Production
JOHN EDWARD MILEA, A.B., Clark University; M.B.A.
Harvard University.

Babson Institute, 1920; Member, Supervisory Committee for New England, Reconstruction Finance Corporation; Director, Vanshon Mills, New Bedford, Massachusetts; Consultant in Management, 1923; Factory Manager, Simplex Electric Heating Company, 1916-20; Industrial Engineer, Simplex Electric Heating Company, Simplex Wire & Cable Company, 1914-16; Inspector, Assistant Foreman, American Steel & Wire Company, 1910-12.

FACTORY MANAGEMENT; DIRECTOR, DIVISION OF PRODUCTION

Here's a tough hard shell who isn't soluble in soft soap. Moreover he can prove that fools are made as well as born. Among his javelins of disdain - “piffle, piffle,” “hot air” and “who do you believe, me or the author?” We are proud of our heritage as the “dumbest class” he has ever had. “Piffle!”

JOSEPH BIRD, A.B., Phillips University; M.A., University of Oklahoma; Ph.D., New York University.

Babson Institute, 1936; Instructor, College of the City of New York, 1930-36; Organized Juvenile Delinquency courses for New York City Police Academy, 1933; Lecturer, New York University Summer School, 1935; Lecturer, College of the City of New York, summer school, 1932, 1933, 1934; Lecturer, University of Oklahoma summer school, 1930, 1938; Secretary of Employment, University of Oklahoma, 1925-28; Standard Chautauqua System (summers), 1917-24.

PERSONAL GUIDANCE; DIRECTOR, DIVISION OF PERSONNEL

With schooled precision the “Doctor” coordinated our scholastic and personal problems with understanding and psychological insight. Adroitly he banished free afternoons and stoically counselled “keep your sense of humor.”

JULIAN SMITH DUNCAN, M.A., University of Mississippi; Ph.D., Columbia University.

Babson Institute, 1937; Instructor, St. John’s College, 1931-37; Research Fellow, Brookings Institution, 1930-31; Instructor in Economics, Bryn Mawr College, 1929-30; Instructor in Economics, Hunter College, 1929.

GOVERNMENT; GOVERNMENT AND BUSINESS

Dr. Duncan, with his analysis of broad situations, supported by documentary evidence and public opinion polls, gave us an optimistic outlook on world affairs. Locally, he seems to have encountered troublesome times in crossed telephone wires, objective tests, and misinformation, much to his amazement. Truly a progressive instructor.
QUITE as usual, all three of Dean Millea’s production classes this year were the “smartest ever”. And yet after two straight hours of Industrial Management one often wondered if present company were not excepted from his broader generalization. One-sided encounters, many of these sessions, with students leading with their chins and the Dean delivering knockouts. Perhaps it was a coma resulting from some mental upper-cut that caused Henderson to ask, “What is a girl?” In a coma still, Tom was promptly made a member of the “Goat Club,” the only mystic brotherhood at Babson’s. So shrouded are the rituals of the order that no member has yet discovered their meanings or implications. Rumor has it that the Dean lost the rule book some twelve years ago. Persistent-ly, Don Lawrence has sought to find the rule under which he came in, but even the psychoanalysts can’t help him.

When into these sessions of sheep and
goats sudden quizzes on assigned readings were tossed, all faces fell, especially Thayer's, on whom rested the responsibility of upholding the tradition of Worcester. "Nuf said. One might expect that following such mental gyrations students would be completely spent, but, oddly enough, evenings found the die-hards, — Kirk, Thayer, LaCroix, and McArthur — bound for Sandy Burr and a chassis lubrication.

Then there were factory trips. "Trip on Tuesday; report on Friday." Routine? No! While more pleasant to recall than to anticipate, each trip did have its "scoops" and each report its own individualities. Unquestionably the most anticipated day of each week was that on which graded reports were returned. Provocative they were of comments, sometimes curses, and even threats by the hardest losers in the deals of justice. The good sport we found is the man who can "take it" and "dish it out" in turn, under extremely adverse circumstances. To accomplish these, wins the admiration of the Dean himself. "Meuh, do you call that a five?" — "Now, Phillips, if you've something to say, don't make a speech, -- spit it out!" Even if their answers don't belong here, they themselves do.

Few hours went by during which something personal, constructive, and useful was not left imprinted on the minds of students. That was the Dean's course in Management.

"Personal Guidance — Dr. Bird". Thus read the announcement in the Babson Institute Catalog, and we looked forward to the course. Soon we were in the midst of discussions of the most per-
sonal kinds of problems, and Harden was trying to sell himself. Shortly we became conscious of an oft repeated phrase, “Let’s look at this thing from a bi-lateral point of view.” Its very repetition imprinted it indelibly on our minds as a method of approach for the executive who would deal intelligently with all those personal intangibles that make or break businesses. From time to time unique psychological tests popped up. Some scores, amazing alike to “Joe” and his class, were recorded. Kirby should be a farmer; Leighton an insurance man. And what a mechanic our West Point engineer turned out to be in comparison to “Booty”, a mere merchandiser!

In Government and Business a gentleman from the Deep South took us in hand for a composite course ... rather a melting pot of ideals, ideas, and opinions, and “miscellaneous misinformation”. Over topics as diverse as U. S. Steel’s construction of a great new plant to the whys and wherefores of the “Haavaad” who won the annual May Day Hoop Rolling Contest at Wellesley, Dr. Duncan, with his genuine sense of humor, gave us a lot of laughs. In utilities a shock of red hair stood out; in politics, a Republican from the granite state. The laughs were not all. We literally went from one examination to another, and from one level of grades to another, until he had us all in the 60’s, —us with none of the Bryn Mawr charms to fall back on . . . We move to adjourn.
Winter Term Bowling

Another successful and very popular bowling tournament was inaugurated at Babson Institute early in October. During the entire season a closely contested and hard-fought battle was waged for top position in the final standings. Throughout the period of competition the six teams were closely bunched, coming down the final stretch with only two games separating the four leaders. However, about six weeks before the final tabulation, the Amateurs went into the lead to stay insecurely, finally heckling their way into the championship under the leadership of "Gabby" O’Neill.

Coming back to the alleys after an early season absence, gutter-ball Harden was a high-toned asset to his team. Ted Smith became famous for his “follow through”, sometimes floating with the ball clear down the alleys to pick off a pin or two with his head, and then be silent. Hugh Smith developed a curve that broke widely over two or more alleys and was said to have enticed some scouts of the World’s Champion Yankees to the galleries. And Cap Shepherd proved the king of all bowlers with a three-string average of 61.333. Other outstanding stars have suppressed their eccentricities.

Carrying on the tradition of a banquet at the end of the season, all who participated in the tournament met at the dinner table to ring down the curtain. After a delightful dinner, prizes were given to the winning team members and runners-ups. Tom Henderson was given prizes for the high individual average for the entire season and the individual high string for the year.

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<th>Team</th>
<th>Won</th>
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<td>Rollers</td>
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James McClure Matthews, A.B., LL.D., Park College; M.A., Harvard University; LL.D., Tusculum College.

Babson Institute, 1921; Member of Research Staff, National Industrial Conference Board, 1919-20; Assistant to the Food Administrator for Maine, 1917-18; Assistant Professor, University of Maine, 1913-19; Instructor in Economics and Sociology, Park College, 1906-12; Instructor, Wayland Academy, 1905-06; Instructor in History, Park College, 1901-05.

ECONOMICS; DIRECTOR, DIVISION OF DISTRIBUTION

Accomplished individuality, green bow-tie, Hugh Herbert gestures, do not cloud his astute grasp of the increasing importance of social understanding. While his iconoclastic severity shocked all the neophytical capitalists, even they admit that if his head is a coconut, it has a lot of meat in it.

Bertrand R. Canfield, University of Kansas.

Babson Institute, 1929; Sales Manager, Fruit Puddine Company, Baltimore, 1927-29; Advertising Manager, May Oil Burner Company, 1925-27; Advertising Manager, Union Bank Note Company, Kansas City, 1925; Advertising Director, Rein Printing Company, Houston, 1924; Advertising Counselor, San Antonio, 1923; Editor and Secretary, Petroleum Rehner, 1921-22; Manager, Western Financier, 1919-20.

SALES AND ADVERTISING ADMINISTRATION

His classes are symposiums of slang, where one may vent his favorite feelings. Thayer, it was, who wanted to apostrophize cows and cream and lend personality to fence posts. Mr. Canfield has claim to the happy faculty of making class work honest fun; education a pleasure.

Harold Hastings Shively, A.B., Ohio University; M.A., Ohio State University; J.D., University of Chicago.

Babson Institute, 1929; Assistant Professor in Marketing, Ohio State University, 1923-28; Manager, Radio Station WAU, summer, 1927; Advertising Manager, Longman's Green & Company, New York City, 1922-23; Instructor in English, Ohio State University, 1919-22; Assistant to General Manager, Stevenson & Company, Fairmount, West Virginia, 1918-19.

MARKETING; LAW AND BUSINESS

Efficiently deliberate, “H. H.” meted legal doctrine and marketing practice on willing ears. A dry, witty humor, an enigmatic smile enhanced his student welcome. Guiding light to our “Babsonian”.

« 30 »
TIMES have changed; nowadays the man that makes the best mousetrap must beat his own pathway to the world’s markets through the underbrush of competition. In distribution we found out how to make these pathways for the mousetraps we build.

Our first big class problem was to learn the five-step routine for the sale of everything from Fuller Brushes to Packards; our next one to follow it. Dick Holmes, selling Fyr Fyter Extinguishers, was an early adept; if he hadn’t got the horse and the barn into the picture he might never have been dubbed “Fire Chief.” But classroom demonstrations were not the supreme test in the application of the five-step routine. This came in the office of a tough prospect—Mr. Canfield himself—while we were trying to sell him an article the sales kit said would sell itself. Telephone interruptions, (which seemed to come constantly) made him lose all idea of commitment to a dotted line. Even Bob Glenn couldn’t remember the routine for that situation. There were no dull moments, not even the blue, blue-book days, so delightful to our one hundred per cent Ellis. For all the pep and enthusiasm of these moments we bow to Professor Canfield.

What of the minutes of the Marketing course? It was here that we found out just what went on in the channels of trade, and why. It was here that the problems of wholesalers, brokers, manu-
facturers' agents, and retailers of all types were disclosed to us. It was here we had our first taste of dictated reports, on trips as diverse as wool warehouses and builders’ supply yards. It was here that marketing problems of all varieties gave us many an hour of bewilderment. It was here that those of us who will enter trade pursuits gained information which perhaps is nowhere more valuably and practically available. It was here that we learned how to “hedge” — a polite nomenclature for not sticking our necks out. It was here that Leo took so many firsts. It is rumored that he put plots in his reports and occasionally parts of the preamble to the Constitution, and that H. H. liked both.

Our class in Law and Business was a scene of much activity every morning. It seemed we were frequently on the witness stand. During this brief hour the law of contracts, agency, and sales were presented to us through a review of famous cases and a multiplicity of problems. Astute at finding loop holes and getting both arms and legs into them, Bert Woodward was often the attorney for the defence. Law also revealed a great legal mind in the person of Monroe Graves, and we all remember how he won a momentous decision on a hotly debated problem by looking up the exact reference of the word “it”. When agreement seemed impossible we could break the deadlock by appealing to Joe Ellis, our Michigan trained, one-man Supreme Court. Law made us think, and think constructively. Its many problems created a lively interest, an interest flavored by pinches of Shively humor — all leaving many pleasant memories and valuable legal information to guide us through our business life.

We come now to the minutes in Economics. Here we discovered the Law of Action and Reaction, which simply means that what goes up must come down. We found that one of today’s big problems is the smoothing out of these ups and downs, and we read many solutions on how to smooth them. Some of
us decided that prosperity is simply the
time when people go into debt for things
that they don’t need, and depression a
time when books are written on how we
got there.

We touched on a little of everything
in connection with business cycles and
world conditions. On labor conditions
and sit-down strikes Ted Smith was some­
thing less than voiceless. Since his home
town was the scene of much strike activi­
ty he was well qualified, though reticent.
Also, he knew all about work— in fact it
fascinated him; he could watch it for
hours. When international affairs were
on the agenda, we could always count on
Lt. Chandler for the inclusive viewpoint.
“Chic” was our Navy representative. He
had joined the Navy and seen the world,
and could give much information based
on salty experience. If we ever have to
go to war we’d like to sign up on his
battleship and fight for him as well as
for the good old U. S. A.

In Economics, too, we went places and
did things. We listened to the Babson
Business Conference, held here on the
Campus, and later attended dinners in
honor of governors and heads of industry—
all these under the genial direc­
tion of the Doctor who made the good
old economic man a creature of the pres­
ent and kept us all genuinely interested
in him, whether the hour was eight-thirty
or eleven-thirty.

These few passing comments on the
activities of Distribution do little justice
to the actual work that we have covered.
We shall perhaps never be able to de­
scribe just how much we accomplished,
but hope that some day our records as
business men will express it fittingly for
us.