, Faulkner, Frank, Mehsner, Gavigan, Christophuls.
Second Row, left to right: Brett, Holstine, Glennon, Comegys, Zigler.*



Left to right: Gavison, Aldeman, Graver, Page, Raubar.

This year, at Babson Institute, the administration and the students have cooperated as completely as possible with the national program for physical fitness in schools and colleges in every part of the country. Beginning in the summer of 1942, physical education has been compulsory for all students, and the addition of a physical director was made to the faculty to insure a complete and interesting conditioning program for all students.

The Physical Activities Committee has been the agency for planning and administering the student athletic program, between the students, the physical director, and the administration of the school. The arrangement of schedules and taking of attendance for all intra-mural sports leagues at Babson is in the hands of this committee. Football, basketball, and baseball games in their respective seasons are arranged by this committee to supplement the four and one-half hours of physical activities required in Peavey Gymnasium or on the athletic field on Great Map Hill.

With the increased accent on physical fitness at Babson Institute as throughout the whole nation, the work of this delegation has assumed a greater importance than ever before. With a new physical program which makes use of the existing facilities at Babson, the lapse in the realization of the importance to the health and consequent good work of the student and the businessman is once again impressed clearly to students and faculty.

Physical Activities Committee



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WALDRON

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STEPHEN S. WALDRON
Editor-in-Chief



The Babsonian



GRAVER

HURD

ANDREW

The 1943 BABSONIAN Editorial Board respectfully submits this edition to the graduates, the students, the faculty, and all of Babson Institute's friends. We hope that it appears as a clear record of the campus, the administration, and the students of the last two years.

We have not only enjoyed planning and producing the volume for several months, but also we have gained valuable experience by finding out the problems and the details involved in the production of a book of this type.

The jobs of research, observation of facts, writing, working with printers and engravers, and coordinating these activities with the work of the Business Board have given the editors an insight into procedures involved in the publication of advertising material, trade journals, and catalogs, which they may use in business.



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The Babsonian



GREELEY

JONES

OBERNDORF

WATERMAN

WHITNEY

Work and management on the BABSONIAN Business Board has given the salesman and officers a chance to put into practice many of the business activities and principles which they have been learning as undergraduates.

Before the members of the staff were sent out to sell advertising space in this year's book, they were required to familiarize themselves with selling methods, likely objections, and ways to overcome these objections. The use of this selling technique was effective in organizing and administering the program.

After each call the salesman filed his report with significant information, such as the result, the objections encountered, the time to return, and the suggestions for selling the account.

By the good organization and constant control of the Business Manager, the Advertising Manager, and their assistants, and under the passive supervision of policies and methods by Mr. Canfield, the Business Board has operated efficiently and successfully.

A. R. P.

World War II has necessitated many changes in the lives of Americans. We have become more war-minded with the idea of protecting our land, our government, our homes, and our freedom.

The organization at Babson Institute which has brought us a sense of security, is the Air Raid Protection Organization. For a year and a half, a staff of volunteer air raid wardens has been organized from the members of the student body. These men are under the supervision of Mr. French, who is a warden in this vicinity. From the meetings with Mr. French they have been able to get instructions which have enabled them to systematically bring all activity to a halt in the Institute on the occasions of practice raids and blackouts, and find out exactly what to do in the case of an air raid.

The basements of Park Manor and the Library have been prepared for the shelters. The wardens are divided into day and night shifts, with those men off duty acting as alternates. It is the duty of each man, in a practice raid, to go to the post assigned to him by Chief Gavigan, and evacuate the rooms or the buildings in that sector to the appointed shelters.

Near the campus, there is the Convalescent Home of the Children's Hospital of Boston. The Babson air raid wardens have assigned a squad to carry on their work at this home. Under the direction of Duncan, this squad has been able to give a real service by bringing their work to another institution, which otherwise would be without effective handling of the situation.

When the dim-out regulations were issued on December 1, 1942 this same group assumed the responsibility of the installation of the correct type of lighting equipment throughout the campus.



*First Row, left to right: Raulbar, Graver, O'Connell, Clark, G. Simpson.
Second Row, left to right: Greeley, Duncan, McCarhee, Gavigan (Chief), Christopoulos, Smith, Baxter.
Third Row, left to right: Reber, Hurd, Frank, Wolfram, T. Simpson, Tracy, Alderman, Pape, Whitney.*



Left to right: Christophulos, Jones, Whitney, Greeley, Meibauer, Rabbar, Duncan.

Highlights



Mr. Shiveley -Won't you take off your hat and stay a while?



1 We're all pals together.

2 Smile George.

3 Wide-writing a long one to Betty.

4 View out of Dr. Payne's class window.

5 Smith & Daniel -Sports Review.

6 While Reber prefers to eat off the mantle.

7 Union rates -- Reeves takes a chance.

8 That's better, thank you.



1 Mal and Ruthie Johnson at Fall Formal.

2 Dunc, Libby, Tom, Marj, Ellie, Steve.

3 Don't be scared, Paul.

4 See how at ease George is.

5 Rog Graver and Pat.

6 Library in January.

7 Mr. and Mrs. Bisby and party.

8 Lovely dance, isn't it.

9 Formal at Hotel Puriton.



1 Bill, Red, and Walt -on the way to the work office.

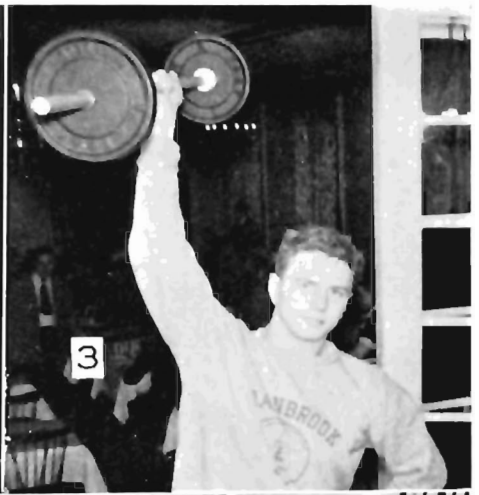
2 Business trip.

3 On the Wellesley Campus -before physics class.

4 T. B. Wid, F. J. Greeley in front of the Library.

5 Sunshine, Frank, Walt, Brock, and Bob.

6 O'Connell, Pape.



- 1 Slug Oliver doing a Mother Hubbard.
- 2 Rog Graver: Indoor sports.
- 3 Champ: At prep school.
- 4 Chris—In cloud of snow.

- 5 and a good dancer too.
- 6 Any port in a storm.
- 7 From Park Manor.

- 8 Anything for a gag ... Dud Whitney.
- 9 Ted Bridgman tells us how it's done.



1 The blind man.

2 Sun bonnet Obie.

3 Come on Woodie, look at the camera.

4 Happy days for the wolf.

5 Come over for a delicious dinner.

6 Conglomerate of decoration.

7 Fred Faulkner and Phil.

8 A little proposition.

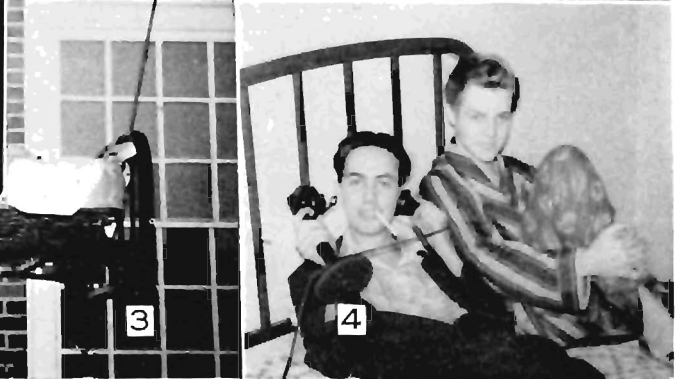
9 Typing room in Library.

10 If there's nothing you can do, please try.



- 1 Claxton—Come into the gym now boys.
- 2 Miss Collins—Friendly Administrator.
- 3 Cactus Jack—Finance is a tough game.
- 4 The question for Mr. Cronk is whether to walk.

- 5 Dr. Payne—Glad one of us knows how it works.
- 6 or to ride.
- 7 Dining Room in Park Manor.
- 8 Mr. Canfield looking ahead.



- 1 Rog and Steve-Interior decorating.
- 2 Franny, Gay, and Mae-Boston newspapers.
- 3 Benny's bed.

- 4 Obie and Bob- Business call.
- 5 Newsboys' Club.
- 6 Greely's pool cushion.

7 Side view.



1 Jack Shoveling it.

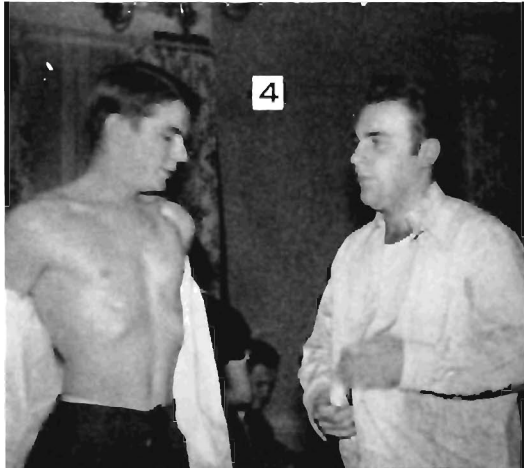
2 Halbert learning to tell time.

3 Jack and Bog.

4 Al Reeves.

5 Dean and T. B. —Phys. Ed.

6 Colonel and Dunc—Going to church.



1 Strictly posed

2 Home - from Lyon Hall.

3 Fred and Tom: In pursuit of science.

4 In the dining room.

5 Guy - (That we may get to classes.

6 At the Cotton Exchange.

7 Refreshment at the Club

8 Mealtime entertainment.



1 Delicious noontime repast—thank you, Mr. Burl.

2 Mr. Cronk—Work Office Manager.

3 Mrs. Ricker.

4 Mr. Heddenford—A bit of nourishment between classes.

5 President Smith at Park Manor.

6 Mr. Greene—Administrator of deferments.

7 Faculty drop in for lunch.

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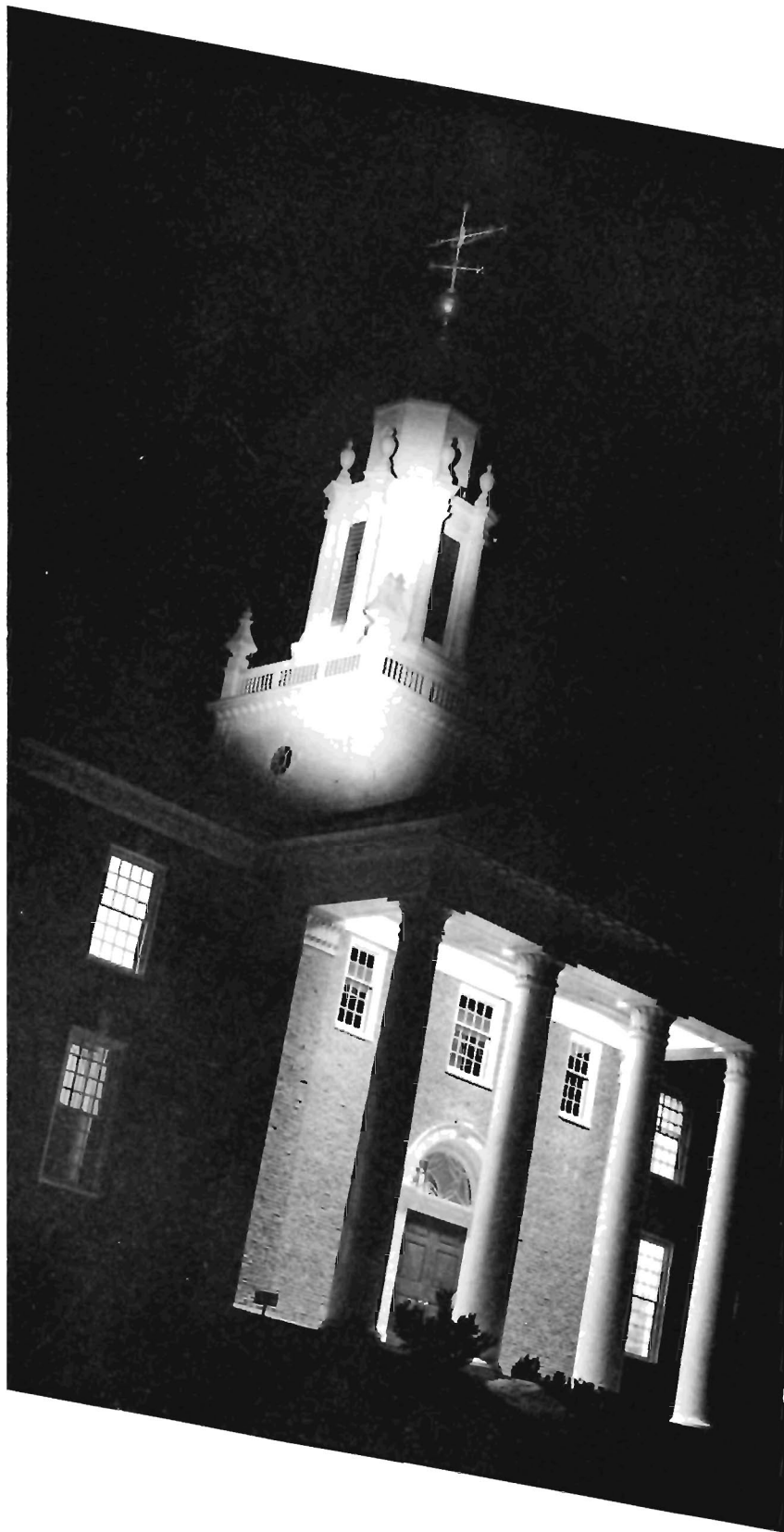
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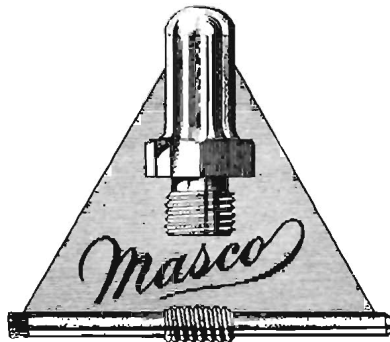
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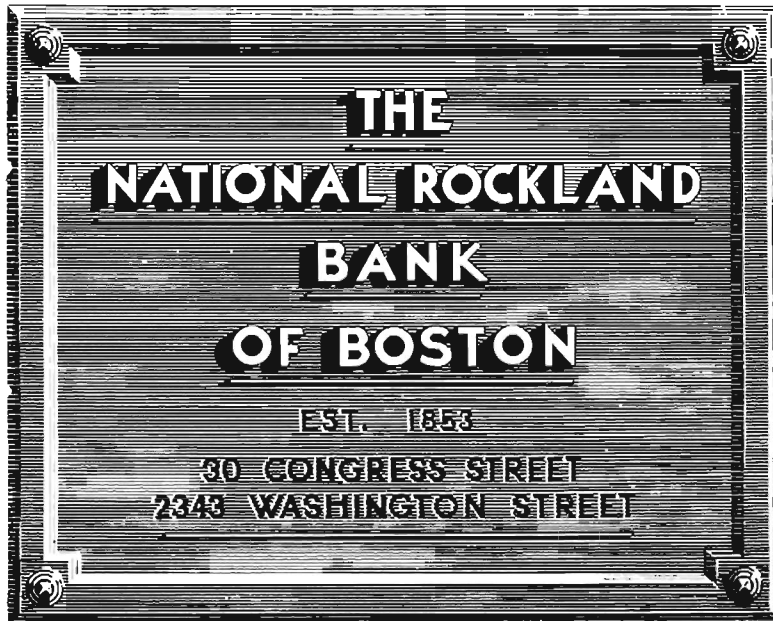
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