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Marsh, Daniel L.

Boston University
AIRPLANE VIEW OF THE BOSTON UNIVERSITY OF TOMORROW

FOUNDERS' DAY ADDRESS
CAMPUS DEVELOPMENT PLAN
ADDRESS OF WILLIAM S. KNUDSEN
President General Motors Corporation

APRIL, 1940

Volume XIII  Number VII
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Coming Events

April 3
Boston University Law School Association Dinner in honor of Dean Johnson, Dean Emeritus Albers, and Professors Smith, Bowman, Hannigan, Simpson and Storer — Exhibition of Model of Charles River Campus — Parker House — Reception 6:30 p.m. — Dinner 7 p.m.

5
Scabbard and Blade Dance — Swiss Room — Copley Plaza — Don Gahan Orchestra — $2.50 a couple — Reservations: John R. Draper, Jr., 10 Commonwealth Avenue, Boston. (see page 30).

6
Boston University Women Graduates' Club — Tea for senior girls — Fox Hall, 24 Mt. Vernon Street, Boston — 3 to 5 p.m.

8
BACON LECTURE — Sectional and Class Politics in the Federal Convention of 1787 — Professor Arthur N. Holcombe — Jacob Sleeper Hall — 10:00 a.m.

10
BACON LECTURE — Sectionalism in American Politics under the Constitution — Professor Arthur N. Holcombe — Jacob Sleeper Hall — 10:00 a.m.

12
BACON LECTURE — Class Politics under the Constitution — Professor Arthur N. Holcombe — Jacob Sleeper Hall — 4 p.m. — Dinner in Jacob Sleeper Hall — 6:30 p.m.

13
Varsity Baseball — Brown — Providence.

16
Varsity Baseball — Rhode Island State — Nickerson Field.

17
Varsity Baseball — Tufts — Medford.

20
Varsity Baseball — Boston College — Newton.

24
Varsity Baseball — Harvard — Nickerson Field.

26

27
Varsity Track — Massachusetts State — Amherst.

29
Varsity Track — Maine State — Portland.

30
Varsity Baseball — Dartmouth — Hanover.

May 2
School of Theology Alumni Luncheon — Alumni Hall — 84 Exeter Street, Boston — 1 p.m.

Crew race on the Charles for the Allan Winter Rowe Cup Regatta — in the afternoon.

4
Varsity Track — Tufts — Medford.

7
Varsity Baseball — Boston College — Nickerson Field.
The scholar live?  
In solitude or in society?  
In the green stillness of the country, where he  
Can hear the heart of Nature beat, or in the dark  
gray city where he can feel and hear the throbbing  
heart of man? I make answer for him, and say,  
In the dark gray city.—Longfellow

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ADMINISTRATION TOWER

At the center of the Boston University Campus will stand a replica of the tower of St. Botolph’s Church of Boston, England, affectionately known as the “Old Boston Stump”. St. Botolph’s Church dates from the time of the Norman Conquest.
Founders’ Day Convocation

Every person present in Trinity Church on Wednesday afternoon, March 13, at the 1940 Founders’ Day Convocation obtained a new and impressive picture of Boston University, its background and the history of its development. The distinguished group of scholars composing the University faculties, the attractive appearance of its students filling the floor and the galleries, the singing of the University Chorus, the singing by the officers and men of the Reserve Officers’ Training Corps, and the eloquent address of the President combined to give a suggestion only of what Boston University is today.

The program was as follows:

**PROGRAM**

**ORGAN PRELUDE:** Andante from First Symphony  
Professor Raymond C. Robinson

**ACADEMIC PROCESSION:** March in D  
Clarissima

**INVOCA-TION:**  
Coronation Anthem  
Professor James R. Houghton, Conductor

**CHERUBIM SONG:**  
Dedicated to Professor Raymond C. Robinson

**SCRIPTURE READING:** (Ecclesiasticus 44:1-15)  
Dean Alexander S. Begg

**ROLL CALL OF FOUNDERS, ASSOCIATE FOUNDERS AND FORMER PRESIDENTS**

**DEO GRATIAS**  
Written for and sung by the R.O.T.C. Unit  
Daniel L. Marsh

**HAIL, BOSTON UNIVERSITY!**  
Music by Mrs. M. H. Gutians

**THE HEAVENS ARE TELLING,** from “The Creation”  
Franz Joseph Haydn (1732-1809)

**BOSTON UNIVERSITY HYMN**  
Daniel L. Marsh  
Music by John P. Marshall

**BENEDICTION**  
Dr. Arthur Lee Kinsolving

**RECESSATIONAL**

**ORGAN POSTLUDE:** Finale to Sixth Symphony  
Widor

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**THE UNIVERSITY CHORUS**
All Noisy on the Medical Front:
The Romantic Story of Boston University School of Medicine

(Boston University Founders' Day Address, March 13, 1940)

BY PRESIDENT DANIEL L. MARSH

"ALL NOISY on the Medical Front" was the phrase in which I summarized for myself the history of Boston University School of Medicine after a thorough investigation of the original sources—the written and printed records, reports, speeches, and so forth—of the founding and development of Boston University School of Medicine. From the beginning, it seemed to be engaged in a fight. The original organization, which by a process of evolutionary change has become the Boston University School of Medicine, was started on November 23, 1848. It was called the Female Medical Education Society.

The object of this Society, as stated in the first announcement, was "to provide for and promote the education of Midwives, Nurses, and Female Physicians, and to diffuse among women generally a knowledge of physiology, and the principles and means of preserving and restoring health. To accomplish this object, the Society shall establish and maintain, in Boston, a Female Medical School, and, in connection with it, as soon as funds permit, a Hospital for the accommodation of charity and other patients, and to afford the pupils practice in the department of midwifery, in nursing the sick, and in the treatment of the diseases of women and children."

Those who were responsible for the founding of the Society with this avowed purpose were roundly denounced. They were excoriated. Their purpose was regarded as worse than indecent: it was immoral.

The school was originally called the Boston Female Medical School. It opened its doors on November 1, 1848, and was thus the first institution in the world established for the medical education of women.

It antedated by two years the next one established for the same purpose. The name was later changed to the New England Female Medical College, and continued as such for twenty-five years, or until 1873. During all those twenty-five years, the men and women who supported it and taught in it were under a bombardment of criticism by the old-line and conservative medical interests.

In 1869, Boston University was chartered. The men who gave their fortunes to its establishment were all interested in the New England Female Medical College, which indicates that they were men of vision, courage and liberal opinion.

Four years after the University was chartered, or in 1873, the New England Female Medical College was adopted by Boston University as its own School of Medicine, and was made coeducational.

The warfare continued, the only change was in the strength of the attack. Whereas the Female Medical College had been slowly winning its victory for the medical education of women, now that the institution had become a coeducational school, the attack was pressed with renewed vigor. It was declared, still by the old-line orthodox, conservative medical fraternity, to be improper and immodest, even immoral, to educate members of the two sexes in the same medical school.

But as though this were not enough to keep up the fight, the School became homeopathic in emphasis. Homeopathy was a new system of medical treatment which had been propounded by a German physician by the name of Samuel Hahnemann, and which had been introduced into America some forty-five or forty-eight years before Boston University adopted the School of Medicine. Since homeopathy condemned the commixture of several drugs in one prescription, and heroic treatments like bloodletting and severe purgatives, insisting that more attention should be paid to diet and exercise,
and that doses should be given in smaller amounts than
the old-fashioned practice,—and since, therefore, it was
a criticism of the then common practice of medicine, it
drew the fire of all the old-line medical men. The battle
waged so hot that actually the Massachusetts Medical
Society expelled from membership some of the finest
and most responsible physicians in Massachusetts for no
other reason than because they espoused homeopathy.
After a generation, however, the contribution which
homeopathy made to medical science had sufficiently
influenced the "regular" medical men, and the more
progressive homeopathists themselves had become less
fanatical, that some of the men who had been expelled
were invited back into membership in the Medical
Society. This meant that the war against the School
because of its interest in homeopathy was abating.

Then, as though the School could not endure having
it all quiet on the medical front, it underwent a complete
reorganization in 1918, by which it dropped homeopathy
as a distinguishing mark, and adopted the regular,
non-sectarian medical science, the same as any other regular
school. This reorganization awakened an attack from
within its own ranks, for certain unreconstructed home-
opathists, to whom homeopathy had apparently become
as much of a religion as of a system of medicine, trained
their guns of criticism upon the reorganized School.

Those who love the School are glad that at the present
time there is no opposition to its system of medicine, to
its coeducational feature, or to any of the pioneering it
is doing, so that it is free to carry on its fight against
disease, ignorance, indifference, superstition, selfishness,—
and against the world, the flesh and the devil; to fight
against the pestilence that walketh at noonday, and to
drive back the shadow and power of death. In this fight,
Boston University School of Medicine finds all good
schools and all good men and women arrayed on its side.

MOST of the early physicians in New England were
preachers. The Puritans had been subjected to
bitter persecution. Expecting to be driven out of
England, they studied medicine along with other things
so as to fit themselves for any emergency which might
arise. The earliest treatise on a medical subject published
in this country was written by Thomas Thacher, the first
minister of the Old South Meeting House in Boston in
1677 or 1678, entitled, "A Brief Rule To Guide the Com-
mon People of New England How to order themselves
and theirs in the Small Pocks, or Measels." Other
ministers also wrote on medical subjects. The Rev.
Cotton Mather in his "Magnalia" speaks of the union of
the ministerial and medical professions as an "Angelic
Conjunction," and says that "ever since the Days of
Luke the Evangelist, Skill in Physick has been frequently
professed and practised by Persons whose more declared
Business was the Study of Divinity."

In the same work Mather declares that "it is well known
that, until Two Hundred Years ago, Physick in England
was no Profession distinct from Divinity."

Cotton Mather deserves credit for the introduction of
inoculation against small-pox into this country. He got
into a bitter controversy over it. Some people were op-
posed to the principle and the practice. The Boston
News-Letter of November 20, 1751, gives an account of
an attempt to destroy his house and kill him by means
of a "Fired Granado." Fortunately, no harm was done
because the fuse had been shaken out of the shell. The report in the Boston News-Letter reads like news items in the current press. For instance:

"When the Granado was taken up, there was found a paper so tied with a Thread about the Fuse, that it might outlive the breaking of the Shell, wherein were these words: COTTON MATHER, I was once one of your Meeting; But the Cursed Lye you told of You know who, made me leave You, You Dog. And Damn You, I will Enculate you with this, with a Pox to you."

In the early days of New England's history, a barber-surgeon attended to the ordinary cases of minor surgery, such as pulling teeth, bleeding and cupping. In the time of Shakespeare the public believed in specifics, and remedies were prescribed as if they were infallible. Thus Shakespeare says:

"The sovereignst thing on earth
Was parmaceti, for an inward bruise."

The early practitioners of medicine in Massachusetts used "simples" as remedies. These "simples" consisted principally of herbs dear to old women, though not to be despised for that reason. Sometimes they both amaze and nauseate us. Excretions and secretions were frequently employed as curative agents. When Charles II was on his death bed, according to Macaulay, he was bled profusely, and a loathsome volatile salt, extracted from human skulls, was stuffed into his mouth.

In 1647, Eliot, apostle to the Indians, wrote to a Cambridge minister by the name of Shepard, a letter that indicates the woeful lack of scientific knowledge possessed by physicians of that day. He says:

"Our young Students in Physick may be trained up better than yet they be, who have onely theoreticall knowledge, and are forced to fall to practise before ever they saw an Anatomy made, or duely trained up in making experiments, for we never had but one Anatomy in the Countrey, which Mr. Giles Firman (now in England) did make and read upon very well, but no more of that now."

A few weeks later the General Court of Massachusetts declared that they regarded the liberty to read anatomy necessary in the study of Physick, and especially "to anatomize once in four yeares some malefactor, in case there be such as the Court shall allow of."

As late as 1789, Cullen censured Vogel for not allowing burnt toads and baby swallows to remain on his list of remedies. Not until 1810 did Boston have a hospital for the treatment of general diseases, the Massachusetts General Hospital being established in that year.

If you will note that this last date given was only thirty-eight years before the New England Female Medical College was established, you will have some idea of the woeful ignorance that characterized the medical profession at the beginning of our story.

INTO this reservoir to which I have likened our School of Medicine, streams of influence have poured not only from the general mountain range of medical history, but particularly from three mountain peaks upon that range. The first of these peaks is the New England Female Medical College, the second is homeopathy, and the third is Boston University. Upon each of these historical peaks are dominant personalities that become, as it were, the fountain heads of streams of life-giving service that have poured into this School.

The informing genius of the New England Female Medical College was Samuel Gregory. He was born in Guilford, Vermont, April 19, 1813. He was educated at Yale University, receiving both his A.B. and A.M. degrees from that institution. For a couple of years he taught, lectured and wrote on educational and hygienic subjects. In 1847, he became engrossed in the medical education of women and their introduction into the profession, assiduously promoting the idea by lectures, letters and the printed word. And then on November 23, 1848, he assembled a half dozen men and outlined to them his ideas and ideals. They organized themselves
into what they called the Female Medical Education Society, electing Dr. Enoch C. Rolfe, Chairman; Samuel Gregory, Secretary, and Bela Marsh, Treasurer. Through the quarter of a century that followed, there were several different chairmen and treasurers, but until his death in 1873, Samuel Gregory remained Secretary. He was the institution's founder and its best supporter. His indomitable courage kept it going when all of the conditions were full of disillusion and discouragement.

In the course of the twenty-five years of the Female Medical College's existence, many of the leading citizens in Boston and its vicinity became associated with it. The list is too long to give here, but it includes such undying names as Josiah Quincy, Samuel E. Sewall, Horace Mann, Neal Dow, Charles Francis Adams (grandfather of our beloved trustee who bears the same name), Edward Everett, Wendell Phillips, Lyman Beecher, James Freeman Clark, Gilbert Haven, Charles Lowell (father of James Russell Lowell), Amos A. Lawrence, Lee Claffin, Jacob Sleeper (grandfather of our present trustee, Stephen Sleeper), Isaac Rich, and Alden Speare (father of our present treasurer). Elect women were brought together for the aid of the College in an organization called the Board of Lady Managers, which included in its membership such imperishable names as Sarah J. Hale, Julia Ward Howe, Mrs. Henry W. Longfellow, Mrs. Lyman Beecher, and Mrs. Harriet Beecher Stowe. Dean Begg has humorously pointed out the distinction implied by the Board of Lady Managers of the Female Medical College. That is, the ones who furnished the money were the ladies, while those who became students were females!

The New England Female Medical College did not rest on a "flowery bed of ease." Not until its end did it have what it could call an abiding home. For several months at first, instruction was given in private rooms donated for the purpose. Then for two years it was domiciled in the house of Dr. Winslow Lewis, at the foot of the Common at Boylston and Carver Streets, while Dr. Lewis was in Europe. Upon his return, the College moved from place to place, the while it increased its service, its homes including 274 Washington Street, the Maternity Hospital between Springfield and Worcester Streets, and 10 East Canton Street. Two years after the Civil War was over, it purchased almost an acre of ground close by the then newly erected City Hospital, upon which land, in 1870, was erected what the School could call its own home—its own home after twenty-two weary and struggling years of moving from place to place. Three years after it entered its own home, the indomitable Samuel Gregory died. Then "bankrupt in finances," as President Warren once described it, "but with a noble history, this historic child of men's ungenerous exclusiveness and of men's inadequate chivalry, was laid as a sickly and perishing foundling upon the doorstep of Boston University."

Although the New England Female Medical College had fought the old exclusivism that kept women out of the profession, it developed, while giving a hundred women a good education, a new type of exclusivism: it began to shut men out of the faculty and to confine the faculty as well as the student body to women.

The second mountain peak from which streams of influence poured into the reservoir which this School has become, was homeopathy. It is not necessary here to go into the history of this pharmacotherapeutic system. Suffice it to say that the expulsion of seven homeopathic physicians from the Massachusetts Medical Society—for no other reason than that they were homeopathists—served as a stimulus to start an active and successful campaign for both a hospital and a medical school where homeopathy might practice and teach that "similia similibus curantur." "Like should be cured by like."

These New England homeopathists who had already secured charters for hospital and school now threw their influence into the newly adopted Boston University School of Medicine. Homeopathy was not the important thing that its promulgators thought it was going to be. Nevertheless, it did make some contribution to the advance of medical knowledge. It diminished the quantity of medicine prescribed. It gave prominence to the therapeutical side of medicine, and stimulated the study of the physiological action of drugs. It focused attention upon the simpler and more palatable doses of medicine. It encouraged a closer observation of the patient and of the patient's symptoms. Thus while homeopathy was discarded as a distinguishing mark of our School more than twenty years ago, yet let us not forget that homeopathy in its day and in its own way made some contribution to medical advance,—shed some of the water of life into the reservoir.

The third peak on this range-of-mountain influence that we are considering, is Boston University. The three Founders of Boston University—Lee Claffin, Isaac Rich and Jacob Sleeper—and at least one of the Associate Founders—Alden Speare—were all contributors to and some of them officers in both the Female Medical College and the homeopathic society. When Claffin, Rich and Sleeper—"three solid men of Boston," men of substantial means, unquestioned integrity and earnest concern for the common good—pooled their fortunes for the establishment of Boston University, it was natural that they should encourage the adoption of the Female Medical College as the University's School of Medicine, and it was equally natural that they should encourage the consecration and assistance of homeopathy. It was fortunate for the University as a whole and for each one of its separate Departments that its guiding genius for its first thirty years and more was a man of the far vision, liberal tendencies, pioneering instincts and high scholarly attainments and academic standards of William Fairfield Warren. It was equally fortunate that the Dean of the Medical School was such a faithful, forthright, far-seeing genius as was I. Tisdale Talbot. He became the dynamic spirit in making Boston University School of Medicine one of the best in the country. No sooner did the School come into Boston University than its improvement was begun and its standards elevated. Immediately a larger and more progressive faculty was appointed, and a new and higher curriculum introduced; the building was promptly enlarged; and clinical advantages, chemical and
other laboratories, apparatus, and appliances were provided.

In my Founders’ Day address on “Eliot and Warren” (delivered in 1931), I pointed out the conditions that obtained in medical schools in 1869, when Boston University was chartered. I quote from that Address:

“The medical schools of that day were nothing more than money-making ventures unrestricted by law. Schools connected with both Harvard and Yale were really not a part of either institution: they loosely hung upon the periphery, and were composed of medical practitioners of the neighborhood who had organized the schools as professional societies for personal profit. There were no educational requirements for entrance. Anybody who paid the fee was admitted. It was possible to enter in October and to be graduated the next spring as a full-fledged doctor of medicine. The system of examinations at Harvard will indicate the loose character of the work. It was the custom to arrange nine examiners round a room. A student would enter, go to one first and be examined by him, and then pass on to the next, and the next until he had completed the circuit. Then the chairman would take the vote as to whether the candidate was to be graduated. Each examiner had been given a cardboard which was plain white on one side and black centered on the other side. In order that one man might not be influenced by the way another man voted, they were all required to vote at once by holding up their cardboards, the white side passing the candidate, and the black side failing him. While the cards were held aloft, the chairman counted them. If there were more white than black, the man was graduated. That meant that a person could go out to practise medicine totally ignorant of four out of nine subjects.”

In speaking at the dedication of a new building nineteen years after its adoption by Boston University, President Warren said that our School of Medicine “was the first in the country to require three full years in a medical school; the first to introduce a graded four-year course; the first to make the four-year course the only one conducting to the degree of doctor of medicine. Far-reaching has been the effect upon American medical education.”

_Persons_ are always the most significant factor in any movement or institution. Men and women are more important than buildings and bank accounts. I have mentioned the Founders and the President and the Dean. Let me hasten to include the Faculty. Two years ago, I wrote to all of the living men and women who had been graduated from our School of Medicine prior to 1891, asking them to give me their recollections of their professors. They replied, giving me not only their recollections, but also words of kind personal encouragement. All of these letters have been interesting and helpful. A great many—practically all of the members of the faculty between 1873 and 1890—were mentioned by one or more of the alumni who wrote me. Much as I would like to do it, I cannot list them all here. I venture to draw thumbnail sketches of those who were most frequently mentioned by my aged alumni correspondents. In making these sketches, I am, of course, condensing and summarizing. I am, as it were, taking the colors that were given to me by many alumni and mixing them for these vignettes which I now present.

_Henry C. Ahlborn_, Professor of General Pathology, had a strong personality, but a kindly nature. His English was spoken with a slight German accent. He evidently could not pronounce the letter “r,” for members of his class recall that a remedy he often recommended in convalescence was to “give the patient a slice of ware worst beef.” You “could hear a pin drop” while in his quiet and scholarly diction he portrayed to his students a clear and precise presentation of symptoms and pathology of functional or organic diseases.

_Henry C. Angell_, Professor of Ophthalmology, was a man of medium stature, wore a full beard, and had a quiet, intimate way of expressing himself. He always sat while lecturing, and talked to his students in a conversational style. In addition to his teaching work, he had a large practice, drawing his clientele from a wealthy class of patients.

_Howard P. Bellows_ was a handsome, well-dressed man, elusive and interesting. He wore a full beard; was refined, and was every inch a gentleman. He was quick-witted, an admirable companion, quite a punster, fond of traveling and exploring new scenes and countries. He was popular with his students, and took great pains to make them understand and like him. His father was a painter and etcher of eminence. Doctor Bellows had a good professional preparation. He wrote learnedly on ophthalmology, otology and laryngology, and particularly on the drug Belladonna. His writings brought credit both to himself and to the School of Medicine.

_Mary Safford Blake_, Professor of Gynaecology, is described as “a one story woman with a two story head. Small, slight in stature, hale, with a sweet voice, and full of helpful experiences which added much to her lectures.”

_Adeline B. Church_ taught in the departments of Gynaecology and of Anotomy. She is described as “a very beautiful woman.” She was womansly, never aping the manners and dress of the male sex; never boisterous, never seeking the limelight, never a “demonstrative and loquacious suffragist.” This last appraisement does not mean much to us of today, but it attracted notice in the last quarter of the last century.
Herbert C. Clapp was Professor of Diseases of the Chest. In this field, he attained a national and international reputation.

J. Wilkinson Clapp, Professor of Pharmacology, was a gentleman of the "old school." He was tall, full-bearded, and always kindly in manner and expression. He was a good teacher, warm-hearted, considerate of others, and generous to a fault. He became prominent in the business world as the head of Otis Clapp and Sons.

John L. Coffin lectured on Dermatology. He was a man among men—tall, fine physique, high forehead, penetrating eye, commanding voice. He was a scholar, a teacher, and a public speaker of note. He was a good story teller, having a funny or witty yarn always "on tap." He was modest, self-effacing, and unconventional in dress and habits.

Edward P. Colby was Professor of Nervous Diseases. His figure was slight, but in spite of physical frailty, he seemed never to be mentally fatigued. He was pale, but his voice was vibrant and his eyes were bright. He was clear and definite in speech, and was sympathetic with students and patients.

E. Bruno de Gersdorff was Professor of Pathology and Therapeutics. He had been born in Germany and educated at German universities. He came to America with that exodus of the very best stock of Germany which left during the persecution of the more liberal element about the middle of the last century. He seemed to be proud of the strong German accent with which he spoke. An old alumnus can still almost hear him talk about "centripeetal and centrofugal forces" in deep guttural tones. He possessed a rich fund of humor, which he manifested on many occasions. For instance: A student named Damon lived in Cohasset, and in order to get an early train home would sometimes cut ten or fifteen minutes off the end of the lecture and rush for his train. This became too frequent to suit Professor de Gersdorff, and one day when the student left, the Professor ran his fingers up through his beard, and looking towards the door, asked: "Who was dat?" He was told it was Damon. Whereupon the Professor said: "Ruh, dus he spell it vid an 'E'"

On the other hand, the old Professor had a high temper. Once a noisy student stamped on the floor as the Doctor came tramping in with the military bearing which he had acquired in the German army. Immediately his anger flared, and with flushed face he challenged the ill-mannered student to battle with swords.

Doctor de Gersdorff was a man of great earnestness, very positive and unyielding. He was one of the last of the physicians of Boston to ride about in the old two-wheeled chaise, with very high wheels and leather thorough-braces. A student who rode with him recalls that the curbstones on the corners were entirely ignored, and the riders swayed accordingly.

Nathaniel W. Emerson was Professor of Surgery. He was a surgeon, a farmer, and a sport. He was a small, active, brusque, magnetic man, with capable brain and marvelous hands. He owned a beautiful estate in Duxbury, where he worked in the garden and carpenter shop as zealously as he plied his professional duties.

On one occasion when a former student went to visit him in Duxbury, he met another friend leaving the place. The new arrival asked the departing friend how Doctor Emerson was, and received this answer: "I have not seen him today; but the last time I did see him I was impressed with his even disposition: He's mad all the time."

Caroline E. Hastings was Professor of Anatomy, another woman member of the faculty. She evidently belonged to the aggressive type of suffragist, and awakened both the enthusiastic approval of some members of both sexes and the disapproval of others. One woman student describes her as "charming and fascinating; small beautiful smile, and the most beautiful red hair I ever saw. Business-like dresser, graceful, and radiating happiness to all. Loved to work and to live... Her students loved her. The men students sang her praises and the women admired her as only women can."

Another student says that Doctor Hastings was "the idol of the strong-minded women, and for the same reason was the target for some of the male students... Most of the male students of the 1870's were brought up to feel that man should take the van in contact and common ways of life, but our viewpoint on this score was rudely shattered on entering the dissecting room and seeing our demonstrator, Dr. Caroline Hastings, with bared arms and hands imbedded in the abdomen of a huge Negro."

One more student says that Doctor Hastings "was a little woman, with her hair parted in the middle and drawn tightly back. Her dress was short and tailor-made. Her voice was deep; she seemed all for business... I would not call her cultured. She belonged to a certain class of women who tried to promote the cause of 'Woman Suffrage' by assuming the ways of man. In this respect, she was so unlike Julia Ward Howe and Mary Livermore."...
Another of her students says that Doctor Hastings "established quite a conspicuous position as a medical practitioner."

Joseph W. Hayward was Professor of Fractures and Dislocations. A discriminating student of his, with a good memory, recalls that Doctor Hayward "was a good lecturer and demonstrator—had a most charming personality—exceedingly affable and popular in the profession and among the students. He was a surgeon in the Civil War, and practiced Surgery and Medicine in Taunton, Massachusetts, where he had a very large and lucrative practice. He was fond of out-of-door sports, and frequented the woods of Maine on hunting and fishing expeditions."

Horace Packard was Professor of Surgery. He was well trained, having studied in Vienna, which was in his student days the medical center of Europe. He was an exceptionally brilliant operator. He read professional literature with avidity to the end of his life, and hence kept abreast of medical advance. He embraced new scientific discoveries, and himself invented many surgical instruments.

Doctor Packard was a small man, and rather slow of speech. He had a certain grandiloquent style about him. He and Mrs. Packard traveled extensively, spending several summers in Japan, where Doctor Packard was decorated by the Mikado.

Frederick B. Perry was Professor of Materia Medica. He was a fine looking man, with a full bass voice, and had a gracious and magnetic personality. He was optimistic in the sick room and hospital, and was an excellent teacher.

Frank C. Richardson was Lecturer of Nervous Diseases and later Professor of Clinical Neurology and Electro-Therapeutics. He was well trained, a persevering student all his life. He was in great demand as a public speaker, with a fund of unexcelled dialect stories. He was employed by several lawyers as an expert witness. His face could be immobile or lighted up with a smile which changed his whole personality from an austere critic to a sympathetic adviser.

J. Heber Smith was Professor of Materia Medica. He was one of the most popular and versatile members of the faculty, with a predilection for occult philosophy. He was a teacher of unusual ability, of a quiet but convincing manner. He is described as a "silver-tongued orator," who had the gift of making word pictures of remedial agents which kept his lecture hour forever free from monotony. One student recalls that he told the class one day an amazing incident about his wife's aunt. She had Anchylosis of one elbow. At that time Doctor Smith kept a cow tethered on his lawn at his Melrose residence, and the aunt strolling on the lawn walked up to the cow which immediately tossed her up in the air and she fell on the Anchylosed elbow—curing it. "But," Doctor Smith said, "I do not advise you to try this remedy."

Winfield Scott Smith was Professor of Surgery. He was short and stout. His fingers were stubby, but he could do fine surgical work and play the piano flawlessly. He was a natural linguist.

George R. Southwick was Professor of Gynaecology. He was a man of good appearance, engaging manners, and gifted speech. He wrote a book on gynaecology which enhanced his reputation as both a scholar and a teacher. He said to one of his students: "If you allow a mother to die in childbirth, you will disgrace me. Know your instruments. Be sure you know how to apply them and what symptoms require their use." That student saw Doctor Southwick twenty years afterwards. Immediately, Southwick inquired: "Have you lost any mothers?" "No, sir." "How many cases have you had?" I have now had 1237 babies, and never lost a mother."

Before beginning this roll of the earlier faculty, I noted that the Dean in its formative years was J. Tisdale Talbot. Let me here present my vignette of him along with other members of the faculty. Doctor Talbot was Professor of Surgery as well as Dean of the School of Medicine from the time it was adopted by Boston University in 1873 until his death in July, 1889. He was the informing genius of the School during all those plastic years. He was of short stature and of refined and delicate features. He was immaculate in personal appearance, and precise in speech; cordial in approach, and aristocratic in type, always quiet-spoken.
but firm. In some respects, he was a martinet. He once refused to allow a young man to graduate in public because the young man had reported a case of measles to a board of health in disrespectful language on a postal card.

Doctor Talbot was able to interest prominent and wealthy people in his humanitarian projects. He was resourceful and keen-sighted, tactful and persevering. He inspired others to heroic endeavor. Doctor Talbot was among the daring and successful surgeons of his day. He is credited with being the first physician in New England to make use of surgical measures in the treatment of "Croup," as it was then called; and he was known to be successful in the operation called "Tracheotomy" before such operations were known by others.

Dean Talbot laid much stress upon Idiopathic and Traumatic diseases, and since the initials of his name (Israel Tisdale) were I. T., he was called by the students Idiopathic Traumatic Talbot.

Conrad Wesselhoeft was Professor of Pathology and Therapeutics. He is described as tall, rotund, smiling, and modest; in every sense of the word, a gentleman. He had gray hair and blue eyes. He stood in one place and in one position while lecturing, holding in his almost closed hand a scrap of paper at which he never looked. He was characterized by a clean-cut, positive mind and profound knowledge. He was impatient with superficialities. In spite of his brusque exterior, he had a warm heart, and a great love for music, fine literature and poetry.

Dr. Conrad Wesselhoeft had come to America from Germany as had so many of the outstanding and dynamic promulgators of homeopathy. In his day, there was rivalry between the so-called high and low dilutionists. Doctor Wesselhoeft was a leader of the low dilutionists' group. In his lectures, he would recommend a drug with the remark, "Not too strong, not too weak, but be sure to give some of the drug."

He said to his class one day: "Do not think you are going out to cure people. You are only to assist nature, who cures." He also told the class that "a poultice neither pulls nor pushes. If you are at a case where you need one and have no flaxseed meal, if there is a dish of applesauce handy, use that, as you will get from it heat and moisture."

And once when a student could not reconcile the teaching of a book with his own experience, Doctor Wesselhoeft replied: "Well, well, books are made to sell. To get the best book keep a notebook, place it in all of the symptoms, and after a few years you will have a book you can depend upon. Stay by your patient. Note all symptoms, and study them." His frequent admonition was "doctor the patient, don't doctor the name of his disease," by which admonition he stressed the duty of individualizing in prescribing remedies.

Walter Wesselhoeft was a masterful Professor of Obstetrics. He was of the dynamic type, and gave the impression of working under a hundred pounds pressure. He was a man of distinguished appearance, of great dignity, and profound knowledge—a somewhat awe-inspiring man.

One of his mannerisms was to close his eyes and say, "Yes, yes," and then repeat his last sentence. He was often explosive in his speech. On one occasion he was conducting a clinic and asked a student a question. On hearing the answer, he said, "Yes, yes, yes, yes; very good, very good indeed, but not exactly, not exactly, in fact quite the contrary"—explosively. This small episode was characteristic, and gave evidence of his sympathy with the student's mistake, and a desire to let him down easily.

William P. Wesselhoeft was Professor of Chronic Diseases. He like all the Wesselhoefts, was an individual who made his presence felt and known. He was sure that his views were correct. There was no doubt where he stood on any question that interested him. He radiated good health, confidence, and good cheer. He had faith in his remedies, and his patients had faith in him.

Denton G. Woodvine was Professor of Diseases of Nose and Throat, with a clinic in the dispensary. He was a large man of light complexion. He wore a wig, which now and then became disarranged. But with all, he had a smile which won his way for him. His clinics, as one of his students observed, were often interesting, and sometimes instructive. A former student recalls a particularly interesting case: "A girl, seventeen years old, presented herself at the Woodvine Clinic. She suffered from complete Aphony; had not spoken above a whisper for over a year. Her larynx was examined by Doctor Woodvine and by the students. After the examination, Doctor Woodvine asked us individually what we found wrong with the vocal cords—we had found nothing—probably none of us was expert enough even to see the cords. Doctor Woodvine then smilingly told us that she had a perfectly normal larynx and that the patient was suffering from Hysterical Aphony, and at the next Clinic, if we were present, we would see him completely cure her. A week later the girl reappeared. Doctor Woodvine examined the throat carefully and told her he could see a fish bone between the vocal cords, holding them apart, which accounted for her loss of voice. In a side room Doctor Woodvine took a bristled probang, removed a fish bone from his vest pocket, inserted it among the bristles of the probang. He then had a student hold the patient's head, and inserted a gag in her mouth. Then Doctor Woodvine pushed the probang down the patient's oesophagus, not larynx, removed it and, behold, the fish bone was enmeshed in the bristles of the probang. Showing the bone to the patient he told her that was the
cause of her loss of voice. ‘Now,’ he said, ‘you can talk as well as anyone. Say “The Commonwealth of Massachusetts,”’ Which she did, in a loud, clear voice. She had no further difficulty in talking.”

All of these persons of whom I have tried to draw vignettes have been promoted by Death to the fuller life beyond. I have purposely not included anybody who is still living. I shall make two exceptions: one a professor prior to 1891, and one a student of those days who later became a professor.

The Professor is John P. Sutherland. For a quarter of a century, he was an unsurpassed lecturer on Anatomy, and was Dean of the School of Medicine from 1900 to 1923. We know and revere the venerable Dean Emeritus Sutherland. Let me give you a picture of him as drawn by one of his students of the late 1880’s: “John P. Sutherland, rather tall, well set up, good frame. A well shaped head, sandy complexion, fair skin, good teeth, a humorous twinkle in his eye and a bushel of reddish-brown whiskers, parted in the middle. His first year as lecturer in anatomy was my first year as a student. I thought that I worked hard, but I am sure that he must have far exceeded me in effort, for I had to think of but one student while he had to beat it into about thirty. And he did. Resourceful, energetic, insistent, prolonging his lecture hour to cover an hour and a half, or more, quizzing us to the point of exhaustion, laboring with minds of various degrees of unpreparedness and holding our esteem and gaining our affection. He taught us how to work as we had never worked before. At the close of the year we were all rejoiced that he was promoted to a professorship, and at that time I think that we all would gladly have followed wherever he might lead.”

Another student reports that Dean Sutherland was “clear, concise and eloquent. He possessed a profound knowledge of anatomy and knew how to impart knowledge to his students—no other lecturer could have held a hungry and weary class in rapt attention during the noon hour, often at the expense of their own luncheon. As dean of the Medical School he inaugurated many changes—all of them directed toward elevation of the standard of medical education. He is a prolific writer and for many years was the Editor of the New England Journal of Homeopathy. He was a member of the medical staff of the Hospital and as a clinical teacher was exceedingly able and popular with the medical students.”

Having paid tribute to great professors of the earlier years of the Boston University School of Medicine, let me hasten to say that our present faculty is superior to any faculty of the past. We have a number of men today who will be great traditions by the time this year’s class celebrates its fortieth anniversary. It will not take that long. Five years ago, Professor Allan Winter Rowe died. He was a member of our contemporary faculty. We knew that he was picturesque and dynamic. But nobody regarded him as so great a research scholar, scientist and professor as, since his death, he has been appraised to have been. Within two years of his passing, a mountain was named for him in Vermont, where he was wont to spend his summer vacations.

I mention the beloved Allan Winter Rowe, whom everybody now admits was great, to say that on our present faculty we have many men easily his equal in their respective fields of practice, teaching and research. The faculty is composed of 200 efficiently-trained specialists—191 men and 9 women. As evidence that the School is strictly non-sectarian in a medical sense, witness the fact that these members of the staff received their professional training in 27 of the very best medical schools in America and in 8 universities of Europe. The relationship between Boston University School of
Medicine and the Harvard and Tufts Schools is cordial and neighborly. Away back in the beginning days, the first Professorship with which the Female Medical College was endowed was given by Mrs. Waterhouse, the widow of a Harvard professor. One of the Founders of Boston University was an Overseer of Harvard College. So also today the two great neighboring Universities interlock in many ways, with mutual respect, appreciation and good will. On our faculty at the present time are 51 men who took their professional training in the Harvard University School of Medicine. Harvard likewise has on its staff of instruction graduates of Boston University, including the distinguished Dean of its School of Dentistry.

Incidentally, it might be interesting to note that our faculty is non-sectarian in a religious sense also. Sixty-nine per cent belong to the various Protestant denominations; 17 per cent to the Roman Catholic, and 14 per cent to the Jewish faith—a good cross section of the medical population of America.

By design, ours is a small School. We purposively keep the student enrollment limited to about 200,—this year, we have 202. Through all its vicissitudes, the School has remained true to the ideal of coeducation. The present student body consists of 172 men and 30 women. Being able to select each entering class of approximately 50 from a thousand or more applicants, we have an exceptionally fine lot of students. Although every section of the United States and some foreign countries are represented in the student body, yet by far the most of them come from New England. As regards racial, religious, social and other personal values, we try to exercise a sense of proportion in the selection of students, desiring—in fulfilling our responsibility—to keep the School about as heterogeneous as is the nation itself.

Unfortunately, we cannot show all of the assets of our School of Medicine in our treasurer's books; for one of our greatest assets is the support given the School by the Massachusetts Memorial Hospitals. The programs of School and Hospital so interlock that they are, to all intents and purposes, one, save that the institutions are separate legal entities. Hence their assets are reported separately. Identically the same persons that maintained the New England Female Medical College (our nucleus) were interested in establishing a hospital to be associated with the College. Later, the persons that established the Homeopathic Hospital (now called the Massachusetts Memorial Hospitals) were identically the same as those who fostered the Boston University School of Medicine in its early days. Because of this, the School and the Hospital have always been affiliated, the teaching, research and clinical values of each institution being reciprocally available to the other. When the Evans Memorial was established, its title was lodged with the Hospital trustees (albeit it was built on ground originally belonging to Boston University), but its deed of gift directed that it should co-operate with Boston University School of Medicine.

All of the Massachusetts Memorial Hospitals, including the Evans research department, have always been as fine in their co-operation with Boston University, and we have tried to be as co-operative with the Hospitals, as if School and Hospitals belonged to a single Board of Trustees. But they don't. That is the point I am making. Our books can show only the assets of the School, and not the assets of the institutions with which we are vitally affiliated.

Across the street, on the other side of the School, is the Boston City Hospital, the largest general hospital in New England. Our School shares in the teaching facilities of that Hospital. Hard by is the Boston Sanatorium.

The truth is, our School of Medicine stands in the midst of the greatest medical center in this part of the world, the total assets of which exceed $20,000,000! Twenty million dollars—let us keep that in mind when we are looking up the assets of our School of Medicine.

In addition to all of the foregoing, I am happy to report that the Trustees of the University and the Trustees of the Hospitals are as harmoniously co-operating for the common good as if they were a single Board. Right now, the University is buying from the Hospitals the present Evans Memorial, which it will add to its School of Medicine, and the Massachusetts Memorial Hospitals will this year erect a magnificent new home for the Evans Memorial adjacent to the School's campus, with all of its improved facilities available to our students. This affiliation of Hospital and School goes far beyond the use of clinical and plant facilities. Most members of the Hospital's staff are members also of the School's faculty.

The Boston University School of Medicine, set in the heart of this great medical center, I have likened unto a reservoir. Streams of influence have poured into it from various mountain peaks. Its graduates are the life-giving water, flowing out in refreshing streams of healing ministry to city and to rural town, throughout America and to mission fields abroad. Reverently, I apply the words of Holy Writ: "And he showed me a pure river of water of life, clear as crystal... On either side of the river was there the tree of life, which bare twelve manner of fruits, and yielded her fruit every month: and the leaves of the tree were for the healing of the nations."

The Boston University Women's Club of Worcester

Miss Mary G. O'Flynn, Boston University School of Education Class of 1936, was general chairman of the annual scholarship bridge and fashion show held at the Bancroft Hotel ballroom, Saturday afternoon, January 27, 1940, by the Boston University Women's Club of Worcester. Proceeds from the party, which was attended by over 450 members and guests, will be added to the scholarship fund of the Club. Annually an award of $100 is made to a graduate of a Worcester high school for study at Boston University.

Officers of the Club are: Miss Kathryn R. O'Donnell, president; Miss Eleanor A. Reardon, first vice-president; Miss G. Evelyn Fisher, second vice-president; Mrs. Walter F. Beth, recording secretary; Miss Eleanor K. Ryan, corresponding secretary; Miss Dorothy V. Harrah, treasurer; Mrs. Walter B. Gaskell, auditor; Miss Mary G. O'Flynn, program chairman.
President Daniel L. Marsh of Boston University has announced that the Trustees of the University have purchased from the Trustees of the Massachusetts Memorial Hospitals the present Evans Memorial building and grounds.

The Evans Memorial is a well constructed, relatively new building adjacent to the present Boston University School of Medicine. Indeed, it occupies ground originally owned by the University. Its acquisition will greatly enhance the instructional and research facilities of the Boston University School of Medicine.

The Massachusetts Memorial Hospitals, which have been closely affiliated with Boston University School of Medicine from the beginning, will within the next year erect a new building to house the Evans Memorial. The clinical and research facilities of the new Evans Memorial will be available to the students of the Boston University School of Medicine, providing better opportunities than the students have ever enjoyed in the past. The new Evans Memorial together with the expansion made possible in the School of Medicine provide an excellent physical plant and equipment for the School of Medicine.

It is expected that the University will take possession of the building which it is purchasing about the first of June, 1941. Meanwhile, the Hospital will be erecting its new and commodious home for the Evans Memorial.
The Story of the Purchase of the Charles River Campus

More than twenty years ago—June 23, 1919—the Trustees of Boston University adopted the following resolution:

"RESOLVED: That a special Committee on the State of the University is hereby appointed, consisting of John L. Bates, H. Clifford Gallagher, Silas Peirce, Lee Claflin Hascall, and Ernest G. Howes, whose duty it shall be to inquire into the future needs and development of the University, having in mind the possibilities within the next fifty years and so far as possible inaugurating a program that will gradually develop through these years to meet its needs so far as can now be seen."

For more than a year, this Committee gave careful thought to the future of the University and made a thorough study of properties within the city limits which contained at least ten acres suitable for a University campus upon which the buildings of all Departments could be assembled. The study covered various parts of the city—the wrong side of Beacon Hill, possibilities in the neighborhood of Copley Square, and other locations. In each case, the purchase price was beyond the powers of the Trustees.

On December 10, 1920, the Executive Committee reported to the Trustees that the properties on the Charles River, which now compose the Charles River Campus, were in their judgment the best of all properties available. The Trustees authorized the seeking of options from the various owners of the property, and negotiations were continued until the entire area came into the possession of the University,—the final purchase being made in 1928.

It is interesting to note that at the joint meeting of the Committee on the State of the University and the Executive Committee of the University at which there was a unanimous vote to recommend the purchase of the Charles River Campus, the motion to purchase was made by H. Clifford Gallagher, at that time Chairman of the Executive Committee; and the motion was seconded by Ernest G. Howes, who since the death of Mr. Gallagher has been Chairman of the Executive Committee. Both of these men, highly respected and conservative business men in the City of Boston, men of vision and of wide experience, were courageous leaders of the Trustees in that important period.

Any university located in a great city faces a real test as to the courage and quality of its officials when changing city and university conditions necessitate a new location. Columbia University, moving from down-town New York to Morningside Heights, is a good example of the daring type of action required from time to time of university trustees in great cities and in university towns.

The Boston University Trustees, when the Charles River Campus was purchased, faced a major problem of the first magnitude. They had to consider the limited financial resources of the University, the large amount of land required, and the necessity of locating the campus within the limits of the city whose name the University bears.

Boston University was fortunate in its leadership. How fortunate, too, that this campus fronted on the Charles River and on Commonwealth Avenue, that it commanded a beautiful view of a famous city!

The following story regarding the Campus which appeared in Bostonia in the issue of February, 1938, contains a striking statement which the alumni and friends of the University will be interested in reading again:

Charles F. Thwing was for thirty-one years President of Western Reserve University. He wrote more books on college and university presidents, and probably knew colleges and universities from personal visits better than any other man of the past third of a century. After he had retired from the presidency of Western Reserve, he was made President Emeritus, and also served a term as President of the National Society of Phi Beta Kappa. During his term of office as President of Phi Beta Kappa, he came to Boston to meet the Boston University Chapter. He was in town for a couple of days.

During this time President Marsh took him out to see the new campus—drove up on Commonwealth Avenue; drove across the Cottage Farm Bridge; drove along Memorial Drive on the Cambridge side of the River; drove back across the Cottage Farm Bridge, and down the Bay State Road side of the new campus.

The two presidents then got out of the automobile and stood upon the new building site, and President Thwing remarked, with emphasis: "I am acquainted with every principal college and university in North America; and this I regard as the finest site possessed by any. Taking into account both its actual physical situation here on the banks of the Charles, and also its cultural environment—the new Harvard Houses and the Massachusetts Institute of Technology on the other side of the River; the towers and spires of Harvard Square yonder; the Longfellow Bridge, connecting Boston and Cambridge; the gilded dome of the State House gleaming yonder, and Beacon Hill with its literary and patriotic associations—this is the finest university site of which I have any knowledge."

Boston University School of Theology Alumni Gathering

The General Conference reunion of the alumni of the Boston University School of Theology will be a luncheon at the Hotel Dennis, Thursday, May 2. President Daniel L. Marsh will preside. The alumni will be interested in his report regarding the Century of Service Fund for the School of Theology and regarding the progress being made in the development of the Charles River Campus.
Development of the Boston University Campus

On the invitation of the Honorable Frank G. Allen, Chairman of the Board of Trustees, the President, Trustees and Deans of the University, and leaders in the industrial and philanthropic activities of New England gathered for a dinner meeting at the Algonquin Club on the evening of Founders' Day, Wednesday, March 13.

Following the dinner former Governor Allen introduced President Marsh who spoke as follows:

"Before beginning my address for the unveiling of the Model, permit me to make a very important announcement. It is this: Governor Frank G. Allen has been appointed Chairman of the General Campaign Committee for financing the development of the new campus, and has accepted that appointment. It is with unfeigned and unadulterated pleasure that I make this announcement. Governor Allen is the logical man to take the Chairmanship of this important Committee. He is Chairman of the Trustees of Boston University. Moreover, he is himself a successful businessman, and is held in high esteem by all who know him. He has held important elective offices in the Commonwealth, climaxing with the Governorship. He served his term as Governor with credit to himself and with value to the State. We have faith in the ultimate success of this campaign with Governor Allen as Chairman of the Committee and with the Departmental Committees headed up by the persons whom the Governor will himself name.

"Let me in this connection also express my very great pleasure at the presence of so many distinguished guests here this evening. It is not often that any meeting can claim the presence of both the Governor of the Commonwealth and the Mayor of the City from the beginning until the ending of a long program like this. We are greatly honored to have both Governor Saltonstall and Mayor Tobin throughout the entire evening. His Excellency and His Honor are giving to the Commonwealth and City respectively such upright, honest and efficient administration that we are doubly appreciative of their constantly helpful attitude toward Boston University."

Following the announcement of President Marsh that Mr. Allen had accepted the chairmanship of the campaign for the development of the Charles River Campus, Mr. Allen spoke in part as follows:

"Vast sums of money have been given by tens of thousands of individuals for the building and endowment of the colleges and universities in America. They constitute a great monument to American progress and generosity.

"We are told that in the World War it cost $33,700 to kill one man. For one-seventh of this amount on the average, Boston University will train a student in four years for useful citizenship the rest of his life.

"On limited capital resources and in many scattered buildings, only two of which were built for the purposes they are now serving, Boston University has been training about 14,000 students per year.

"We all have a great interest in these young men and women. It is extremely important to us in business, in government, in culture that our young people shall have the best possible education. None of us can be unmindful of our obligation to train these young people aright, and it is because Boston University has been doing its work so well and with such limited facilities that I am pleased that you have come tonight to dine and to hear and see what is ahead for Boston University."

Mr. Allen introduced Governor Saltonstall as follows:

"We are complimented to have Governor Saltonstall with us. He has never spared himself in the pursuit of the common welfare and he has been a special advocate of strong support for our educational institutions. We are delighted that he is our Governor and we are grateful that he has come to say what he thinks of Boston University as an institution which serves the Commonwealth."

After thanking Governor Saltonstall, Mr. Allen introduced Mayor Tobin.

"Recently Boston made a record. I do not refer to the blizzard although that was a record, but to the Community Fund of $4,625,000 which was successfully raised a few weeks ago. I believe this sum represents the largest raised this year by any city in the United States, and we as citizens of Boston are perhaps as proud of this achievement as of any of the achievements of Mayor Tobin's administration.

"He has been through these years a great friend of Boston University. He has spoken well of it many times. I wish he might say to you what he visualizes the new University to be in its relationship to the Boston of the future."

Governor Saltonstall and Mayor Tobin spoke with appreciation of the educational service of Boston University and emphasized its importance to the State and to the City. Both showed their interest by remaining during the entire evening and discussing with the Trustees and their guests the Boston University plans."
Mr. J. Willard Hayden, President Marsh, Governor Saltonstall, Hon. Frank G. Allen, Mayor Tobin, Mr. Guy W. Cox, Dr. E. Ray Speare

Unveiling The Model

By President Daniel L. Marsh

(Address at the Algonquin Club Dinner, March 13, 1940, at which the model of the new campus was first exhibited to a public audience.)

It is to be my happy privilege to exhibit for the first time to a public gathering the new model of the ideal development of the new Boston University campus. Before I show the model, I have some things to say to you, and knowing that as soon as the model is exhibited your attention will be precisely focused upon it, I shall-keep it screened for awhile; for I covet your attention so that, if possible, I may help you to see with your mind’s eye Boston University before you see the model with the eye of the body. In this mental picture of Boston University, I wish you to see first that from which the present University has come; second, the University as it is, and third, the University as it is to be.

In presenting the picture of the University of the past and of the present, I do not fool myself into thinking I am telling you anything new. You are intelligent citizens, and therefore you are acquainted with Boston University. But although you do know that from which it has come, nevertheless, I think it desirable to state its past in briefest form as a background for what I wish to say about its future.

The oldest Department of the University is the School of Theology, which was started one hundred and one years ago this month—April 24, 1839. Thirty years after the School was organized, Boston University was chartered—May 26, 1869,—and the School of Theology was adopted by the University. Soon a College of Liberal Arts and a School of Law were organized, and then a Medical School that had been in existence for twenty-five years was adopted as the University’s School of Medicine. One after another, through the years, other Departments were organized, until today Boston University is composed of eleven Departments,—five undergraduate Colleges and six graduate and professional Schools. The undergraduate Colleges are College of Liberal Arts, College of Business Administration, College of Practical Arts and Letters, College of Music, and Sargent College of Physical Education. The graduate
and professional Schools are School of Theology, School of Law, School of Medicine, School of Education, School of Religious and Social Work, and the Graduate School.

This is what the University has become. But it is much more than eleven colleges and schools. It has a student enrollment of more than fourteen thousand, representing every State in the United States and seventeen countries outside the United States, albeit, far more students come from within commuting distance of Boston and from the rest of New England than from any other section of the world.

I wish the people of Boston in particular and of Massachusetts in general could be awakened to an appreciation of what this great student body in Boston University means to the City and the Commonwealth financially. Boston University is not a municipal university in the sense that it receives tax support. It does not get one cent from City or State. It is a privately endowed and privately controlled institution. If the City or the State had to finance the higher education that Boston University is rendering, it would mean additional taxes in the amount of five to ten million dollars every year. In truth, many tax-supported institutions that are by no means rendering educational service comparable to that which Boston University is rendering do receive public tax support in excess of ten million dollars a year.

But that is not the whole story. We had a statistical study made a few years ago of what it means in a financial way to the community to have the students and professors of Boston University located here. That careful statistical study revealed the amazing fact that Boston University, through its students and faculties, pours back into the business life of this community, through banks and stores, through marts of trade and commerce, through restaurants and hotels, through railroads, subways and other means of transportation, and through the various channels of our complex human relationships, from three and a half to five million dollars every year. Let business men and women take these facts to heart, and they will recognize that this community is under heavy financial obligation to Boston University.

But the University renders to the City, the Commonwealth, the nation and the world, a service far greater than its financial return. The business of a University is the education of young people. It is worth while to point out that the service which Boston University renders to the cause of education is greater because it is not supported by public tax money than if it were so supported; for a tax-supported institution invariably becomes a politically controlled institution. Mankind has had more than one illustration—and these illustrations have more than once been furnished by American higher education—that a politically controlled university is not academically free. I am persuaded that our American democracy needs for its own self-preservation universities that are wholly free from political control so that they can intelligently and impersonally and objectively criticize social changes as they come to pass under any particular political regime. We must always have some universities that cannot be used as instruments of any political or economic ism, as Fascism uses the universities of Italy, and Communism the universities of Russia, and Naziism the universities of Germany. When you talk about subversive influences working for the destruction of our American way, keep in mind that the one thing which Nazism and Fascism and Communism fear more than anything else is unregimented education. If there were no other motive than that of protecting our American way of life, intelligent Americans would rejoice to help an institution like Boston University to continue its great service; for education is the indispensable means by which society shapes its ends and determines its progress.

But there is still a service beyond this which Boston University is rendering. I am thinking now of this procession of immortal youth through the University. These young men and women, receiving in the University their training for life, go out to take their places in the world. No other theological school in the country has trained so many of the present-day dynamic leaders in the denominational and interdenominational life of the world as has Boston University School of Theology. A few years ago when a referendum was conducted on a national scale by a non-denominational journal to discover the twenty-five greatest preachers in America, it was revealed that seven of them were graduates of Boston University School of Theology. Twenty-four of its graduates have been made bishops, and it has sent out men who have become editors of the church press, leaders of reform movements, of church unity, of education everywhere,—one hundred and twenty-one of its graduates have become college and university presidents. Men trained in our School are this very year in charge of Boy Scouts and other Clubs where more than 250,000 boys are helped toward the nobler life.

Boston University School of Law has an alumni body, which, in proportion to its numbers, is more distinguished than that of any other school of law of which I have knowledge. Incredible as it may seem, 379 of its graduates have become judges in the various courts, including a majority of the Supreme Judicial Court of Massachusetts for the past twenty-five years, and the Chief Justices of a number of courts in different States.

Physicians trained in the Boston University School of Medicine are assuring suffering, fighting disease, and driving back the shadow and power of death for at least a million persons every year.

I heard a former distinguished Commissioner of Education of Massachusetts say on a public occasion that the product of Boston University School of Education was rendering a larger educational service through the public school system of this Commonwealth than all the other teacher training institutions put together. It is no exaggeration to say that the teachers trained in the School of Education and in the various Colleges of the University are reaching far in excess of a million young people annually.

But I do not go on to mention every Department of the University. What I have said is by way of illustration. Let your own imagination picture for you the service that is being rendered by the eight-two thousand living alumni of Boston University in this country and on every continent on the globe.
One other aspect of the present University I wish you to see before I turn your attention to the University of the future, and that is its inadequate physical plant. Boston University has grown so fast, and it has had such inadequate resources at its command, that it has been under the necessity of acquiring old buildings and reconditioning them to serve its needs as those needs arose. These buildings have not been concentrated at any one geographical point: they are scattered all over the City. Believe it or not, fifty-seven different buildings in this City and its environs, reaching from Weston, Massachusetts, to Peterborough, New Hampshire, belong to Boston University—and they are fifty-seven varieties too!

(For as not to leave you under any false impression, however, let me say that the buildings at Weston are in connection with our recreation field, and the buildings at Peterborough, New Hampshire, are in connection with the camp for our Sargent College of Physical Education. Our educational buildings are all in Boston, excepting only those for Sargent College).

These old buildings are costly to maintain. They are inadequate and inappropriate for our best use. The University's physical dismemberment makes psychological and academic unity harder to maintain. I am surprised, frankly, that a high-minded, self-respecting community like Boston would allow a great University with a world reputation and bearing the City's name,—a University that renders such a wonderful service as Boston University renders—to live through two generations in a housing condition that reflects anything else than credit upon the community. And I am confident that what the past two generations failed to do, the present generation will do, namely: come forth with funds to provide housing for this University commensurate with the standing and dignity of the City's name and fame.

This brings me to the third part of my address, namely: Boston University as it is to be. I shall speak only of its future physical plant; but I wish you would keep in mind that we are not fooled into thinking that fine buildings mean a fine university any more than fine houses mean fine homes of good people, or any more than a big body means a lovely soul. We are resolved to continue making Boston University better and better, ever enhancing its product, improving its academic standing, increasing its service to the community and to mankind, and ever making it a greater institution of learning than the buildings which house it, even as the life is more than meat and the body more than raiment.

But one of the imperative needs of Boston University is a new home, and we are going to have it! The University has acquired a new campus. It now owns the entire tract lying between Commonwealth Avenue and Bay State Road, and extending from Granby Street to University Road, near the Cottage Farm Bridge. It is beautiful for situation, and is one of the most strategic locations for an urban university in the whole wide world. With its great neighbors,—with both of whom it has always been on friendly terms—Harvard and the Massachusetts Institute of Technology across the River on the Cambridge side, this River Basin is bound to brighten the cultural fame of our City.

Let me observe here that New England was once, with all that I am saying this, a cultural capital of America. All that I am saying this evening is to challenge my fellow New Englanders to rally round the present Boston University building program as a means of retaining the educational leadership for New England.

You say that it will take a lot of "begging" to get the necessary funds to develop the new campus? We do not "beg". We do not solicit money. What we do is to furnish information which we hope will elicit the interest of able men and women. We do not ask anybody for "some money." We try to acquaint persons with this glorious opportunity for the investment of their money in an enterprise which will yield them more durable dividends of satisfaction than they could find anywhere else under the whole canopy of heaven. I feel that I am rendering any man or woman a service of friendship when I open to him or her a door of opportunity. I am not a "beggar": I am an opener of doors of opportunity.

Let me now mention three possible methods for the financing of Boston University's program by private philanthropy; for you will keep in mind that individuals and foundations are the only sources to which we can turn for the supply which our program demands.

The hard way is to ask everybody to contribute in whatever amount he can every time we erect a building. This means that we shall have to ask repeatedly for help from individuals who have the disposition and ability to aid in this program. This means hard work and a long time for fulfillment.

A second, and better, method will be for individuals and families to erect single units upon the campus, as, for instance, the Charles Hayden Foundation has erected the Charles Hayden Memorial as a home for our College of Business Administration. Some of the buildings can be erected for approximately a million dollars each; others for seven hundred and fifty thousand dollars, and still
others for five hundred thousand dollars and less. It will take a longer time to get it done in this way than if some one individual or family should do it all; but it is entirely reasonable that ten or fifteen different individuals or families will rejoice to establish memorials upon this beautiful campus.

The easiest and quickest of the three ways by which this campus may be developed is for some one person or family to provide all the necessary money. All that an individual or family would need to do would be to follow the example of John D. Rockefeller at the University of Chicago, or the Duke family at Duke University, or Leland Stanford and his wife at Stanford University, or Edward S. Harkness in making possible the Harvard Houses. There are individuals and families in the United States who would welcome the opportunity of making their names imperishable by connecting them with Boston University if only they could be made to see the opportunity. Many a name is lifted into honor or saved from oblivion by such an enterprise as I am here describing.

We hear a great deal of talk about motives for giving money. Some people seem to think that if and when money is given to an educational or philanthropic cause, the motive is purely altruistic. Others seem to think that nothing is done but that which is motivated by self-interest. The truth of the matter is that most of our motives are mixed. Much that appears to be done wholly for the sake of others actually has an element of self-interest in it, and many a thing that appears to be wholly in the interest of self really does have the interest of others at heart.

The story is often told of how Abraham Lincoln as a young man, going along the road dressed in his “Sunday best” clothes, saw a pig stuck in the mud. He went on a short distance, and then turned back and lifted the pig out of the mire. That story is told to illustrate the kindness of the great Lincoln: but Lincoln himself said that he could not be happy as he went on thinking of that pig unable to free itself from the mire. There is something of self-interest in the motive that prompts us to do most of the things we do; but unless there is something of service to others in what we do, our self-interest motive becomes self-defeating. It is easy to see the altruistic motive that prompts a man to build a bridge to help others across the flood, or to hold up a lantern that others may not stumble in the darkness, or to help young men and women to secure an education. But if a capitalist does something that will give capitalism a good reputation, cynics say that he is motivated by self-interest. Not necessarily so! The capitalist may be working for others of his own generation and for posterity when he does something that makes more secure the capitalistic system in public esteem; for it is a fact that under the capitalistic system this country has grown to greatness. If a man is alarmed by foreign ideologies that have come into power and gained victories in foreign lands, and if he is alarmed at attempts within our own borders to overthrow the only system of economy which has raised mankind above the slough of Medieval feudalism, he is not necessarily working wholly for his own interest if he does something that helps to make the capitalistic system better thought of by his contemporaries. You will agree with me, I am sure, when I point out that one of the best things that can be done to enhance the system under which this Nation has become great as contrasted with such systems as Fascism and Communism, is to use capital for the benefit of others.

Recently, I wrote a book entitled THE AMERICAN CANON. One of the documents of which I treat in the book is the last article written by Woodrow Wilson, entitled “The Road Away From Revolution.” You will keep in mind that Woodrow Wilson was an individualist. He was sprung of a long line of Scotch and Scotch-Irish individualists, both his father and grandfather being Presbyterian preachers. He respected the sacred worth of personality. There was nothing even remotely Communist about him. He was an American patriot whose loyalty to the American system could not be questioned by any intelligent person, even though that person might hate Wilson and despise his politics. In his last article, with his customary insight, Wilson points out that the Russian Revolution was achieved because the Russian leaders directed their attack against capitalism, and capitalism made them “see red” because they were made to believe that capitalism was selfish, and only selfish. Wilson, you must remember, was a capitalist, and believed that “the system which we call capitalism is indispensable to the industrial support and development of modern civilization.” It was in defense, therefore, of capitalism that he went on to point out that the widespread reactions against capitalism “do not occur without cause or provocation.” And then he asks, “Have capitalists generally used their power for the benefit of the countries in which their capital is employed and for the benefit of their fellow men? He proceeds to say that if we are going to save society, as we understand the term, we must practice the spirit of Christ, which includes “sympathy and helpfulness and a willingness to forego self-interest in order to promote the welfare, happiness, and contentment of others and of the community as a whole.” The best single way to do all these things is to help a great democratic educational institution with the high academic standards and moral ideals of Boston University.

A spendthrift government is making necessary the confiscation of private wealth through the euphonious method of taxation. This is a feature of Government which is likely to continue. Realizing this, possessors of wealth are drawing into their shells, like turtles. When they resort to means of one kind and another to save their money for themselves and for their families, they are but performing the proverbial act of “sticking their necks out.” Recently, Thomas F. Dewey said “Our greatest national enemy is defeatism... It is true that we have a crisis here in America. But ours is a crisis of faith—faith in ourselves, in our system and in our traditions. On the solution of that crisis everything depends. If here we can rout defeatism, if there we can regain courage and unbounded activity... then, and then only, can we contribute to the peace of all the world’s peoples.”
Not for ten years or more has American private philanthropy distinguished itself by an epoch-making gift to the educational service of the country. At a time when the energies of almost every other great nation of the world are perforce diverted from the task of supporting and fostering their institutions which are dedicated to the pursuit of truth and learning, it is more important than ever before to the welfare of the human race that the great free educational and cultural enterprises of the United States should flourish. Boston University's program is an opportunity to demonstrate to the world in a dramatic and challenging way that our American system of free private enterprise is a constructive force for the good of all, that we have faith in our destiny and that even in these tragic times we are laying the foundation for a better future.

Carrying on this frank and realistic line of thought, let me observe that many a man who is at the head of a business bearing a family name could profitably spend a half million or a million dollars in putting up a memorial on the Boston University campus, and charge it to good public relations—even with no greater motive than that of self-interest. How could a business be given advertising that would create public good will for it better than in this way? Here will stand a monument on a campus of fame, at the center of which will be a replica of the "Old Boston Stump" of Boston, England. Every visitor to this City in years to come will have to see the Boston University campus, or he will not have seen Boston. Now, a building bearing a family name will continuously create a mellow feeling in the very souls of those who see the memorial.

Furthermore, Boston University has a world-wide constituency. It draws its students from everywhere, and has sent its eighty thousand alumni into every part of the world. Where could a man at the head of a business bearing his name or his family's name (or any other name that he might choose to perpetuate in this honorable way) spend five hundred thousand or a million dollars that would enlist more personal boosters than by erecting a memorial on this campus?

Some persons pretend that they do not care whether they are remembered by posterity or not. When a man so speaks, he is either fooling himself or trying to fool others—or else he is not a normal human being. Normal human beings like to have friends, and like to be remembered by their friends. The longing for immortality is probably the most irrepressible yearning and anticipation of the soul. The towering pyramids of Egypt and the lowly gravemarkers in Mount Auburn alike bear witness to man's desire to be remembered. Those great and lonely cromlechs reared in England's distant past and the most recent monument reared in Boston alike bear mute testimony to men's desire to link the memory of their lives with permanent memorials. Resolutions will be forgotten; paintings and marble statues will pass into desuetude; personal effects will turn up at some future time in auction sales or pawn shops; industrial and business concerns will change form or cease to be; but the person who links his name with a great educational institution like Boston University will live through unborn centuries, as John Harvard and Elihu Yale live in the grateful lives of students educated in the institutions that bear their names to this day. Even more striking is the Sorbonne in the great University of Paris, honorably perpetuating the name of Robert de Sorbon, who in 1257 founded a house for poor theological students.

So we open to you doors of unsurpassed opportunity. We summon you to rally round the flag of education. We extend to you an invitation to co-operate with the lordliest forces in the universe. We challenge you even to self-denial for sake of a Cause bigger than any one of us. There is no alternative to the development of this campus. The Trustees of Boston University are unanimously committed to it. The Charles Hayden Memorial is the head of the nail that fastens down our plan. We are going through with it no matter how long it takes. I pray God that I may see the realization of this ideal. But no matter how long it takes, how much labor it entails, or what measure of sacrifice it evokes, it must be done!

It is now my privilege to unveil the architects' model of the ideal development of this new campus. Please keep in mind that a model is a small imitation of the real thing.

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The President and Trustees of Boston University here present for the first time a picture of the complete Boston University of Tomorrow.

The above airplane view, taken from the Charles River side, from above Cottage Farm Bridge, provides a clear illustration of the modernized Gothic architecture employed, the theme of which has been determined by the Tower of St. Botolph's Church of Boston, England—the "Old Boston Stump"—which will be reproduced at the center of Boston University's campus.

In this view is shown the entire development of the plot of ground between Granby Street on the east and University Road on the west, and between Commonwealth Avenue on the South and Bay State Road on the north. In the above view also is shown the President's house, at the extreme left of the picture.

There are no facilities for the housing of students on the campus. To provide dormitory space here would require the erection of buildings to a prohibitive height. It has been deemed practicable and advantageous to make provision off the campus nearby for the housing facilities of the students.

While only the most general estimate can be made at this time of the probable costs of erecting these buildings and equipping them upon the new campus, it is judged that the total requirement for buildings yet to be erected will be in the range of twelve million dollars.

From the model of the proposed buildings on this site by the Charles River, one may imagine the beauty of the new University.

The replica of the St. Botolph Tower will house the general administration offices. This Tower stands at the center of the campus on the Charles River side. Between the Tower and Commonwealth Avenue is the Chapel. On the eastern end of the campus, reading leftward (i.e to the East), from the Tower, the buildings on the Charles River side are the College of Liberal Arts, the College of Music, the Women's Building, and the Student Union. Reading from the Tower to the right, on the Charles River side, the buildings are for the Library, the School of Law, an unnamed building, and the University Gymnasium. On the Commonwealth Avenue side, from the Chapel eastward toward Granby Street we have: a Science building, the College of Practical Arts and Letters, the College of Business Administration, and an unnamed building. Reading from the Tower westward on Commonwealth Avenue, toward Cottage Farm Bridge, the buildings are for the School of Theology, the School of Religious and Social Work, the School of Education, and Sargent College of Physical Education.

The arrangement of the buildings makes for a beautiful plaza at the center, in the midst of which is the Tower. A wing of the Science building on the eastern side of the plaza, and a wing of the Library on the western side, together with buildings fronting on Commonwealth Avenue and Bay State Road respectively, form two attractive quadrangles which will afford the students cloistered seclusion, even though the University is set in the throbbing life of a great city.

For assembly purposes, the Chapel will seat 800; the auditorium of the Charles Hayden Memorial, 1500; and the gymnasium nearly 6,000.

The Esplanade development between Bay State Road and the Charles River provides an ideal place for the roaming of students between classes, particularly in the beautiful autumn and spring days with which Boston is blessed.
The Massachusetts Epsilon of Phi Beta Kappa

Dr. Frank Nowak, president of the Boston University Chapter—the Massachusetts Epsilon of Phi Beta Kappa—has announced the 1940 elections to this national honor society. The students elected will be initiated at the annual dinner of the Chapter in Jacob Sleeper Hall on Friday, April 12.

On Friday, March 15, the Phi Beta Kappa initiates were guests of the directors of the Epsilon Chapter in the Gamma Delta Room. The arrangements for the tea, under the direction of Dr. Nowak, were made by a committee of the directors including Miss Helen M. Farwell, secretary to Dean Taylor; Miss Katherine E. Hilliker, recorder for the College of Liberal Arts; Miss Rose Weiffenbach, secretary of Massachusetts Epsilon; Dr. Charles P. Huse, professor of economics; Dr. John P. Mason, professor of chemistry; and Professor Albert Morris, professor of sociology.

Included in the honor list are twelve women and eleven men; and all but one are students in the College of Liberal Arts. The other is a student in the School of Medicine who received his pre-medical training at the College.

The students elected to membership in the Chapter are as follows: Arnold B. Adelman, Roxbury; Joseph J. Armoush, Central Falls, Rhode Island; Theresa M. Benotti, Weston; Merle R. Boyd, Lynn; Muriel P. Carlson, West Roxbury; Dorothy A. Connaughton, North Grafton; Owen Duston, Ashland; Margaret R. Giangregorio, Revere; Cecilia L. Goldstein, East Boston; Douglas Henderson, Weston; Alison C. Hume, Methuen; Abraham Kaner, Roxbury; Catherine E. Maitland, Swampscott; Florence M. Miller, Dorchester; Ruth I. Moses, Tilton, New Hampshire; Saul Richman, Dorchester; Helen L. Roche, North Easton; Abraham A. Slotsky, Lowell; Arthur K. Swanson, North Easton; Frederica A. Thompson, Barrington, Rhode Island; Virginia F. Trumbull, Auburn, New York; Kenneth R. Whiting, New Bedford; and Julius Wolf, Roxbury.
Address of Mr. William S. Knudsen
President of General Motors Corporation

There was a notable assembly in the auditorium of the Charles Hayden Memorial at noon Monday, March 18. The address was given by Mr. William S. Knudsen, President of General Motors Corporation. The hall was filled to capacity with students and University officials.

Dean Lord introduced Mr. Knudsen as follows:

I had suggested to President Marsh that he might have some message for us this morning, but he tells me he feels he would rather give the time that he might occupy to Mr. Knudsen, and so he is not to speak to you.

I want, however, to introduce to you the gentlemen on the platform, because I feel that you do not, perhaps, know all of them, and they are all men you should know.

Let me name them, and if the gentlemen will rise as I name them, so that there will be no misunderstanding, I shall appreciate it. I am not going to ask any of them to make any speeches, although I know they could qualify excellently.

Dean Johnson of the School of Law; Dean LeSourd of the Graduate School; Former Governor Alvan T. Fuller, a member of the Board of Trustees; J. Willard Hayden, whom I am sure you all know; Pliny Jewell, one of our Trustees, Dean Davis of our School of Education, and Mr. Powell of our Religious and Social School, who should have had a place on the platform, but was kept below for a special message. Professor Powell, won't you please rise?

The history of America is a history of men. The great thing in American life and American advancement has been that there have been men who have found themselves, and found a place for themselves in our country's history.

Particularly has our history been one of industrial and commercial advancement. It is true now, more than it ever was before, that we may take real pride in those great business organizations which characterize American industry. Their standards, ethical and moral, are seldom to be criticized. They offer opportunity for so many types of men and lines of work that the man who is qualified may be reasonably sure that he has unbounded opportunity to advance. And, sometimes we find a case where in these great institutions, the men who are at the head—I say sometimes and yet I think that happens more frequently than otherwise—began at the very bottom of the work.

So, we have with us today a representative of modern American business—the President of the General Motors Corporation. It is one of the greatest business organizations in the world.
As to the President of that corporation and how he became President—was he born in wealth and influence and sent into an office to work under the eye of the Management so that he might rapidly advance? No! When he was twenty years of age, he came to this country from Denmark, and I understand that at that time, he knew little or no English. He obtained work in a shipyard as an ordinary mechanic, but he was no ordinary mechanic. He was no ordinary man. He was extraordinary. He went on and on. I am not going to attempt to give the story of his life. We haven't time for it, although it would be tremendously interesting. But he rose, and he went into different types of industrial occupation, always rising.

We are glad to have with us as a speaker today one whom we honor, and to whom we shall listen with a great deal of interest and pleasure, William S. Knudsen, President of General Motors Corporation.

(The audience rose and there was prolonged applause)

THE BOSTON U. SPECIAL CAR

WILLIAM S. KNUDSEN

President of General Motors Corporation

Mr. Chairman, President Marsh, young ladies and gentlemen. I didn't know there were going to be any ladies here, but I shall try to make it as entertaining as I can, for the ladies.

When I heard the words by your Chairman here about getting on in the world, and getting from rags to riches and all that sort of thing, it made me think of a story that was told about Barney Oldfield. I suppose you know who Barney Oldfield is or was. He was a pretty good race driver in his younger days. One time he was in a big race, and the crew he had in the pit took a little too long to change a tire. He had a Frenchman in this crew, who said to him one time: "Barney, Barney, what this crew needs is a speeze." So Barney said to him: "Go out and buy one, you damned fool; I've got to win this race!" (Laughter)

So it is awfully hard to explain things. And I am not going to try to explain anything.

I am not supposed to talk about the General Motors Corporation, because that would be advertising. (Laughter)

So I suggest that instead of going into particulars, we tackle the general subject this morning of going in business. I suggest that you and I go in business. I understand you are all business students, so we will go in business together and try to plan the Boston U. Special, an entirely new car that has never been spoken of before, and perhaps it will never be heard about again, after this. (Laughter) I thought if we could get together on that one, we could at least lay some of the groundwork.

Now, I don't know whether this is going to be a touring car or a sedan or a station wagon; therefore, we can start with the chassis anyway.

Now, if you want to go in the manufacturing business, you have got to have an idea. You have to figure out whether you are going to make something like what we have now at the lower price or something better at the same price. We either have to have what we are making now and sell it for less money, or we have got to have something better to sell for the same money; otherwise, there won't be much use of going in business. Unless you can give a better product in the business you are going into, you are not going to get very far, because there is a little bit of competition in the automobile business today. You probably all know that. (Laughter)

So, the first thing we have got to decide upon is this. Are we going to make a 16-cylinder car, or are we going to make our new car a Ford? (Laughter).

Of course, we have records to show how much of the production or how much of the sale is going into the different price classes. Ordinarily, about fifty-seven per cent of the cars are sold in the lowest price class, meaning up to $890, delivered at the dealer's place. Then, we have the medium price field, which covers from $890 to about $1050. In that field, a little over forty per cent of the cars are sold. Then we have a high-price field, such as Cadillac, Lincoln, Packard; they struggle along with a little less than one per cent. I don't think we had better go into that field, if we are going to make a new automobile. Let us say we will hit somewhere in the middle and decide to make an automobile that costs around $1,000.

Now, the first thing we have got to decide, if we want to sell an automobile for $1,000, is this. How much is the car going to weigh?

After all, the basis of an automobile is material, and material costs money. If you take the weight of the car, and divide it into the price you pay for it, you will find it runs to somewhere around twenty-six to twenty-nine cents a pound, in the lowest priced car; therefore the number of pounds has a lot to do with the price and size of the motor car you are going to build.

If you carry a certain amount of weight around, you have to have a certain amount of power to propel that weight. Let us say, for instance, we are going to make a car that will weigh about 3700 pounds; then these 3700 pounds have to be distributed over 120 inches of wheel base, which is the distance between the center and the rear wheels, as you all know.

After you have that settled, you have to lay down a bill of particulars to see where you are headed. You have to think about the performance of the motor car. According to the present standard, this particular Boston U. Special that we are talking about should have a top speed of eight-five to ninety miles an hour, and should have an acceleration ratio of ten to twenty miles per hour in five and one-half seconds. Well, now, you might wonder what that is for. That is what you use when you come to a red light, and when you want to get away from the fellow alongside of you. Consequently, it is important in the automobile business, to consider that everybody at a red light wants to get away from the other fellow, even if they have to slacken up afterwards. (Laughter)

I don't know whether this is the spirit of the race or not, but you know the story about the man who rode like the dickens across the railroad tracks, and then turned
around and stopped and watched the train go by. (Laughter)

In the automobile business, you have got to make what the public wants.

So then, after you have got that settled, you have got to go around and see a few ladies. Of course, that might be agreeable, if you are young. It also might be agreeable if you are old. (Laughter) It seems to me that today, with the situation as is, it is an actual fact that the woman in the house has a lot to do with the choice of motor cars. In other words, the father of the house will go out, and if he has a mechanical sort of mind, and he will probably think he has that sort of mind whether he has or not, he will come home and say: "Now, here's a real, first-class car." But his wife will say: "I think such-and-such a car, Car B, is better than Car A." And so they will compromise on Car B! (Laughter)

Consequently, if you want to go into the motor car business, you have to think about your styling and your interior, so that you will please both buyers of the family, when they are ready to trade.

The so-called modernistic design that everybody has adopted in the last few years started out as a gasoline saver. The advertiser, when he looked at the airplane, said: "My God, but we can save an awful lot of gas if we apply that line to the automobile!" But he forgot to look at the other side of the picture to the effect that there wouldn't be any saving in gas unless the speed rose to 100 or 120 miles an hour. However, he wasn't stumped, because he finally said: "Well, at least we have a new style."

Somehow, that took hold. Today, the trend of all automobiles is to be stream-lined or anything you want to call it; that seems to be the satisfactory style that pleases the most customers.

We had a peculiar check on this a short time ago, in the Fisher Craftsmen Guild. In the Fisher Body, we have a great many boys around the country, building a Napoleonic coach from the material that we supplied. The winners in these contests are given college courses. We have six or eight of them a year. One year, we changed the scheme. We sent out blocks of basswood, instead of material for a Napoleonic coach, and we asked the young fellows to whittle for us a car, out of this wood. When the returns came in, ninety-nine per cent of the models that the boys whittled out advanced the present styling, and nearly all of them did away with the running board. So that what the young people project might take a little time; still it will show up after a while. This little incident took place three or four years ago, and you have seen the trend in the meantime.

We are getting a little more stream-lined, and I think actually a little better looking; the cars are lower to the ground; the centre of gravity is lower, so that we can go around a corner now without tipping over. All these things help, and still the car is kept good-looking.

Now, if you have all these things down on a piece of paper, we can start to work.

If you and I are engineers, we will start by ourselves by making a full-sized layout of this Boston car. If we are not engineers, we will have to hook up with a good engineer, and let me say that he will have a to be a good engineer, because in automobile design, a fellow has to be a trained engineer, and also somewhat of a business man. He must know how many pounds at ten cents a pound and how many pounds at thirty cents a pound he will put in, because if too many pounds at thirty cents a pound are put in, and not enough is put in at ten cents a pound, the automobile is going to go way above cost before you even start out, and that is very important.

So the first thing is to get an engineer and set him to work.

Then the next thing to do is to go to the bank and borrow some money. It is very easy nowadays to get it. There is a lot of money in the banks, you know. (Laughter) You have got to have money for the initial expense, and it requires a substantial amount, if you are going into business, to get set up before you start the manufacture of your product.

Then you and I should get together and make up our minds when this car is going to come out. Let us say that this car is going to come out in 1942 or 1943; that is about the earliest we can do it.

We then hire some more men to go to work in a unit. By "unit" I mean transmission unit, front and rear axle units, a unit for the steering gear, the frame, and so on. Then you get some draftsmen, and maybe you can get a few college graduates about that time, to help on the drafting board; some of them are pretty good, you know. If you haven't any demand for Vice-Presidents, you can at least put them to work on the drafting board.

Incidentally, I could tell you this; we have a great many college boys working in our plants, and they are not on any particular privileges until they get in there. In fact, in some of the body shops, we have quite a few of the boys who have come out of college to go to work. Of course, they get $1.00 an hour, so that they can at least live. From them, we hope, in time, to be able to pick some foremen and executives, because it ought to be easy for them, after they learn the trade, to adapt themselves to that end of the business. You must start with knowing the job. You have got to have somebody else tell you how the job is done.

You have got to learn, so we start with the drafting room, and I want to say that experience is necessary in the drafting room, because there are very few text books that are written on automobiles that are up-to-date. Naturally, the business has progressed so fast, and, because it was highly competitive, in the factories you find the data a year and a half before the text books have it. But that is natural because the business is so very young. As the business grows older, the data, of course, will be collected and put into the text books.

It is not a question of determining the elasticity of a certain formula; it is a question of guessing how far beyond the limits of this elasticity you can go.

If you take a low-priced automobile today, and try to apply to that the engineering formula of four or five years ago, I think the automobile would weigh about 5,000 pounds. Consequently, the engineering forces have collected this data in the shop itself, and this can feed out through papers, gradually finding its way into the text books.

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I don't think I could honestly say the text books are up-to-date, as far as automobile design is concerned, today.

In metallurgy, yes. Great strides have been made in metallurgy, and in the electrical business I think the text books are much further along.

The radio industry, however, is far behind.

And so, we have started out to make a layout and get some proper material to distribute the weight on the wheel base. We try to substitute brains for cast iron, as much as we can. You know what I mean. We try to substitute brains for weight because weight in the automobile is the all-important thing; we can't make a flimsy automobile. You will remember, years ago, how many engineering mistakes fell on the highways and byways around town, and the Sales Manager had to explain the undeniable fact that you had to get out and get under. Yes, that even became a popular song.

A few years ago, I can remember Mr. Ford saying to me that he didn't like the jokes about the Ford car. However, in order to cover up the fact that he didn't like such popular songs, he professed to like them. However, he agreed at the time that if he could get every farmer in the United States to fix the coil box in the Model T, that might be a good thing, and perhaps the trouble would be out of the way. Well, the coil box went out, and of course the Model T went out with it. But that is another story.

Now, as the Engineering Department progresses, there must be tests, particularly for the material. These tests should be carried far beyond what they used to be in the past, and they are so carried out today.

Remember this; the pioneers in the automobile business worked hard and they managed to produce a car. They took the car on the road and ran it, and after being reasonably satisfied with it, they thought they had the worst of the things taken care of. Then they would start manufacturing. But there would oftentimes be a great variation and it often took a long time to get things perfected for use.

Today, we begin by testing the designs. We inspect the workmanship and we put the units together in a car. First we subject the unit to a separate test, which is often harder than what we expect to stand on the road.

After we get through with that, we build, not one car, but fifty cars, and we run them out on the proving grounds night and day about 800 miles a day for three shifts, and in that way, we really find out what the inside of the car is like and what is weak.

You know the old story about the weakest link in the chain.

Perhaps you will also remember when Nurmi was here a few years ago. My son and I went over to see him, and this is what he told me. He said he always ran ten miles first and then he knew how fast he could run five miles after he had run the ten miles.

That is the whole story. You have to prepare yourself for twice the task, and then you're pretty sure to get what you set out to get.

The margin in whatever you do has a great deal to do with the success of your undertaking.

In the meantime, we will have a man go out and dig up a factory. We have got to have a factory to make motor cars. And so, the Factory Manager has to produce a building; he has to either build one or find one.

The comfort and safety of the men working must be the best we can produce. This is not because of the Wagner Act or the many other measures that have been produced recently. This is because it is good business to have a factory modern and up-to-date. For instance, take such a thing as light, which has come in for a tremendous amount of study. In the latest factories that we are building at the moment, there is plenty of light and ventilation. One particular plant is being air-conditioned, because it is good business, both for the men and the product made in that particular plant. In fact, you couldn't make ball bearings, except in an air-conditioned room.

All of these things that go to making a plant a better place to work in help reduce costs, and costs are what we are out to get down to the minimum.

Cost is the thing that brings our product within the reach of more people.

We get accused sometimes of using men too much and working long hours. That is not good business.

As far as the machine is concerned, we have more men in General Motors today than we had ten years ago. So we haven't hurt employment with the machine. We have managed to make our article cost less, and come within the reach of more people, and that creates more employment.

Now, we have got to decide, when we start out, how much of the car we are going to build. Are we going to build the entire car? If we did that, there would be a tremendous investment. There are a good many speciality companies in the automobile business that have done a great service in helping us build up the industry. I refer to the firms that specialize in carburetors, steering gears and other parts.

But the other things we are going to manufacture in our car all have to be decided upon, as to the machinery. The machinery for this should be put right in the place where it is going to be used. That shows that you have planned right and it saves an awful lot of money. When you begin to move machinery around, it costs a lot of money.

After this is decided upon, we get the toolmakers and designers working with their drawings, just as fast as they can.

Finally, we get what is called a bill of materials. That is the ticket you need when you go to the grocery store to get the foodstuffs for your dinner, the bill of materials. That means everything that goes into the car, and I am going to read a bill of materials to you, so that you can see how many things go in there.

First, we have steel, 2600 pounds.
Cast iron, 631 pounds.
Lead, 27 pounds.
Copper and brass, 31 pounds.
Zinc, 12 pounds.
Aluminum, tin and nickel, 1 1/2 pounds.
Rubber, 100 pounds.
Cotton, 56 pounds.
Plate glass, 55 pounds.
Cloth, 16 pounds.
Fibre, 19 pounds.
Felt, 21 pounds.
Paint and Lacquer, 97 pounds.
Miscellaneous items, 100 pounds.

Yes, with that material we are going to finish up about 3700 pounds of automobile.

All these things vary in price, and vary as to the place they come from. They come from different places in the United States, and also from abroad, Chile, Africa and other places. Tin comes from Bolivia. Rubber comes from Brazil and partly from Congo and most of the British East Indies. Paint and lacquer are produced almost entirely in the United States. We do have Of the British East Indies. Paint and lacquer are pro-

duced, because the more of our own products we can use, the better it is going to be for industry.

When the material is bought and we start to make an automobile, we start by setting up the shop and working on some small parts, to co-ordinate the tools and machinery. Some engineering students will know what I mean. You have a machine; you have a fixture, and that fixture has to be co-ordinated with the machine from the test drawings made by the engineer, and it takes a little while to get these working. Then it takes another little while to get the speeds established, and so forth. But, this is the way the thing is built up, little by little. The body parts have to come from the presses and the welders; then all the way down the line, so as to meet down at the final assembly line.

Let me tell you something about paint. Years ago, I worked in Buffalo, in a bicycle shop. We eventually became a parts manufacturing company, because the bicycle business went to pot in 1904; yes, it really went to sleep from 1904 to about 1927 or 1928, and then all of a sudden, it woke up again, and today, there are as many bicycles made as in 1904, when it was a mass production industry in the United States. But, it went to pot at the time and we had to use some of the equipment to go out and make other parts from which to build a factory. Generally, this consisted of parts made out of malleable iron or cast iron, which we were able to make out of steel stampings and dies.

My boss at that time was a New Englander by the name of William H. Smith; he was a toolmaker and a very shrewd man. He was a good mechanic; he didn’t know very much about figures, so I got $15.00 a week to do his figuring. But he had a very shrewd brain, and he taught me a lot of things which have stood by me, to my advantage, later on.

Among the things we had were 25,000 telephone bases for the Western Electric Company. One day, the boss came in with two of them, and he said to me: “I have seen a rear axle designed by a man named Ford, up in Detroit. If we put two of these together, we have a rear axle (indicating)” (Laughter). And that was how the rear axle came into being, and we made it! Incidentally, we got a lot of work into the place. But, eventually, I got to assembling a few motor cars in the Buffalo factory; perhaps it wasn’t so many, but I had a mass production of about twenty cars a day then, and we were working awfully hard, trying to make these cars the shiniest of all the cars that were made, because we were in competition with the big fellows in Detroit.

At that time, we put a lot of varnish on these cars; they were all touring cars in those days; there was a prime coating, ground coating, color varnish and then the last coating, after several coatings, was the finishing varnish.

We had a man whose job it was to put the varnish on these twenty cars a day. But it seemed that every Monday morning, there was something the matter with the varnish; either it was the varnish, the brush or the room, but anyway, there would be no cars varnished on Monday morning. I began to get suspicious. You know, when you’re young like that, you’re in a hurry and you’re awfully suspicious at times. I took a look at him and I saw his hand was going like this (indicating tremor of the hands). I said to him: “Now, I’ve got you. I know what’s the matter with you. You’re fired.”

Well, he was a very skilled mechanic, but working only five days a week wasn’t so good in those days; you see, we had to work six days, and sometimes seven days. Anyway, I fired him, and the foreman came to me and said: “Now, you’ve gone and done it. What are we going to do now? We can’t get another finisher.”

I said to him: “Oh, I don’t believe you need a finisher. Just buy a sprinkling can and put the varnish on with that.”

He said: “What did you say? By God, I’ll try it!”

So we went ahead and bought a sprinkling can; I made some frames to go around it to catch the varnish. We used this, and certainly we had never seen a better job in our lives before. Of course, we might have been using too much varnish, but the job was much better than any painter could have done it, on Monday morning or on any other morning, for that matter.

And so that is how varnish flowing came in. Immediately, everybody picked it up, and it is a perfectly natural thing, of course.

Then we got a tank and put it up high, about to the ceiling; it had a nozzle on it. We sprayed along in that manner for quite a while, until they found it out in Detroit, and then they did it up there.

But, the real thing that happened in the painting of automobiles was that somebody decided one day that it took altogether too long to dry an automobile, and it really did. It took about eleven days to get all these different coats dry, and sometimes they weren’t quite dry when the next coat was put on, and then you would see these little cracks on the outside, sort of in alligator style.

Then, some fellows who had been in China had the bright idea that lacquer dries very quickly. And so a group of men got together; this group consisted of some paint men and some lacquer men, and some of these fellows who are always finding fault with everything; you know the kind, they don’t know where they are going, but they are always finding fault and this isn’t any good and that isn’t any good. Well, out of it all
came this Duco. They said that due to the fact that it took so long to dry the varnish, we don’t have to use the varnish any more. Well Duco it, because you can put on three coats in half an hour, and nothing will ever crack.

Furthermore, you know that now you can leave your car standing outside, without having it look like the wrath of God in a very short time. So that is progress, I believe. It was better and it was cheaper.

The early days of the automobile business are filled with incidents of that sort. There was no data; there were no books. When we did something wrong, the boss would probably give us the dickens for it, and when it was right, nobody ever heard anything about it. Things went right along, just the same, and you never heard about it afterwards. But that is the glory of making something, that is the glory of being one of the pioneers of the business. Sometimes, you get rheumatism when you get old, but that’s all right. You have had the satisfaction of having helped to do something.

Now that we have gotten around to the making of the automobile parts, we begin to look forward to the time when we will have a car; therefore, we have got to look around for somebody to sell these cars. We have a nice style, and now we need somebody to sell our cars and somebody to advertise them.

The first thing we do at this point is to get a Sales Manager on the job, and also an Advertising Manager, who can prepare a lot of cuts and catalogs and drawings, so that this baby of ours can be presented to the public.

The first pictures, made by the engineer, have been taken to the Art Department, and drawn up, so to speak. The Advertising Department sits down to write the story about this car. Right here, I want to say that it is a good thing when you do that, to tell the truth; the truth should not be handled carelessly. Advertising, when good and true, is a great adjunct to selling, but when it isn’t good and true, it is a terrible ball and chain. It keeps the factory forever trying to explain all the smart things that have been said about the product, if you are not true in your advertising.

But let us say that the Advertising Department has done its job and they are ready with the prospects. The Sales Manager is all set to go places.

Now, we have got to go out and get some dealers, some good dealers. The reason for that is that the dealers are the ones who have the contact with the public, and therefore, they must be good dealers. After all, the public decides the success of an automobile. You have got to have a contact with the public, in which the public has confidence. You can’t have fire sales and give things away; it doesn’t work out that way. The only kind of business that is worth while is the business that has earned its place in the public favor. Then you have a good business. And so, the dealer is all-important.

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First, he must be capitalized so that he can handle the business. Secondly, he must have had some experience in dealing with the public. Third, he must be able to give the service that the car requires in the field.

Now, of those three things, the third one is perhaps, the most important.

Many years ago, when I first had contact with the service men, I used to go down to the service stations and stand somewhere in the corner and listen to what was being said. That was my way of finding out. I found out that the customer was interested in three things. I found out that first, when he brought his car in, he wanted all he could get; the second thing was that he wanted to know about what it was going to cost, and the third thing was that he wanted to have it running awfully smooth, when he finally got it.

Now, this is the way I have figured it out. This customer of ours could forgive us if we were a little late with the car; oh, he might cuss us a little if we charged him a little more than what he expected for the car. But, if that car doesn’t run right, we have a lot of explaining to do.

Now, there is service, automobile service, in a nutshell. And now, to get back to the factory. We have the factory going. I am trying to make this as simple as possible; maybe I don’t go into it deep enough, but I am just trying to give you a general picture of an automobile in this projected automobile business.

We have the factory organized, and we have gotten together some more men, and they are good men, too. We have also got to have what is called good industrial relationship. The best means of getting good industrial relationship, as I see it, is to have a smooth-running plant.

Now, as to wages and hours, the market will determine what the wages are going to be, and you can’t change that. If it is worth 95 cents an hour to do something today that you could do five years ago for 75 cents an hour, you can’t do anything about it. The best thing you can do is to pay the wages. We always did, and we always will. As to hours, they will be whatever the men decide, whatever the law says, whatever anybody says; that thing will even itself out.

But, there is one more important point, and that is that the operations must run smoothly. The operators do not want to be interfered with, or held up for something. So, the smoother you can make the flow of material to the shop, without any grand fireworks of any sort, the better your industrial relationship is going to be.

If you can intelligently get your organization to think about one thing ahead of all of it, in a case like that, you have accomplished a great deal. In other words, if the nose of the entire organization is pointed in one direction, and if there is a fair object there to attain, then you will get somewhere.

Let me give you another example. A few years ago, I worked for a motor car company that was trying to make a place in the picture, in the low-priced field. We were about 10 to 1, with our nearest competitor, in registrations. In other words, we sold one to his ten. I couldn’t make a speech in those days; in fact, I can’t make a good one today. But in those days, it was terrible for me to get up on my feet and tell the dealers and sales organizations and the men in the factories what we were after. But, I finally got them going on this one thing. I said: "Won’t you give us 1 to 1? Whatever the other fellow sells, give us one, too."

Well, they all laughed at that; they thought it was foolish. It looked to them far into the blue at that time.
The first time I said that I had a plan, I got some loud ha ha's. But, inside of three years, we were one to one. Then somebody said: "How in the world did we ever think of that?"

You see, it was a thing that was attainable; it was a thing that everybody could work on. It was a thing that was possible, and when they all started thinking along that line, we got it.

Now, if it is a fair thing, if it is a reasonable thing, and they all believe in it and if they all pitch in and do it, then the goal can be attained, and there is practically no limit to what you can do in an organization. But you must be fair and you must be honest, and you must believe in it.

Pioneering is funny, sometimes.

Many years ago, we started to make a fender. This fender was made out of one piece. The fenders in the older years, as some of you may know, were made out of two or three pieces. I made a lot of them out of the three pieces. So we had a little trouble making this new fender in one piece. It took a large piece of steel of good quality, and we did have a little trouble. I used to run back and forth to Flint when I was working on this. I would get up at six o'clock in the morning and drive to Flint, which is sixty miles away; then after working all day and half the night, I would drive back home and go to sleep and then drive back to Flint the next morning and do the same thing all over again. Well, anyway, one day I thought I would put on a show with the foreman, so while engaged in the problem of adjusting the presses to this particular kind of material that we had, I said to him: "I think I had better get myself a room up here; I'm sick and tired of going back and forth."

Well, he said to me: "You don't need to get any room; you can have mine, because I haven't been in it for a week!"

If you ever get that spirit into your business or plant, you are going to be a very successful man. People will believe in you and will work for you to that extent, and, incidentally, it takes you down a peg when a man gives you an answer like that. It makes you feel that there is somebody working just as hard as you are, and if there is anything to avoid in the world, on a day shift or on a night shift, it is a swelled head.

I don't think there is any place in the world where manufacturing has reached the development it has in the United States, mostly because of the ingenuity of the toolmakers and the mechanics, and also, in the United States, partly because of the spirit that has been developed in the people.

I haven't the least doubt in my mind but that we, in the United States, will keep our handicap with the rest of the world for quite a good many years to come. You know, today, in most countries, the productive week is forty-eight hours, whereas our productive week consists of forty hours. Now, this handicap, which we seem to be able to surmount, is a thing that we have earned by our ingenuity, by the quality of our workmanship, and the cost of our product.

We have plants, as you probably know, in Europe. I go over there every other year, and walk through them. I can talk some of their languages, and I have no trouble getting along with them. They all admire American workmanship and American enterprise; it doesn't make any difference whether it is the motor car business or the machinery business or any other business. One reason for this is that we, in the United States, have measuring instruments down to a fine art. We can measure closer, in the United States, than they can in the foreign countries, with the possible exceptions of Sweden and Switzerland. They are quite clever in coming up to American standards. But, everywhere else, American standards are far closer and far better than anything I have seen.

You see, we, in industry, have only one duty, one object; and that is to make better things and get them in the hands of more people. That is all there is to industry, and that is all we are working for.

When your Dean introduced me, he talked about this land of opportunity, and sometimes I hear young fellows who say to me: "Are there as many opportunities today as there were forty years ago?"

Well, I say in answer to that question: "I don't know."

But I do know this. If I had to start over again, I would start exactly where I did last time. I wouldn't have any hesitancy in starting right over the same way, making something, trying to make it better, trying to make it at a lower cost, trying to make it better looking.

That is industry.

I think as far as I have gone now, you have followed the organization of this factory of yours, and the Sales Department and its operations. The factory is functioning. The only thing that has got to keep on functioning is the Engineering Department. The engineer has got to keep his part of the job going all the time; he has got to make the product better looking.

When you are all through with that, there is another thing to think of. The public is in the driver's seat, and the four wheels are the employees, the suppliers, the dealers and the stockholders. As long as the public is in the driver's seat, and the buggy is running all right, and you can keep the thing in balance between those four factors, then I think you are going to be a successful manufacturer of the Boston U. Special Car.

Thank you very much!
Scabbard and Blade Formal Dance

Scabbard and Blade, national military fraternity, will salute the University spring social season this month with its annual formal dance Friday, April 5, in the Swiss Room of the Copley-Plaza.

Cadet members of the group have secured Don Gahan, Boston band leader, to play for the affair, which is open to the entire University. Invitations have been extended to all alumni members of the unit, and to Reserve Officers’ Training Corp groups represented at Camp Devens summer camp last year.

Any alumni who desire to attend are urged to contact John R. Draper, Jr., general chairman of the dance. Tickets will be $2.50 per couple.

Virginia Jewell, Sargent senior, will act in her capacity as honorary Co-ed Colonel of the University Reserve Officers’ Training Corps unit. With Cadet Colonel David V. VanAlstyne, she will be in the receiving line to greet cadets and their guests.

Military flags, guidons, and army weapons will line the ballroom, lending atmosphere to the annual Cadet spring formal. During the intermission, officers and guests will gather around the hall to take part in an informal group singing period. Master of ceremonies will be Roger Powers. Among the songs will be a number which were favorites at Camp Devens last year with the cadet officers.

John R. Draper, Jr., is general chairman of dance preparations. Assisting him are Thomas L. Hederson, Fred A. Harris, and Arthur Pearsall, junior member.

—Jack Myers '41

Bigelow Association Masters of Law

A most interesting meeting of this association was held at the Parker House, Boston, February 26th last. After the dinner, adjournment was taken to the library of the Boston Bar Association. The meeting was of an unusual type and took the form largely of a round table discussion. Dr. Melvin M. Johnson, Dean of the Law School, was the principal guest and led the discussion. He spoke of the Law School, its position with regard to other law schools, and the scope of work planned. Boston University graduates maintained a very high percentage in all recent bar examinations.

Professor Arthur L. Brown, in charge of the courses leading to the Master’s degree in the Law School, spoke in some detail of the enrollments in the graduate departments of the different law schools. He also spoke of the various courses which had been added and the opportunities for graduates to specialize.

Professor John E. Hannigan spoke with considerable detail of plans which the committee were considering for the Law Library. The hope was expressed that there might be something in the library in memory of the late Dr. Melville M. Bigelow.

Judge Haven G. Hill, the president, informed the association of the recent action of the Executive Committee in awarding the Melville M. Bigelow scholarship for the school years 1940-41 and 1941-42. This scholarship will be awarded by the Dean after consultation with the association’s committee.
This is pre-eminently the day of success in youth. An observer on Fifth Avenue at 5 o'clock, watching the cars carrying successful men home, cannot fail to be impressed by the number who are in their thirties.

The joy of succeeding while you are still young

Two Men work equally hard, and both succeed. But one wins position and independence at thirty-five; the other not until sixty, when a man's capacity for enjoyment is decreasing.

Happy is the young man who finds a way to bridge over the valley of years where so many strive vainly for real achievement; there is joy in succeeding while you are still young!

Success comes late for most men because only those who know all the departments of business have the knowledge needed by big-caliber executives—and to gain it all by personal experience consumes many years.

But These Men Travel By a Quicker Route!

Thousands of men in their thirties and early forties are bridging over those years of weary waiting with the Alexander Hamilton Institute's Modern Business Course and Service. Into it have been built the experience and methods which have given many of our business leaders their pre-eminence. Institute training helps men to develop in months the capacity for leadership that ordinarily takes years to gain.

Hundreds of prominent executives have testified that the Alexander Hamilton Institute has been a tremendous factor in their success. More than 50,000 presidents of corporations are numbered among its 400,000 subscribers. "In the past eight years," one man wrote,

"My Income Has Increased 750 Per Cent"

The course has been the foundation of my business training." Such results could come only from a vitally sound and practical course of instruction in the four great activities common to all modern business: production, marketing, financing and accounting.

In acquiring a working knowledge of these and their subdivisions, Institute subscribers benefit by the judgment and experience of many of the most successful business men in America. Among the contributors to the course are such executives as:

Colby M. Chester, Jr., Chairman of the Board, General Foods Corporation; J. Anton de Haas, William Ziegler Professor of International Relations, Graduate School of Business Administration, Harvard University; Major B. Foster, Chairman, Department of Banking and Finance, New York University; Solomon S. Huebner, Professor of Insurance and Commerce, University of Pennsylvania; Alford P. Sloan, Jr., Chairman of the Board, General Motors Corporation; Edward R. Stettinius, Jr., Chairman of the Board, United States Steel Corporation; Russell A. Stevenson, Dean, School of Business Administration, University of Minnesota; Thomas J. Watson, President, International Business Machines Corporation.

Would you know the thrill of rapid, instead of moderate progress—the joy of succeeding while you are still young? Then a moment of decision is all you need to start that way.

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The coupon will bring you a copy of the book which points the way to more rapid progress in business. If you are one of the few who are asking, "What am I going to be earning five years from now?" you will send for "Forging Ahead in Business."

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Send me "Forging Ahead in Business" FREE.

Name

Business Address

Position

Page Thirty-One
Eleven years ago, Abraham A. Schecter was a student in the College of Business Administration, working nights as a reporter for the Providence Journal and attending in the daytime the Boston University School of Journalism.

After leaving the University, he was connected with the Star-Eagle of Newark, New Jersey, and later with the New York World. He served as city editor of the International News Service and the Associated Press in New York and joined the National Broadcasting Company in 1931. As he began his work with the National Broadcasting Company, he was head of the copy desk in the Press Department and later worked as magazine editor. In 1931 he organized the News Division of the National Broadcasting Company and later became director of both the News and Special Events when the latter department was consolidated into the News Division.

The second World War has made Mr. Schecter one of radio's busiest and most responsible men. War news from all over the globe, from land, sea, and diplomatic fronts keeps him on the move day and night. In addition to covering the news reported from press service tickers in New York, Mr. Schecter has directed special events pick-ups from all over the world—from London to Tokyo, including broadcasts from commentators abroad, and history-making reports from the City of Flint and the Finnish front line.

Mr. Schecter scored one of radio's greatest scoops in the eye-witness version of the sinking of the Graf Spee in Montevideo's Plata Estuary, in the course of which he bought an entire coastal lighthouse to provide a vantage point for the National Broadcasting Company's observer.

Previous to the present war, Mr. Schecter was behind such sensational National Broadcasting publicity as the abdication of King Edward, the coronation of George VI, the first broadcast from inside an Egyptian pyramid, the description of the Squalus disaster and subsequent salvaging, the first eye-witness account of the bombing of the U.S. Gunboat Panay, and the exclusive broadcasts of the fall of Shanghai and Nanking.

Mr. Schecter organized the news department of the National Broadcasting Company and in late years has trained many news men in the art of writing news for radio. He is a recognized authority on this subject and has spoken frequently before classes in journalism and to college groups throughout the country.

Time marches on and the alumni of Boston University march on with it.

The New Wade Professor of Medicine

With the appointment of Dr. Chester Scott Keefer as Wade Professor of Medicine in the School of Medicine and his coincident appointment in the Massachusetts Memorial Hospitals as Director of its Evans unit and as Chief of its Medical Service the cooperative relationship of the two institutions enters upon a new era.

Dr. Keefer comes to his new position with a clinical and research background which should assure success. Born in Altoona, Pennsylvania, he was trained at Bucknell University and later received his medical degree at Johns Hopkins University. His ability was soon recognized and after serving in various capacities at Baltimore, he was called to the University of Chicago. Later he was appointed to the Medical Faculty of Peking Union Medical College in China, where he served two years. In 1930 he came to Boston and was appointed Assistant Professor in Medicine at the Harvard Medical School and to the Staff of the Thorndike Laboratory at the Boston City Hospital. He was promoted to Associate Professor in 1936 and during the past year has been Director of the Harvard teaching services in Medicine at the City Hospital.

He has demonstrated an ability to organize as well as to teach and to conduct and direct research.

Boston University extends a cordial welcome to this new member of its Faculty.
In Memoriam

MARY R. MULLINER, '96
Mary Rens Mulliner, M.D., specialist in medical gymnastics, died February 19 at her home in Wellesley Hills. Before her retirement several years ago, she had taught at the Harvard Summer School, the Boston University Teachers College, Wellesley College. Mr. Mulliner was a director of the American School for Physical Education. Three sisters survive.

JAMES A. GAVIN, '97
James A. Gavin, L,c, died March 3 at his home in Lawrence. Mr. Gavin was a member of the Lawrence Bar Association and was one of the fifteen lawyers who were recently cited for their long service in the courts in Lawrence.

MALCOLM L. MacPAIL, '01
Malcolm Leon MacPail, A.B., died at Auburn, New York, January 5.

ALFRED R. SHRIGLEY, '02
Alfred Rolfe Shrigley, L.L.B., former assistant attorney-general and counsel in New England for Mexico and Panama, died February 18 at the Phillips House. He was a member of the Boston law firm of Shrigley, Eastman & Hull, and resided in Hingham. Mr. Shrigley, a son, a brother and sister, survive.

HERBERT E. DENNISON, '03
Herbert Elmer Dennison, Lus, Boston attorney, died March 5 at the Boston City Hospital. Mr. Dennison, who had lived for many years in Brookline, leaves a wife and two daughters.

HARRIET V. ELLIOTT, '06
Harriet Yarnall Elliott, A.B., former teacher in Malden and Dedham, died February 16. Miss Elliott matriculated at Boston University College of Liberal Arts in 1892 but left in 1896. However, she studied in absentia and received her degree in 1906.

DOROTHY J. LYONS, '21
Dorothy Jane Lyons, A.B., died March 13. Miss Lyons had been a laboratory technician and secretary at Wellesley College. Dr. Mulliner was a director of the American School for Physical Education. Three sisters survive.

Marriages

V. GERTRUDE WILLIAMS, B.E., '24, and Frederiek O. Tewksbury of Malden, were married February 26. Mr. and Mrs. Tewksbury are living at 71 Washington Street, Malden. Mrs. Tewksbury is a junior at Wellesley College, Malden.

TIMOTHY J. MORTARINO, A.M., and E. B.S., '41, son of Mrs. Lilian Mortarino of New Bedford, and Laura Elizabeth Hygien, also of New Bedford, were married October 12, 1939. Mr. and Mrs. Mortarino are living at 411 Purchase Street, New Bedford.

WERNER A. SCHIRMER, J.D., '41, son of Mrs. Anna Schirmers of Newton and Mr. Schirmers of Newton, and Josefine Ida Morse, of Providence, R.I., were married February 20. Mr. and Mrs. Schirmers are living in Newton.

WALTER F. MORGAN, J.R., L.L.B., '34, Ed.M., '37, son of Mr. and Mrs. William Lyons of Hingham, and Barbara M. Bennett, daughter of Mr. and Mrs. Harold

University Notes

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Department of Births

To LEONARD J. BINGHAM, B.S., B.A. '39, and Mrs. Margaret G. Bingham of Newton, was born February 12, 1940.

To ROSEMARY M. ARNOLD, B.S., and Mrs. William M. Arnold of Marshfield, was born February 14, 1940.

To RODNEY F. MAY, Mrs. B. '38, and Mrs. May of Newton, a son, Ronald Francis, March 3.
1919
ELIHU GRANT, A.B., A.M., 1905, Ph.D., 1906, S.T.B., '07, was the speaker at the vespers service at the First Methodist Church, Stamford, Connecticut, on March 30. On retiring from his professorship at Haverford College, Dr. Grant went to Stanford a few years ago where he has continued his Biblical studies and writings, and where he has identified himself with the cause of peace and the interfaith movement.

1901
MARY W. VASSAR, Ph.B., A.M., '02, is president of the Lynn Writers' Club. Miss Vassar's special interest is writing religious pageants, one of which was produced March 14, when members of the First Baptist Church in Lynn presented her work, "The Pathfinder," in celebration of the 125th anniversary of their parish.

1905
HAVEN G. HILL, LL.B., LL.M., '06, of Lowell, an associate justice of the District Court for ten years, received his first pair of white gloves from the court on February 26. When there are no cases before the court, it is customary to present the justice with white gloves.

1909
RICHARD C. POTTER, S.B., of Marion, Virginia, has been elected director of Worcester Museum of Natural History.

1910
Professor CHARLES M. McCONNELL, S.T.B., and Mrs. McConnell have announced their engagement. Professor McConnell, of Newton Centre, Mr. McConnell is an intern in psychology at the Worcester State Hospital.

FREDRIKA MOORE, M.D., State consultant in school hygiene, Boston, addressed members of the Dawes Parent-Teacher Association, Association at Field Hall, on "New Trends in School Health Programs," Dr. Moore followed her talk by a discussion of various health services available at present.

1911
WILLIAM S. HANDY, S.T.B., is now pastor of the Methodist Church in Belmont City, Iowa.

1920
FRANK KINGDON, A.B., president of the University of Nebraska, spoke at the Ford Hall Forum in Boston on February 18 on the topic, "Group Relations in a Democracy."

1922
FREDERICK J. KELLAR, S.T.B., and Mrs. Kellar (LILLIAN M. GRIFFITH, B.B.A., '21), Methodist missionaries in Algeria, North Africa, have returned to their field after a year’s furlough in the United States.

1925
EUGENE CHAN, S.B., M.D., '27, is professor of ophthalmology at West China University, Chengtu, Szechuan, China, and is chairman of the department of ophthalmology of the United Hospital of the Associated Universities, Chengtu, China.


ELSIE MELVILLE, A.B., Dean at Westbrook Junior College in Maine, was elected chairman of the junior college section of the National Association of Deans of Women at a recent meeting at St. Louis.

1926
PHILIP H. HENSEL, B.B.A., has been named dean of the new College of Business Administration of Worcester Junior College of the Y. M. C. A. As such, Mr. Hensel is responsible for the management of the University of Toledo. He will assume his new duties in the fall.

ORTHA MAY LANE, A.M., is secretary for religious work for women and children in the North China Conference of the Methodist Church. Her address is Methodist Mission, Tientsin, China.

1927
EDWARD E. DIXON, S.T.B., S.T.M., is in charge of the Methodist Mission, South Suburb, Tientsin, China, and is serving as English secretary of the Tientsin Branch of the National Christian War Relief Committee.

1928
H. ARCHER BERMAN, S.B., M.D., '30, has been admitted as a member of the American Board of Orthopedic Surgery. Dr. Berman has offices for the practice of orthopedics at 375 Commonwealth Avenue, Boston, and at 184 Washington Avenue, Chelsea.

ELEANOR H. DIMICK, A.B., of Saugatuck, Connecticut, has been elected to teach Latin in the Warren Junior High School, West Newton. Her election is effective next September.

FRANK ETIENNE, Education (Art), is head of the department of industrial design at the New England School of Art, Boston.

Mrs. Richard L. Fite, Jr. (DORIS B. TODD, Practical Arts and Letters), of Lynn, is regent of the Chapter of the Third Plantation Daughters of the American Revolution. Mrs. Fite has served as historian of the chapter and also as historian on the ways and means committee.

FREDERICK A. MCCUR, S.B., head of the English department at Kent's Hill School in Maine, has one of his plays produced March 23 in Recital Hall of the New England Conservatory of Music. The play is entitled "Wild Autumn."

WILLIAM H. POND, Business Administration, has been appointed general manager of the Bangor Daily Commercial of Bangor, Maine.

1929
An article entitled "Academic Requirements and Professional Prestige," by DR. HARRY S. BROUDY, A.B., was published in the January 6 number of School and Society.

CHARLES W. LADD, B.B.A., is district manager under the R. A. Hogg General Agency of the Connecticut General Life Insurance Company for the district which comprises the territory south of White River Junction, Vermont. Mr. and Mrs. Ladd and their daughter, Brenda, are living in Brattleboro.

1930
JOSEPH E. GOODBAR, B.B.A., was recently elected to the Board of Directors and to the Secretaryship of that Board, of the Phi Beta Kappa Association. The President of the Association is Arthur A. Vanderbilt, former president of the American Bar Association, The Vice Presidents are Hugh McK. Landon, of Indiana; Hon. Dave Hannon Morris, former Ambassador to Belgium; and Julian H. Barnes, of New York City. Among the other members is OWEN D. YOUNG, LL.B., '96.
1931

PETER A. BERTOCCI, A.B., Ph.D., '35, assistant professor of Psychology and Philosophy at Bates College, discussed "Guidance for Responsibility" at a recent dinner meeting of the Central Council of the Parent-Teacher Association held in Bangor, Maine.

THOMAS A. QUINN, Music, of Cambridge, has been named State Commander of the American Legion.

1932

MOLLIE RUTH BROMFIELD. Practical Arts and Letters, B.S. in Ed., '32, is director of the Bromfield School of Nursery at the Menorah Institute in Roxbury.

ROBERT T. GREY, Ed.M., director of education at the Industrial School for Boys, Shirley, was a guest speaker at the Everett High School recently. Mr. Grey discussed the problem of juvenile delinquency as one of America's greatest internal problems.

J. FRANCISCO MONROY, Jr., Business Administration, now resides in Magdalen, Sonora, Mexico, where he is in charge of business promotion. From 1926 to 1929, Mr. Monroy was secretary of foreign relations of the Mexican Federal Government.

JOHN W. SPIERS, Ed.M., is pastor of The New Church Swedishborgian in Cincinnati, Ohio.

1933

JOHN S. KELLEY, M.D., of Jamaica Plain, has been appointed physician at the Charles Street Jail in Boston.

EDWARD D. MAY, Jr., Ed.M., is teaching in the Waltham High School.

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1936

EDMUND ABRAMSON, LL.B., has sold a play to Universal Studios, a play revolving about the romantic figure of Lafayette whose character Mr. Boyer will impersonate in a forthcoming motion picture of that name. Mr. Abramson was scheduled to smuggle the pennsylvania plays in the east coast, under the name of Edmund Brent. After graduating from the School of Law, Mr. Abramson departed for California and while studying for the bar exams in that state, obtained work in the Universal Studios. He then married the same of an executive for Universal.

EUGENIA A. BUBLIN, B.S., in P. A. L., is a member of the faculty of the Plainville High School.

MARGUERITE C. GREEN, B.S., in Phy.Ed., is instructing the women's classes in the gymnasium at the Y. M. C. A. in Southington, Connecticut. Miss Green is also a member of the faculty of the schools in Plainville, Connecticut.

HELEN HOWARD, Ed.M., has been appointed to teach in the Memorial Junior High School in Framingham.

DAVID G. SHAW, LL.B., of Biddeford, Maine, has been appointed supervisor of the census in the first district. Mr. Shaw is a member of the board of directors of the Pepperell Trust Company, the Biddeford and Saco Coal Company, and the Biddeford Investment Company, on which he is serving at present. Mr. Martin Sheridan (CONSTANCE MISSLIN, B.S. in B.A.), made her debut recently in the movies—not in Hollywood but in Mexico City. Mr. and Mrs. Sheridan were touring Mexico and stopped to see a film made. The producers needed an American girl to play the role of a tourist visiting a ranch and asked Mrs. Sheridan to take the part.

MARJORIE KEITH STACKHOUSE, Ed.M., is conducting a course on the principles of business ethics and etiquette at the Fay School of Boston.

A new sporting goods shop has been opened at 460 Stuart Street, Boston, under the management of WALTER H. UIHL, LL.B., A.B., Mr. Ulhili intends to build his shop into a mecca for the sports enthusiasts where they may come in and obtain the latest in information about snow conditions in the north country, snow trains, fishing licenses, and the like.运动

ROBERT T. GREY, Ed.M., director of education

1937

MARY G. BAILEY, B.S. in Ed., is now director of the Adult Education Program in Andover.

ANTANET M. DAMPO, A.B., has been given a promotion by the school committee in Medway and is now teacher in the junior high school.

JANETO R. PIFER, A.M., is now at the House of Hane, Woodstock, Vermont.

ISABEL R. PIFER, A.M., is now at the House of Hane, Woodstock, Vermont.

CHARLOTTE MACKENZIE, B.S. in Phy.Ed., is head of the physiotherapy department at the University of Pennsylvania in Philadelphia. Miss Mackenzie has been assistant physical therapist at the Johns Hospital.

LOUISE L. MOSESSEN, B.S. in P. A. L., is teacher of commercial subjects at the high school in Epsston, New Hampshire.

ESTHER G. OSBERG, B.S. in Ed., is teaching at Bowd Academy, Colchester, Connecticut.

ISABEL A. SHILOH, A.B., is on the board of the law firm of Law Academy, Groton.

WILMA THOMPSON, Mus.B., is organist and choir director at the Emmanuel Lutheran Church, Norwood.

ROBERT J. TWEED, A.B., A.M. '39, is employed in the analytical division of E. I. duPont Company, Inc., at Wilmington, Delaware.

1938

FLETCHER B. JOSLIN, LL.B., has opened an office for the practice of law at 16 Elm Street, Burlington, Vermont.

CHARLOTTE MACKENZIE, B.S. in Phy.Ed., is head of the physiotherapy department at the University of Pennsylvania in Philadelphia. Miss Mackenzie has been assistant physiotherapist at the Johns Hopkins Hospital.

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1939

ALVIN S. HAAG, Ph.D., is professor of philosophy at the University of Wisconsin, Madison.

ARTHUR LEE KINSOLVING, D.D., has resigned as rector of Trinity Church, Boston, to become rector of Trinity Church, Princeton, New Jersey. His resignation will take effect September 1st.

FREDERICK F. YONKMAN, M.D., professor of pharmacology at Wayne University, Detroit, Michigan, has been appointed to the newly-created post of student counsel for medical students.

Morton Backer, permanent secretary of the College of Business Administration Class of 1929, sends the following list of business connections of members of his class:

SHERLEY H. ALEXANDER, Mary's, New York.
HERBERT ARONSON, Typo-Craft Printing, Boston.
MORTON BACKER of Brighton, with a New York accounting firm.
MORTON BACKER of Dorchester, Central Clothing Company.
AARON S. BELL, 1 Bell Company, Boston.
LEON BICKELMAN, Columbia Coal Company, Harrison Avenue, Boston.
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FORMS FOR BEQUESTS

Because of the increasing tendency on the part of alumni and other friends to provide for the growing needs of Boston University by bequests and the many inquiries received as to the proper wording thereof, there are given below forms for the convenience of those who plan to remember Boston University in their wills.

I. Unrestricted

I give and bequeath to the Trustees of Boston University, a corporation existing under the laws of the State of Massachusetts and located in the City of Boston in said state, dollars, to be used for the benefit of Boston University in such manner as the Trustees thereof may direct.

II. To Establish a Permanent Fund, Income Unrestricted

I give and bequeath to the Trustees of Boston University, a corporation existing under the laws of the State of Massachusetts and located in the City of Boston in said state, dollars, to constitute an endowment fund to be known as the, Fund, such fund to be kept invested by the Trustees of Boston University and the annual income thereof to be used for the benefit of the University in such manner as its Trustees may direct.

III. Specific Purposes

I give and bequeath to the Trustees of Boston University, a corporation existing under the laws of the State of Massachusetts and located in the City of Boston in said state, dollars, to constitute an endowment fund to be known as the, Fund, the income therefrom to be expended by the Trustees of Boston University for the following purposes:

Current Expenses of the University

Current Expenses of any Department

For the maintenance of a

Professorship

Fellowship

Scholarship

for the purchase of books, the cost and maintenance of a building or for any purpose the giver may designate.
1940 COMMENCEMENT

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ALUMNI DAY, SATURDAY, JUNE 8

Class Reunions at Hotels, Clubs, and Homes of Members
at Twelve o'clock and During the Early Afternoon

Four O’Clock — Gathering of the Alumni of all Departments and of
all Classes on the Charles River Campus
Registration — Music by the University Band —
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Formation of the Alumni Procession

Six O’Clock — Sunset Supper in Great Tent near the River Front

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1890 Fifty-Year Class — 1915 Twenty-Five Year Class
1895 1905 1920 1930
1900 1910 1925 1935

In addition to the above, there will be reunions of the last four

BACCALAUREATE SERVICE, SUNDAY, JUNE 9

SIXTY-SEVENTH ANNUAL COMMENCEMENT, MONDAY, JUNE 10

BOSTON UNIVERSITY NIGHT AT THE POPS,
MONDAY EVENING, JUNE 10