BABSON INSTITUTE'S
SIXTEEN YEARS

BY

GEORGE W. COLEMAN

President 1921–1935
ROGER W. BABSON, B.S., LL.D.
Founder Babson Institute, 1919
Babson Institute's Sixteen Years

By George W. Coleman, President 1921–1935

Babson Institute, a school of Business Administration, is completing its sixteenth year. Its President, after fourteen years of service, is retiring to have more time for his personal interests. Inasmuch as the Institute does not publish annual reports this would seem to be a good time to review the outstanding events in the life of the Institute and to set forth something of what has been accomplished.

Roger W. Babson, a pioneer in the field of business statistics and a business adviser of wide repute, with thousands of clients eagerly following his current interpretations of business life, yearned to pass on to the sons of his clients some of the hard learned lessons of his long business experience. He was dreaming of establishing some kind of a business school when he and Mr. Coleman were working together under Secretary W. B. Wilson in the Department of Labor in Washington during the war, early in 1918. Mr. Babson had the feeling that if the rising generation of business men could be inoculated with sound business principles and made to realize that business was an opportunity to serve the public welfare we could eventually arrive at a more stable economic order.

Mr. Babson had won fame and fortune as the editor and publisher of Babson’s Reports, developing a business of considerable magnitude. Would he undertake to train young men for business life through the instrumentality of his own business or would he set up a school for that purpose? He answered that question by studying the statistics of business and school organizations. He found that schools have a longevity far exceeding businesses. Then he considered whether he should seek to establish professorships on business topics in outstanding colleges and universities or whether he should establish a
new school. He decided that he would like to set up a school where prospective business leaders could be trained as a business man would like to see them trained rather than on a basis of academic traditions. Thus it was that Babson Institute came into being.

The First Two Years

The first catalog was drawn up under Mr. Babson's direction by Mr. Ralph B. Wilson and his assistant, Miss Eleanor Hayward, in the spring and summer of 1919. The school was sponsored by Babson's Statistical Organization at Wellesley Hills, Massachusetts, and was housed for the first year in the former home of Mr. and Mrs. Babson on Abbott Road. Mr. Babson served two years as President and Mr. Ralph B. Wilson was the first Dean. Mr. H. Langdon Pratt served as Secretary and recruited the first enrollment. Miss Hayward was the first Registrar and has served in that capacity ever since.

Among the faculty announced in that first catalog there is only one member still in service—Mr. Austin H. Fittz. As finally constituted before the end of its first year the faculty included Dr. Hermann F. Arens, Dr. Edwin A. Shaw, Rev. Carl M. Gates, Mr. John E. Millea, and Mr. William C. Bam- burgh. Various members of Babson's Statistical Organization staff, including Messrs. Leroy D. Peavey, James R. Bancroft, Preston F. Bryant, Raymond E. Huntington, Sidney A. Linneklin, George E. MacIlwain, Clarence N. Stone, Philip S. Sweetser and Charles W. Wallour, supplemented the work of the full time instructors by giving short courses in their respective fields of business experience. Mr. James M. Matthews joined the staff in July immediately following the first year's work. It was at this time also that Mr. Sidney A. Linneklin left his position at Babson's Statistical Organization to assume an active Vice-Presidency of the Institute, working in close conjunction with Mr. Babson who continued as President during the school's second year.
For the first two years the school was a private business owned by Mr. Babson. The revenues were far short of the expense of operation but Mr. Babson cheerfully made up the deficits. Some people in high places who did not rightly understand him thought it was a money-making scheme. They little realized that Mr. and Mrs. Babson were preparing to pour a generous fortune into the upbuilding of the Institute, that they would never draw one cent from its revenues, and furthermore that they planned its organization so that none of its assets could ever revert to them. Moreover, on three different occasions, when a relative of the Babsons took the full year's training offered by the Institute, Mr. and Mrs. Babson paid the full regular tuition in cash, just as though they bore no special relationship to the Institute.

Incorporation

In the summer of 1921 Babson Institute was incorporated under a broad educational charter with the following list of stockholders: Roger W. Babson, George W. Coleman, Sidney A. Linnekin, Leroy D. Peavey, Clarence A. Bunker, Preston F. Bryant, and Alice B. Coleman. Miss Nona M. Dougherty of Babson's Statistical Organization was made Secretary and served in that capacity until May, 1926. In January, 1922, Mr. Dwight G. W. Hollister, then Auditor of several Babson companies, was elected Treasurer in place of Mr. Linnekin who continued as Vice-President.

It was in the spring of 1921 that Mr. Babson invited George W. Coleman of Boston to accept the Presidency of Babson Institute, and he began his work at the opening of the school year in September. It was agreed that the school should cease to be a personal business and should be incorporated under the educational and charitable acts of Massachusetts with a Board of Trustees in full control of its property and of the operations of the school. The stockholders on June 27, chose the first Trustees: Roger W. Babson, George W. Coleman, Sidney A. Linnekin,
Leroy D. Peavey, Preston F. Bryant, Clarence A. Bunker, and Alice B. Coleman, Mr. Babson being elected Chairman of the Board.

Eminently Practical

It was Mr. Babson’s idea that the instruction given at the Institute should be eminently practical. In selecting the teaching staff he therefore sought men of practical experience in the business world rather than highly trained educators who had had no business experience. His choice of Mr. Coleman for the Presidency of the Institute was in pursuance of this idea. Mr. Coleman had spent a lifetime in business specializing in publishing and was widely known in advertising circles. He was still more widely known in connection with the Sagamore Sociological Conferences on Cape Cod and as founder and director of the Ford Hall Forum in Boston. Although holding an honorary academic degree at that time he was not a school man. He greatly admired what Mr. Babson stood for in the business world and Mr. Babson was keenly interested in Mr. Coleman’s work at Ford Hall. It was somewhat of a puzzle to Mr. Coleman’s friends and to Mr. Babson’s friends how these two men could join forces so heartily. But that perplexity was soon set at rest, as was happily illustrated by Mr. Babson’s remarks not long afterward at the dedication of a memorial seat and marker presented by Mr. Coleman to the Institute to celebrate the establishment of the new campus. In introducing Mr. Coleman Mr. Babson very cleverly expressed his feelings in this manner:

“Hon. William G. McAdoo, former Secretary of the Treasury, once told me how he had started two gangs of men, one from the New York side of the Hudson River and the other from the Jersey side, to dig the Hudson Tubes and that when they came together they were only one-tenth of an inch apart.

“President Coleman and I had a similar experience. We both were aiming at the same results, but he started with the masses at Ford Hall and I started with the bankers on Wall Street. We met on the campus of the Institute, and were not even one-tenth of an inch apart.”
After working together for fourteen years in the closest fellowship, struggling to bring into full realization Mr. Babson's dream of business education for prospective leaders Mr. Babson and Mr. Coleman are both still keenly interested in each other's special field of work.

Small Numbers

It was never intended that the Institute should be a school with large enrollments. It was Mr. Babson's desire from the beginning to train only a small group of men who through position, inheritance and marked ability would be likely to be the business leaders of the next generation. Conditions of entrance and methods of instruction were set up that would lead to this goal. Small classes, secretarial assistance, trips to business institutions, research work, close personal relationship between the instructor and student and other features were definitely planned to give the greatest possible benefit to the student without regard to cost. This necessarily involved a high tuition fee, which operated at the same time as a self-selective method of enrollment. During the depression it has been found desirable and possible to make a marked reduction in the tuition charges and in the dormitory expenses. And the combined charge for tuition and board and room to the two-year Junior students has been still further curtailed.

Business Methods

Babson Institute is a unique educational institution, not like the ordinary school and not quite in the order of a business; it is a happy blending of the two. Just as the modern school of business education, found in many of our colleges and universities, is a marked departure from academic tradition, so likewise is Babson Institute a departure from the usual schools of business administration. It has blazed a new trail and pioneered new methods. It has been most fortunately situated in that
GEORGE W. COLEMAN, A.M., LL.D.
President Babson Institute, 1921–1935
it has not been beholden to century old school ways and furthermore, thanks to Mr. and Mrs. Babson it has not been under financial stress and strain and so has been left free to find out by trial and error the best ways of training youth to meet the conditions of the modern business world. For example, it puts the student under a thorough business regime during the entire business day holding him to account as strictly as if he were working for somebody. And, likewise conforming to conditions surrounding a young man in business life, the student is put on his own in the evenings and is held accountable for consequences. The success of these methods is well attested by the results achieved by nearly a thousand alumni in the business world, a very high percentage of whom have given a good account of themselves. Even though the oldest graduates have been in active business life only fifteen years they have made good progress in spite of these last six years of desperately unsettled business conditions.

**Rapid Expansion**

In September, 1920, the school moved from the old home of Mr. and Mrs. Babson on Abbott Road and occupied the brick office building on Washington Street near the Wellesley Hills railway station, the building which had formerly been used by Babson’s Statistical Organization. This property, worth about $60,000, had been presented to the Institute by the Babsons and was all the real estate the school then owned. Mr. Coleman had not been at work more than six weeks before there arrived on his desk papers assigning to the Institute a generous annual income from Babson sources. Very shortly after, Mr. Babson purchased fourteen acres at the corner of Forest and Seaver Streets in Wellesley Hills and presented the land to the Institute as the site for a campus. Before anything could be done towards its development Mr. Babson heard that the Lyon property, opposite the Country Club, could be bought and he immediately concluded negotiations with Mr. Edward Lyon for the acquisition of the larger portion of his farm lands,
Mr. Lyon retaining the homestead in a generous lot for himself and his heirs to continue to enjoy. About that time the Institute overflowed into the old Shaw School building on Forest Street until the new campus was made ready. Then followed rapidly the purchase of contiguous areas surrounding the Lyon property until altogether 150 acres or more had been acquired. The Kingsbury property on Seaver Street was immediately sold for real estate development in the center of which is now located the Kingsbury School. John Nolen, the famous landscape architect and city planner, was engaged to lay out the new Lyon property on the hill as a campus for the Babson Institute. George F. Marlowe, a well accredited Boston architect, was engaged to give his whole time to the designing of the new buildings. The stone marker on the boulder back of the memorial seat in the center of the campus carries the date November 23, 1921, indicating the time of the establishment of the campus.

Campus development now proceeded at a rapid pace with the building of roads and the erection of buildings and the purchase of equipment — the funds all being supplied from Babson sources. The Administration Building on Wellesley Avenue was the first to be occupied. The Lyon Building was named in honor of Edward Lyon who lived long enough to be present at the laying of the corner stone of the Knight Auditorium. The Bryant Building, an exact counterpart of the Lyon Building, both of them for class room purposes, was named after Preston F. Bryant, then sales Manager for Babson’s Statistical Organization. He with his associates on the sales force contributed $35,000 toward the erection of that building. The Richard Knight Auditorium was the specific gift of Mrs. Grace Knight Babson and was named in memory of her father, a Congregationalist minister. The Peavey Gymnasium and dining hall was named in honor of Mr. Leroy D. Peavey, a long time close associate of Mr. Babson and then President of the Statistical Organization. He gave $5,000 towards the cost of the building.
The Big Relief Map

Probably the most unique building on the campus is the large structure at the top of the hill, above the dormitories, which houses the industrial museum and the great relief map of the United States and southern Canada. This building erected in 1924–25 was designed primarily to house this map which developed from an idea conceived by Mr. Babson after seeing the map of Palestine laid out in relief on the edge of the lake at Chautauqua, New York. Mr. Coleman had shown this unique feature of the Chautauqua grounds to Mr. Babson in the summer of 1921 when Mr. Babson was speaking for him at a great Forum meeting in the big auditorium. When he began the development of the Babson Institute campus plans he conceived of a very large outdoor relief map of the United States. It was finally seen that a somewhat smaller map under protection from the weather would be much more serviceable. Mr. Coleman went to Washington to see what had been done in the way of large relief maps and came back with the feeling that our map could serve the purposes in mind if it were no larger than 65 feet by 45 feet and that to be perfect it should be curved like the surface of the earth. Because of Mr. Coleman’s keen interest in this project Mr. Babson did him the honor to name it the Coleman Map Building. In the right and left wings are the industrial exhibits gathered under the direction and care of Dean John E. Millea. The industrial museum embodies the exhibits of nearly two hundred leading manufacturers. It serves as an exhibit library, so to speak, for the classes in Production and is visited by the public continually. In the left wing and basement are the work rooms for those engaged in building the map. The map is a nine days’ wonder, nothing like it ever having been attempted before. It is still far from completion because the United States Government has not yet completed its surveys. Enough has already been accomplished to enlist the interest and enthusiasm of a large number of visitors from all over the country. The map will
serve as a basis for economic planning and will be an inspiration to all our youth. Nearly $30,000 has been contributed to the project by Mr. Babson's friends in various parts of the country. Mr. and Mrs. Babson provided the building and the Institute has carried on the work of construction, which Mr. George Carroll Curtis, the greatest exponent of natural surface relief map work in this country, was appointed to supervise. On his demise, before the end of a year, he was succeeded by his assistant, Mr. E. Leroy Nichols, who has ably carried on in his stead ever since.

**Dormitories**

Two handsome and commodious dormitories are well placed with reference to class-room buildings and provide very comfortable hotel accommodations, reserved exclusively for the student body and guests. The Seniors occupy the larger and more recently built dormitory, called Park Manor, and the Juniors are housed in the smaller and older dormitory named Park Manor South. The President's house on Wellesley Avenue, just beyond the Bryant Building going West, has a fine setting, is of ample proportions and is in harmony with the architecture of all the campus buildings which are in Georgian style. The Dean's house, at the corner of Forest Street and Babson Park Avenue, the only other residence on the campus, is in close proximity to the dormitories.

Mr. Babson and Mr. Hollister take great pride in keeping the grounds and buildings in fine condition and good order. Various other buildings on the campus and close-by serve the interests of the Institute with banking, telegraph, post office, garage, and store facilities. In the heart of the campus is a bird sanctuary; and bridle paths and trails furnish excellent opportunities for recreation.
Endowments and Gifts

In addition to a generous provision in the way of land, buildings and equipment Mr. and Mrs. Babson have also provided ample endowments, wisely restricted. In addition to the general endowment fund there is a special library fund and still another fund for scholarships to which Mr. Ernest T. Gundlach, one of the Incorporators of the Institute and for many years a Trustee, has made generous contributions.

From time to time other friends of Mr. and Mrs. Babson and of the Institute have made generous gifts for specific purposes, such as the location dial situated at the highest point on the campus, a memorial seat, a complete equipment for the Gymnasium, a stone gateway, a dam for the pond in the rear of the campus, a flag pole and a number of undesignated sums.

Babson Institute has been favored through these sixteen years with a succession of competent and devoted student secretaries who have contributed a vital element to its educational program. They have been generally college girls with special training in English. It has been their task to serve as secretaries to the students, transcribing their ediphone records and making suggestions for improvement of vocabulary and composition. Miss Carolyn B. Hitchcock, Miss Frances Burgess and Miss Marion Wing, who have been the longest in service, are well and favorably known to a large section of our alumni.

Extension Work

From the inception of the Institute it has been an abiding purpose of Mr. and Mrs. Babson to extend the privileges of the Institute so far as possible by extension courses to those aspiring young men who are so situated that they cannot leave their work and take the course in residence. Even before the Institute was founded Mr. Fred A. Libbey was carrying on, under Mr. Babson’s auspices, correspondence courses of this nature. And for many years Mr. Libbey has continued in active charge of the Extension Division, carrying the service of the Institute
far and wide. The Extension course in Security Salesmanship has been of the greatest service to thousands of aspiring salesmen throughout the country. A series of economic stories for pay envelopes has had a wide vogue. In more recent years a remodeled poster service displayed in schools, offices and factories carrying brief, pointed and inspiring messages, has gained a wide influence. All these and other similar activities have come under Mr. Libbey's jurisdiction. He has carried on bravely in spite of recent severe handicaps of ill health.

Officers

With the growth of the school, the increase in enrollments, the multiplying administrative details, and public relationships the President, who had hitherto done the work of the Dean, divided his responsibilities by appointing Mr. John E. Milea of the faculty to serve as Dean in charge of student conduct and activities — the President still carrying on as Chairman of the Faculty and remaining responsible for the development of the curriculum and the quality of the teaching. The Dean's work in relation to student activities included a responsible oversight of the annual student volume entitled "The Babsonian." Mr. Milea, because of his wide contacts in the business world, had charge of the placement of students after graduation and so naturally took the lead as faculty adviser in alumni activities. This led to his being made Editor of the Alumni Bulletin in which office he has functioned most successfully. In addition to his class room work, factory trips and industrial motion pictures and other activities he has devoted himself to the building up of the exhibits in the industrial exposition.

Mr. Hollister, the Treasurer, is a faithful watch dog of the treasury and in addition has taken an active part in assisting the investment committee in their care of the endowment funds. It has also been his responsibility to serve as custodian of grounds and buildings including supervision of the operation of the dormitories which for years have been under the very reliable and capable management of Mr. Philip V. Burt.
The Board of Trustees is a body of seven members. Since the election of the original Board in 1921 there have been many changes by withdrawal and death. Dr. Parke W. Hewins, a close neighbor of the Institute, died within a few months after his election to the Board before he had been able to attend a single meeting. Mr. Rolfe Cobleigh served for a number of years most acceptably until death called him away. Mr. Henry P. Smith, who had much to do in helping Mr. Babson acquire the site of the present campus, served on the Board a good many years and was always a strong factor in its deliberations. His passing was very recent and sudden. Ernest T. Gundlach of Chicago has been a warm friend of the Institute since its inception and has served continuously as a Trustee since the first meeting of the first Board, resigning recently because of the difficulty of attending meetings from so great a distance. Rev. Carl M. Gates, on the faculty during the first year of the Institute, was for years a devoted member of the Board of Trustees, retiring recently. Mr. Franklin T. Miller also served on the Board for a period of years and was closely associated with Mr. Babson in other interests. When Mr. Babson retired as Chairman and member of the Board of Trustees in January, 1926, Mr. Coleman was elected to serve as Chairman in his place, and Myron E. Pierce at that time was elected Vice-President of the Institute in which office he has served ever since.

During the second year of the Institute, in its formative stage, Mr. Sidney A. Linnekin, as Vice-President, had a very difficult part to play. He had various functions at the time, serving as President in the absence of Mr. Babson, as Treasurer, as Dean, as Promotion Manager and as an instructor and chairman of the faculty. Mr. Coleman had very happy fellowship with him during his first two years in office, when Mr. Linnekin resigned. He is now carrying on very successfully in a responsible banking position. This narrative opens with a record of the first Board of Trustees and this paragraph closes with a list of the present Board as of May 14, 1935, three of
whom have been elected recently: Myron E. Pierce, Daniel B. Coleman, S. Monroe Graves, C. A. Roys, Freeman Putney, Jr., Carl D. Smith, Dwight G. W. Hollister.

Ever since 1922 the Institute has been happily served by an Advisory Council of distinguished business men who are willing to give the use of their names and exert their influence in the Business world in favor of Babson Institute. This group of sponsors has remained very much the same throughout the years. And the Institute is glad to take this opportunity of acknowledging publicly its grateful appreciation of their kind support and friendly co-operation.

An All Round Development

From the beginning Babson Institute has taken an active interest in the physical health of the student body. Every student on entering must present a certificate of sound health from a physician in good standing. After matriculation he undergoes a physical examination by the Institute physician, Dr. Daniel B. Coleman, who is also a Trustee, and a dental examination by the Institute dentist, Dr. Abner T. Wing, who is an alumnus of the Institute. And during his entire stay at the Institute the student is entitled to the free services of the resident nurse, Miss Alice X. Cavanaugh, R. N., who keeps careful watch of incipient illnesses, giving treatments for minor troubles and calling in the doctor when necessary. She has special quarters for any sick student who is awaiting the decision of the doctor as to sending him to the hospital.

While the Institute is properly concerned for the physical and scholastic health of the students and is anxious to give them a thorough training in business fundamentals it is concerned above all with the character and spiritual quality of the men it turns out with a Babson Institute diploma. It is made plain by every instructor and officer, in every course and relationship throughout the year, that moral values and spiritual qualities come first and that without these nothing is worth while. The
Institute would not carry on another year if its objective were merely the making of sharper and shrewder business men who would have only in mind their own personal aggrandizement. Mr. and Mrs. Babson would have had no interest in establishing a school of that character and certainly Mr. Coleman would have had no incentive to put fourteen years of his life into that kind of work. To illustrate vividly and practically just what the Institute is trying to do in this regard it might be well to quote a message from the Board of Trustees given to every student six times a year on the back of his regular reports as to the progress he is making in his school work. One copy goes to him and one copy to his parents.

A Message from the Trustees

"Personal efficiency — training in which is one of the major objectives of Babson Institute — depends not only on mental and material equipment, but also on physical and spiritual factors. To live well and happily all these elements in success must receive their proper attention. Life must be well balanced if it is to attain its highest efficiency. The three basic characteristics of success are (1) Activity, (2) Knowledge, and (3) An intangible something combining judgment, inspiration, courage and persistence. Activity may depend largely on one's physical health. Knowledge may depend upon one's education, reading, and memory. But Judgment and the other three intangibles are definitely spiritual qualities.

"Without attempting to appeal for any form of religion or for any sect, we do desire to call students' attention to the great importance of spiritual power in the lives of men and women. Moreover, such power is something which money cannot buy — neither can it quickly be obtained in an emergency. Spiritual power must be developed slowly through the years by quiet meditation, right living and unselfish service. To have such power when one feels the need of it, he must start to develop it before the acute need materializes. The years of conscious preparation for active work ought to be a period of special importance in this phase of one's development.

"The above principles apply especially to the power derived from 'Prayer' — so-called. Prayer — the best means for securing these qualities of judgment, inspiration, courage and persistence — must be practised long and systematically to be effective. It is the prayer of the righteous man which availeth much. Prayer, moreover, may take different forms
at different times and with different people. All these forms, however, combine an intense desire with an appeal to and a trust in an all-governing divine power. That you make a serious effort to work with and enjoy this divine power is our appeal.

"Young men, with health, education and opportunity, may not now appreciate the full force of this message. It is perhaps inevitable that they cannot. The time is coming some day, however, when, through loss of health or the death of someone dear to you or some business failure or an experience in which your honest and earnest efforts for some worthy cause bring you face to face with forces you cannot control, you will feel utterly helpless by yourself. Then you will long for some anchorage in the midst of the storm, some strength and wisdom greater than your own or any other man's. Our hope is that when that time comes, you will remember this message from the Trustees of the Babson Institute. We go further and say it is the most important message which we can give you.

"Just one word more. As you leave this institution, keep your eye on the developments of the science of Physics. The studies which are being made today in connection with energy and relativity may soon link up, more closely than ever before, our every-day experiences in the 'physical' world with the faith which your fathers had in God, Love, Immortality and the like. It may even be that the old duality between matter and spirit will disappear and we shall discover that the only ultimate reality is spiritual. As yet investigations along this line have not reached the stage where they need affect your present preparation for a life work, but they do make perfectly clear that open-mindedness is the only attitude for any of us to take."

A Chapel and a Chaplain

To buttress this work of character building and to emphasize the spiritual qualities of life the Institute has maintained for four years a Chaplain who by personal contacts with the students, by mingling with them in their pleasures, by encouraging church attendance, by holding chapel services in the delightful little chapel on the second floor of our larger dormitory, by book reviews, and by discussion meetings seeks to develop the finer sides of their natures. Rev. Edward M. Reighard, a young Congregationalist minister, having followed Rev. Philip J. Cleveland, another young minister, has now finished his third year in the office of Chaplain. He carries on
a very delicate and sometimes trying phase of work with a
great deal of energy, ingenuity, patience and devotion. Since
in our student body are represented men of all faiths and no
faith the task of the Chaplain is a difficult one. Babson Insti-
tute does not seek to thrust religion in any form upon unwilling
students but it does insist upon holding up the banner that
testifies to its own faith in a living God and its purpose to
serve its fellow men.

There has always been a close personal association between
members of the faculty and the student body. Not only is
there a constant give-and-take in the close-up contacts of the
class room but also in bowling and tennis tournaments, in round-
table fellowships, in the student dances, in student-faculty
dinners, in chapel exercises and in winter outings. There also
have been additional opportunities for close, friendly rela-
relationships.

Student Quality

From the beginning the Institute has sought to train for
business leadership only those with an adequate background of
experience and a corresponding mental maturity. In pursuance
of this purpose the Institute has never set up ironclad entrance
regulations to be applied indiscriminately. The tendency has
been, however, during these sixteen years to enroll older men
with some considerable college training or business experience.
The average age of the student body had reached a level slightly
above twenty-two years while 75% of the enrollment had been
among men of one or more years of college life. Others, thirty,
forty and even fifty years of age have come to take the Institute
training with a background of substantial business achievement.
With the steadily increasing age of its student body it has be-
come something of a problem to know what to do with younger
men who did not want to go to college and who were not mature
enough to take the intensified one-year course. Until a year
ago the Institute had to pass by these men leaving them to
CARL D. SMITH, B.H., Ed.M.
President Elect Babson Institute, 1935
acquire added maturity and experience as best they could before entering the Institute. Last September, however, the Institute set up a two-year course for Juniors to meet the needs of these men. They cover in two years the same ground that the older men cover in one year and in addition take a number of preparatory and supplementary courses. The first Junior group numbered twenty-four, just about double what had been anticipated. After a year's experience with this group of young men the Institute is well satisfied with the results of the experiment and will continue to register a Junior body of students up to within 50% of its total enrollment. The Juniors have a separate class room building and live in a separate dormitory but eat in the same dining room and otherwise mingle freely with the Seniors.

Up to and following the first year after the depression there was a steady increase in enrollment. It was in September, 1930, almost a full year after the break in the stock market, that the enrollment reached its highest point — 115. Babson Institute touched its low point in the depression in September, 1933. Since then there has been a rising tide and the Institute looks forward hopefully to a generously comfortable enrollment this coming fall.

An Intensive Course

From the beginning the Institute has confidently believed that a properly accredited student intent on a business career and willing to work as hard to secure his business education as he would be to make his way in business can cover the ground thoroughly in one academic year and equip himself with a sound understanding of business fundamentals in the fields of Finance, Production, Distribution and Management. Experience during these sixteen years has justified that faith. Such an intensive course naturally leaves no room for non-essentials or electives. Consequently it is required of every student that he shall pass muster in every course and that a failure in even
the shortest course in the curriculum is sufficient to bar one from graduation. Babson Institute includes no cultural courses, gives no instruction in modern languages and spends relatively little time on historical and repetitious material. In thus concentrating so intensely on a definite goal narrowness and mental short-sightedness is avoided by leavening the year's work with a series of addresses by outstanding business and professional men and women coming in from the outside to talk about their own lines of business.

While the Institute does not overestimate the value of examinations it gives occasional tests during each term and concludes with a general examination that is accorded its proper weight along side of the daily work. While text books are given a place for reading and reference the aim is to acquire knowledge, understanding and judgment by the process of a free and open give-and-take led by the instructor. Small classes give full opportunity for the application of the Socratic ideal in the process of learning. This policy is further amplified and demonstrated in the class for Public Speaking which comprises the entire student body. Dr. Matthews' leadership of this class for a number of years has given great satisfaction.

Faculty Personnel

Not only does the Institute have a compact student body but naturally the faculty is also small enough to establish close and friendly relationships that lead to a family fellowship whose interest spreads out to include every member of the student body. When Mr. Coleman took office at the beginning of the third year Mr. Austin H. Fittz, Mr. John E. Millea, Mr. James M. Matthews, Mr. William C. Bamburgh and Mr. George L. Moore constituted the backbone of the faculty. Mr. Bamburgh, now deceased, who had charge of the Advertising and Selling courses, early accepted an outstanding position as Sales and Advertising Manager in New York, and a year or two later Mr. George L. Moore, who was teaching Business
Psychology, stepped out into the field of Public Relations and Advertising Counsel here in Boston. Messrs. Fittz, Millea and Matthews have continued on the staff of instruction ever since those earlier years and have made strong and enduring contributions to the welfare of the Institute. Close to one thousand alumni hold them in high esteem and happy memory and realize with increasing force every year the value of instruction received at their hands. Dr. Frederick L. Hoffman, the noted statistician, had charge of the graduate work for a number of years and is now pursuing his special work in Philadelphia in the field of cancer research and homicide and suicide statistics. Mr. Dwight G. W. Hollister taught the courses in Accounting and Taxation for many years until his duties as Treasurer required all his time. Mr. E. Grosvenor Plowman and Mr. A. G. Silverman in succession carried the course in Statistics. Mr. James H. Elliott, a well-known professional accountant in Boston, continued the courses in Accounting and Taxation until Mr. Andrew Petersen, a Certified Public Accountant, coming to the Institute from the University of Puerto Rico, was called to a full time position in this field. Mr. C. A. Henderson, who succeeded Mr. George L. Moore, has conducted the courses in Personal Efficiency and Business Psychology for the last dozen years, never sparing time or energy in keeping abreast of the times in this rapidly changing field.

Further Personnel

From the beginning the Institute has been under a great debt of gratitude to Babson’s Statistical Organization from every point of view. In the earlier years especially, aside from large sums of money which came to the Institute from the Organization through Mr. and Mrs. Babson we received substantial help, particularly on summer pay rolls. Besides that the executives of Babson’s Statistical Organization were most generous of their time in giving courses in their special subjects at the Institute. And even now the Institute is free to call on
them in an emergency for any help they can render. All of this they have done with the greatest good will and always without any material return. Among those in the Babson Organization who participated as members of the faculty in the earlier years in addition to those already mentioned were Herbert N. McGill, Aaron M. Jones, Olin W. Hill, Forrest N. Maddix, Ralph M. Plympton, Lawrence P. Morse.

Mr. Harold A. Thurlow, for long years a practitioner in the field of Advertising and Selling, served the Institute devotedly for a decade. The newer members of the staff as now constituted include Mr. Clyde J. Crobaugh in the field of Statistics, Economic Geography and Industrial History skilled in teaching and practiced in business, Mr. Bertrand R. Canfield, direct from the business world and thoroughly versed in the principles and practices of Advertising and Selling, and Mr. Harold H. Shively, who combines expert knowledge in the fields of Law and Marketing. He is a great student himself and knows how to teach.

For a dozen years or more Dr. DeWitt G. Wilcox, a noted Boston surgeon, has given a very acceptable short course on Personal and Public Hygiene; and once or twice a year Dr. Ford A. Carpenter of the Los Angeles Chamber of Commerce has come to give the students the latest data on Meteorology and Aeronautics in their relationship to business matters. Among the men who were on the teaching staff for a period of two or three years were Hermann F. Arens, Rev. Carl M. Gates, Dr. Edwin A. Shaw, Rev. John M. Phillips, George S. Pulver, Howard H. Hawley, George A. Anthony, John P. Tilton and Carlton G. Lane. Mr. Lane was a recent graduate of the Institute when he joined the faculty and has the distinction of being the first alumnus to serve as an instructor at the Institute.

Miss Eleanor Hayward, Registrar, has served as Secretary of the faculty from the beginning and in addition to her duties as Librarian is now giving the course in English Composition to the Junior class. Miss Carolyn B. Hitchcock and Miss
Marion Wing, who have been longest in service as student secretaries, have had in addition executive functions and are now also conducting the classes in Typewriting for the two Junior groups.

Before the President’s new home on the campus was built in the fall of 1927 the Babson home was the center of social gatherings when officers, trustees, faculty, secretaries and students of the Institute and their wives held friendly intercourse with each other and with the leading men and women of the Statistical Organization. Since then both homes have been given over to such social gatherings.

For ten years Mr. W. R. Mattson, who had formerly been associated with Babson’s Statistical Organization, devoted his energies and abilities to the enrollment of new students, taking extensive trips and carrying on active correspondence. He with Dean Millea and President Coleman have served for years as a committee on admissions.

Mr. Mattson’s reliable assistant, Miss Carrie E. Mason, is one of the private secretaries to Department Heads who has been longest in service at the Institute. Miss Edith H. Doe has served the President and Miss Ethel Walsh the Treasurer in secretarial work for almost a decade.

For several years Mr. Hollister, Treasurer, has had an able and devoted assistant in Mr. Irwin K. French. He carries on most acceptably in Mr. Hollister’s place when the latter is called away by his outside business interests.

From the beginning it was planned to give the one-year students secretarial assistance, in order that their work might be accomplished with greater dispatch. Every student learns to dictate his reports on an ediphone. Business letters by students are dictated to a stenographer thus making the Babson Institute graduate quite at home with either method of dictation.

In the Business Office, on the campus grounds and in the construction of the big relief map the Institute through the years has had a long list of faithful and competent helpers, a
few of whom have been associated with the work for a decade or so. Mr. W. Lewis Webber, a Babson Institute alumnus and the husband of Edith Babson, another graduate, has long served as Secretary of the Committee promoting the big map, and is one of the Institute’s Incorporators.

Scholarships

Although the Institute was intended from the beginning for those young men who by inheritance and position were likely to succeed to business responsibilities, and the cost of instruction, covering two years in one, was such as to preclude a student poor in this world’s goods it was earnestly desired that an opportunity should be given to promising sons of professional men who would be unable to meet the cash requirements. A series of free scholarships and of loan scholarships under a rotating fund were devised to make provision for exceptionally promising men in this class. From the beginning of the Institute a free scholarship has been granted every year to the towns of Wellesley and Needham in which the campus is located. Also for years a free scholarship was granted the War Department of the United States in recognition of the engineering services contributed in connection with the construction of our big relief map. Army officers have come to the Institute from the Quartermaster’s Corps, from the Engineers, the Air Corps and from the Inspector General. And a year ago Mr. Babson provided and is continuing again this year to provide a few scholarships covering both dormitory and tuition expenses. These go only to men of superior standing in scholastic records, business aptitude, religious interests and vigorous physique. It has been interesting to note through the years how completely democratic has been the spirit of fellowship prevailing throughout the campus. There never has been the least sign of snobbery or supersensitiveness. One year the student body elected as President of the class a minister’s son who waited on table in the dormitory and who received a scholarship loan.
A Personal Word

When Mr. Babson persuaded me to accept the Presidency of the Institute I had misgivings and reminded him that I never had conducted a school. He replied that any one who could carry on the Ford Hall Forum could run anything and that he needed my help. I privately made up my mind that if the school prospered and I proved acceptable as its leader that I would not remain more than five years at the most as I was anxious to have the later years of my life free for my personal interests. Now after fourteen years of service the time has come for me to enjoy the retirement to which I have long looked forward with the freedom for many things that have had to wait until now. I have had an intensely active and widely varied life and I hesitated long before turning aside from my many public interests to take up the work at the Institute. Never for a moment, however, have I regretted my decision and all through these years I have been more than thankful for the privilege that has been mine to help build and establish this unique school for the training of the business leaders of the immediate future. In the course of my life I have worked with a number of outstanding leaders but for downright genius, fierce energy, penetrating vision, superb courage and Christian principles I have never met the equal of Mr. Roger W. Babson.

And it is with real satisfaction and complete confidence that I turn over the responsibilities of my office to the incoming President, Dean Carl D. Smith of the Evening Business School of Northeastern University in Boston. He has the Christian fundamentals, the educational background, the qualities for achievement, the deep interest in young men, the vigor of youth and the maturity of experience that will enable him to carry on through the years with ever-growing success. He will have from the start the confidence and good will of his fellow officers, faculty and staff and will speedily win the trust and good will of each incoming class of students.