New President Named
Xerox executive to head Babson

TROY L. JOHNSON

Monday, April 3, 1989 at approximately 6:00 p.m., the Babson College Board of Trustees voted to elect William F. Glavin the ninth president of the college. The college began looking for a new president when President William R. Dill announced in January of 1988 that he would be stepping down at the end of the 1988-1989 academic year.

Career at Xerox
William Glavin has resigned from the Xerox Corporation to accept this position. Most recently, President-elect Glavin served as a vice-chairman of the Xerox Corporation and a member of the company's five person corporate office.

His responsibilities included the chief technical office, general counsel, corporate information management, public affairs, advertising, public relations, personnel, real estate and general services, quality and the company's relations with Fuji Xerox, Ltd., its Japanese partner.

Mr. Glavin is a member of the board of directors of Xerox, Fuji Xerox and Rank Xerox, the company's European subsidiary founded in London, England. He is also a member of the Xerox foundation.

Mr. Glavin joined Xerox in 1970 as executive vice-president of the former Xerox Data Systems. In 1972, he was appointed a group vice-president and president of the former Business Development Group. In 1974, he became managing director and chief operating officer of Rokk Xerox. He was appointed an executive vice-president and chief staff officer of Xerox in 1980 and executive vice-president, reprographics and operations, in 1982.

The following year, Mr. Glavin added the title of president, Business Equipment Groups. He was named vice chairman in May 1985 and assumed his present responsibilities in August 1986.

Career at IBM
Before joining Xerox, Mr. Glavin worked at International Business Machines Corporation (IBM) for a period of fifteen years working his way up the ranks in the classical field marketing mode.

Mr. Glavin joined IBM in 1955 as a sales representative. He worked as the manager of the Dallas, Texas and southern California Service Bureau Corporation (SBC) offices as well as being the sales manager of SBC before being promoted to vice-president.

As vice-president, he was responsible for all functions of the service bureau subsidiary except for finance and legal matters. He held this position until leaving for Xerox.

Other Activities
In addition to the many corporate posts Mr. Glavin has held, he has participated on eight Boards of Directors (six university or college related), and been involved with sixteen civic organizations and four clubs.

Mr. Glavin serves on the board of directors of State StreetBoston Corporation, the Norton Company and the Xerox Corporation.

Mr. Glavin is a member of the president's council of the College of the Holy Cross and a former member of the board of Trustees.

Mr. Glavin is also active at the University of Pennsylvania where he is a member of the Wharton School board of overseers, a member of the executive council of the Wharton Graduate School, a member of the advisory board of the Wharton Center for International Management and International Studies as well as a senior fellow of the SEI Advancement Center for Management Studies.

In 1984, Mr. Glavin was the first Wharton Graduate to be honored with the Distinguished Alumni Award. In 1988, he was the first recipient of the Distinguished Service Award to the Wharton School.

Mr. Glavin has served as the national chairman of the Xerox United Way campaign and as a member of the executive committee of the United States Cerebral Palsy campaign. Additionally, he is a member of the executive cabinet of Catholic charities USA.

Personal
Mr. Glavin was born on March 29, 1932 in Albany, New York. He received his bachelor of science degree in accounting from the College of the Holy Cross in Worcester, Massachusetts in 1953. In 1955, he graduated from the University of Pennsylvania's Wharton Graduate School with a Master's of Business Administration in Industrial Management.

Family
Mr. Glavin married Miss Cecily McClatchy on September 24, 1955.

Mrs. Glavin was born and raised in Philadelphia, one of six children. She graduated from Sacred Heart Academy, Philadelphia and the Katherine Gibbs School, Boston, Massachusetts.

Mrs. Glavin has served on the Board of Trustees of the American School of London, the Board of Trustees of the American School of London Foundation, Board of Elder Craftsmen, New York City. Her volunteer work includes the Nathaniel Witherell Retirement Home.

Mr. and Mrs. Glavin have seven children: Joanne, [31]; William F., [30]; Patricia, [29]; Christine, [27]; Thomas, [26]; Cecily [24]; and Richard [23].

William F. Glavin, Jr. has three children.
PHOTO ESSAY

What do you consider to be the president-elect's greatest challenge?

President William R. Dill
"To take a place... that is only beginning to show on the map, and to build for it the [support] its students and faculty deserve."

Jeff Steimmler, Dir. Student Activities
"Developing a volunteer spirit within the Babson community."

Chris Plante, Freshman
"He could find homes for us displaced campers!"

Karen Campanella, Bookstore Clerk
"Handle [tough] issues with the students... because independent kids do not want to be told what to do."

Jennifer Halter, Senior
"To concentrate on fund-raising for our school to improve student life."

Renee Hobbs, Asst. Prof. Comm.
"Help the management and the liberal arts faculty appreciate their common interests and mutual goals."

Wilma Miranda, Senior
"Changing the students' attitude towards the Administration."

Larry Godtfredsen, Asst. Prof. Politi. Sci.
"Not to be seduced by courtiers - he must... appreciate and encourage opposite, even disagreeable points of view."

Mark Forest, Freshman
"Attracting more students from out of New England."

Steven Eriksen, Assoe. Prof. Mgmt/Sci.
"To maintain the rate of improvement... of our academic programs we experienced during President Dill's tenure."

Todd C. Ratner, Freshman
"Getting the students more socially motivated on campus."

Bo Ewerskog, Senior
"Managing Student Affairs... in a way that promotes the quality of life within the Babson community."
Glavin Speaks
The President-elect answers questions

What follows are excerpts taken from an interview of President-elect William F. Glavin, Sr., conducted by Diane Corcelli, Editor of the Babson Bulletin and Troy L. Johnson, Editor-in-Chief of the Babson Free Press. The photographs were taken by Julie Ann DiCarlo, General Manager of the Babson Free Press.

Q. When and how did you first hear of Babson College?
A. I have known about Babson for a long time. I did my undergraduate work down the road but from here at Holy Cross. Back in those days, this was Babson Institute.

Q. What experiences, if any, have you had with college in the past?
A. My acquaintances with the college were renewed in 1979 when my son Thomas looked at Babson before deciding to go to that other business school down the road. (Bentley.) I myself however had not been to the campus until very recently.

I want to participate. I can contribute.

Q. When and how did you learn the position was open?
A. I was approached by the College in August of 1988, but I said no to them. A few days before Christmas, my family got me thinking about it again. I decided then that it might be the right thing to do.

Q. What made you consider accepting the position?
A. I have a great interest in education. I have been greatly involved at Wharton, where I have been on five boards. And I have not just sat on these boards, but have been really involved.


In 1979, I was the commencement speaker at the graduate school's ceremonies. I spoke on International Business. In 1980, international business was covered in every graduate class.

At this point, Xerox donated $250,000.00 to the Wharton Center for International Management Studies to give $75,000.00 a year to the faculty to do research that would go back into the classroom. The first year, we accepted one of twenty two proposals that were requesting funding. People were just looking for money to do their own thing. They got the message after that, and it changed the whole school.

In 1982, Leonard Lauder, the son of Este Lauder, found the Lauder Institute, a school of the University of Pennsylvania. This school did a project looking at the trends for the year 2000. Out of that paper, came another center, the SEI Center for Advanced Management Innovation.

There are a lot of opportunities for managing the 20th century. I want to participate. I can contribute.

The whole scene is changing drastically. The twentieth century is not going to be one of managers, but business people. Business people need to be able to operate in all environments; family; quality of life; business, et cetera.

What the current president has done with the liberal arts program has really enabled us to do this.

Q. Did you, or do you, have any fears or hesitations?
A. It is scary. I don't know anything about running a university except what I've seen. I have a great deal to learn and I hope I learn it quickly.

Q. What do you see as being your greatest challenge?
A. I don't know what my greatest goal will be. I have no particular area I want to concentrate on. I do think however it is important we rally the community around becoming internationally recognized.

Q. How can Babson broaden it's name recognition?
A. Build bridges back to the business community. Someone in academics might not have a chance to meet these people, but I already have.

Get a number of people from different walks of life on advisory boards. We need more involvement from outsiders. This is a risky thing for the trustees, but we have got to move outside of Boston.

Q. What accounts for the success of your career?
A. I think a lot of things contribute. Luck first of all, hard work, being well rounded, having fun, if your not having fun, get out, and integrity.

Another one of my beliefs is to put sure the people that are working for you are smarter than you are, and the people working for them are smarter, and the people working for them smarter, and so on. By the time you get to a place in the corporation where anyone is doing any real work, it is being done by very smart people.

I have a great deal to learn and I hope I learn it quickly.

Q. How has "business" changed during your career?
A. It has changed radically. We had facsimile machines at Xerox in 1963. In 1978 we discontinued them because it didn’t appear that they were going to put into wide use. We have been trying to catch up ever since.

What I learned at Holy Cross is worth ten times as much as what I learned at Wharton. Holy Cross taught me to think. Learn to think.

Q. You have been quoted many times as having said, "Family first." Would you please elaborate?
A. I believe very strongly in putting family first. When we were living in London, all of the kids were in high school. All of the extracurricular activities were scheduled for 3:30 p.m. So, I would leave the office at 3:30 and come back at 5:30 to work until 7:30. In a way, it was like a long lunch break.

Also, I took my vacations when the kids were on school break.

It wasn’t really hard for me because I was the top guy. I scheduled the appointments and no one rearranged them.

You can do it. Just commit to it.
TROY L. JOHNSON

On January 23, 1988, the Babson Free Press reported that President William R. Dill, upon completion of the 1988-1989 academic year would be retiring from his position at the college.

President Dill's resignation led to the obvious question of succession. A twelve member search committee was set up by the college's Board of Trustees.

The committee consisted of trustees: Elizabeth Powell, Chair; Katherine L. Babson, Jr.; Arthur Kingsbury, Constantine Simonides, Samuel Thompson; faculty: J. Kassarian, John Saber; staff: David Carson, Elizabeth Lemons, Tom Moore undergraduates: Ellen Solomon and graduate student Joseph Harris.

In the middle of April, with the committee completed, the first meeting was scheduled for May 13. At the first meeting according to Ellen Solomon, "introductions were made, the members got to know one another and ideas were tossed around as to exactly what it was we should be looking for in a candidate."

In June, the board began to look for a consulting firm to assist in the endeavor. At the beginning, ten firms were considered based on recommendations. From this list, the firm of Heidrick & Struggles was chosen after a round of interviews. Advertisements were placed in the Chronicle of Higher Education as well as elsewhere soliciting curriculum vitae (academic resumes) from potential candidates.

Meetings continued through the summer months and into the autumn with students, faculty, division chairs, vice presidents and others trying to get a better sense of what they were looking for.

By fall, the committee had a clear idea of what they were looking for: strong leadership, an articulate vision, the abilities to foster community, increase financial resources, and increase the school's visibility.

They also hoped the man or woman would be charismatic, articulate, a thinker, a planner, and someone with integrity, honesty and warmth, and a leader who knows when to listen and when to lead.

By late autumn, the committee had over a hundred fifty responses from nominations of individuals that agreed to go through the process.

A sub-committee was formed to evaluate the curriculum vitae. From these, thirteen individuals were given first round interviews, nine were given second interviews and two were given third interviews.

On January 26, both candidates were invited to campus.

On February 23, the search committee voted unanimously to recommend to the Board of Trustees that William P. Glenn, Jr. be the ninth president of Babson College.