The Heritage Series: Suffolk University School of Management

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Introduction

The foundation in 1937 of Suffolk University’s “newest professional department,”¹ the School of Management, resulted from collaboration between John Griffin and Gleason L. Archer. Both men combined academic interests with entrepreneurial skills and a well-developed business sense. The school they established reflected that mixture of concerns. As a practical matter, it would help provide additional income for Suffolk University; but the new school also excited its founders by the possibilities it offered for the extension of intellectual analysis in the field of management. In the approach that it took to business education, the School of Management again accurately reflected the dual interests of Griffin and Archer. From the first year of the school’s existence, that approach stressed “the impressive value of combining educational theory and daily wage-earning experience.”² Forty years later, the School of Management catalogue still emphasized the crucial significance of “blending academic knowledge with practical skills.”³

The year 1981 marks not only the seventy-fifth anniversary of Suffolk University’s founding, but also the centenary of America’s first collegiate school of business — the Wharton School of the University of Pennsylvania. In the decades since the foundation of the School of Management, both Suffolk’s Business School and the self-proclaimed “mainstream” business schools like Wharton have undergone significant changes in their roles and in their conceptions of themselves. What follows is an attempt to trace those changes in Suffolk University’s School of Management, and to relate those internal changes to broader trends in professional management education.

This pamphlet is the sixth in the Suffolk University Historical Pamphlet Series, and the fifth to be published as part of the Suffolk University Heritage Project. Our primary focus here is on the academic development of the School of Management; its social history is discussed in the Heritage Series pamphlet reserved for that subject.

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¹. Suffolk University College of Business Administration, 1937 catalogue, p. 6.
². Suffolk University College of Business Administration, 1937 catalogue, p. 4.
³. Suffolk University College of Business Administration, 1976 catalogue, p. 54.
Suffolk University
School of Management

Suffolk University's School of Management was founded in 1937. The College of Business Administration, as it was then known, was designed to provide another "open door of opportunity" for the "wage-earning multitude of young men and women" served by the Journalism College, the College of Liberal Arts, and Suffolk Law School. The new school's principal architect, under the watchful eye of University President Gleason L. Archer, was John Griffin. Griffin shared Archer's vision of a new College to provide easily accessible education in business skills to the working men and women who formed the University's primary constituency. As a practical man of business, however, John Griffin's aspirations for the new school went beyond provision of a service. Since there were many more business professionals in the world than lawyers or journalists, the programs offered by the College of Business Administration promised eventually to attract a larger student body than the other academic units.

Since 1906, many students had attended Suffolk Law School not to obtain degrees or to enter the legal profession, but to take courses which would provide them with legal information and skills that would be applicable in business. If this same pattern — some degree students, others attending individual courses to obtain specific kinds of expertise — could be cultivated in the new Business School, Griffin was confident of its success. His arguments convinced even Archer that the College of Business Administration would

4. Suffolk University College of Business Administration, 1937 catalogue, p. 4; Suffolk College of Liberal Arts, 1934 catalogue, p. 4.

5. Interview with John Griffin, June 18, 1979. Griffin, who was to play a critical role in Suffolk University's development for the next half-century, was among the first high school instructors recruited by Gleason Archer to teach at the College of Liberal Arts. Beginning in the summer of 1934, he also served as Archer's evening aide for undergraduate curriculum planning. He was appointed the College's first Registrar in 1935, and during the next year played an important role in founding the College of Journalism. He was elected to Suffolk University's Board of Trustees in 1937, and remained a member forty-four years later.
one day surpass both the Law School and the Liberal Arts College as a source of revenue for the University.\textsuperscript{6}

While attending classes at Boston University, Griffin had been impressed by the prosperity of the business school there. In the spring of 1937, he convinced Archer that a similar unit should be established at Suffolk. Griffin, a Harvard MBA, worked through the summer to organize and staff the College of Business Administration, which was authorized to grant degrees by the University charter of 1937. When it opened in September, Griffin had succeeded in attracting only two faculty members, both of whom taught part-time, and a student body of six men and two women. Of the courses slated to be taken by the students as part of their five-year (part-time) degree program, over half were offered by Liberal Arts instructors. Only two business courses were available that first year: Accounting and Introductory Business Administration. Accounting, Griffin asserted, would be the "cornerstone" of the new curriculum.\textsuperscript{7}

All business courses met in the University Building at 20 Derne Street. To accommodate students with full-time jobs, and also the part-time faculty necessary to minimize tuition, each course met only two nights a week. Daytime classes were begun in 1939, but until after World War II only a part-time (five-year) Bachelor of Science in Business Administration (BSBA) degree program was available. As a result, not until 1943 was the Business College's first degree awarded.

Despite Gleason Archer's confidence in its future, the College of Business Administration became — and remained for thirty years — something of a stepchild in the University. Donald W. Miller was appointed Liberal Arts Dean in 1937, with a clear mandate to develop the Liberal Arts departments. Miller's successes within his own college led President Archer to confer on him authority over the College of Journalism (founded in 1936) and the Business

\textsuperscript{6} Gleason L. Archer, "Status of Suffolk University, January 16, 1939" (special report to the Board of Trustees), p. 6.

\textsuperscript{7} Interview with John Griffin, June 18, 1979.
College. The new Dean’s background and priorities were ill-suited to his added responsibilities. Business School development was subordinated to that of the Liberal Arts College, and the resulting neglect contributed to the College of Business Administration’s initial failure to fulfill John Griffin’s rosy expectations. By 1940, attendance was only twenty-two, compared to 160 in the College of Liberal Arts; a faculty of three part-time instructors was dwarfed by the Liberal Arts instructional staff of nineteen.

The pattern of authority established by Dean Miller persisted long after his departure. Until 1967, the College of Business Administration operated as a department under the supervision of a “Dean of the Colleges” — whose primary charge was the Liberal Arts College, and whose background, consequently, was without exception non-business. Although there was a separate “chairman” of the Business “department” after 1946, his suggestions and curricular initiatives were subject to approval by the Dean of the Colleges and by faculty committees on which Liberal Arts representatives predominated. This was a slow, frustrating process, and it reduced the Business School’s attractiveness to students by severely hampering its ability to adjust to the shifting needs of the business community.

There were sporadic — but always short-lived — efforts made to provide the Business College with greater autonomy. In 1944, John F.X. O’Brien, who had taught in both the Business School and the Liberal Arts College before the war, was appointed Dean of the College of Business Administration. O’Brien had proposed to the Trustees that, in preparation for the flood of ambitious veterans at war’s end, the Business School be transformed into a College of Business and Governmental Administration, which would offer a number of its programs in cooperation

8. In 1940, there were 843 students and 23 faculty members in the Law School. Women constituted 22% of the Business School’s students at that time, compared to 23% in the College of Liberal Arts and under 1% in the Law School.

9. O’Brien was also appointed Dean of the Liberal Arts College in 1944; he thus, in effect, served as “Dean of the Colleges” during the 1944-45 academic year. In 1948, he was appointed to the Law School faculty, and served as Acting Dean of the Law School from 1952 until 1956.
with the Law School and the Liberal Arts College. It was an imaginative and far-sighted design, which would be largely achieved by the late 1970s; but under the University’s severe wartime financial constraints, it was an idea whose time had not yet come. O’Brien’s tenure as Dean, and his experiment, ended abruptly in 1945 when Liberal Arts hegemony was restored by the appointment of historian Lester Ott as Dean of the Colleges.

During the late 1940s, there was discussion among the Trustees of again appointing a separate Business School Dean. After Walter M. Burse replaced Gleason Archer as President in 1948, he spoke of appointing an Advisory Council for the Business School like the one he established in 1949 for Journalism. The Business School Committee of the Trustees, on which John Griffin and Harvard Business School Professor Arthur W. Hanson had served since 1938, was reconstituted after the war, and Hanson was appointed to chair it. The Business School Committee, however, had ceased to meet by 1950, and the other two initiatives came to naught as the University’s energies were focused in another direction by the quest for Law School and College accreditation.

The first full-time faculty members were appointed in the College of Business Administration, as in the other collegiate departments, in 1946. Day classes now met five days a week, and a full-time (four-year) BSBA program was inaugurated, complementing the part-time (five-year) program that had been offered since 1937. The pre-war emphasis on Accounting continued under Maurice Sklar, the Business department’s first post-war chairman. After John Mahoney assumed the chair in 1949, that emphasis was maintained, notwithstanding the introduction of two other major-field programs — Management and Marketing — during Mahoney’s tenure. That tenure lasted for eighteen years, until 1967, when Mahoney finally surrendered his chairmanship of the Business department to a full-fledged Dean.

10. Suffolk University Board of Trustees, Minutes, May 8, 1947.
11. Sklar served as chairman from 1946 until 1948, and was succeeded for one year by Dalton Pilcher. John Mahoney became chairman in 1949.
Mahoney's principal colleague throughout those two decades was Harold Stone, who remained a faculty leader for over thirty years. After his arrival at Suffolk in 1947, Stone became the chief architect of the Business School's post-war Accounting program. He also designed a Master of Science in Business Administration (MSBA) degree program, which was begun in 1948. The State Board of Collegiate Authority approved the program in October 1949; three months later, the first graduate received his degree.

Beginning in 1946, the post-war surge in enrollments predicted by O'Brien took place. Veterans with G.I. Bill funds flocked into Suffolk's Business School. When the high-water mark was reached in 1948, over 500 students, twenty-five times the 1940 figure, were attending the College of Business Administration — compared to 600 in the College of Liberal Arts.12 The Business faculty expanded to meet the increased demand; by 1948, there were four full-time members, and eight others taught part-time.13

Despite the prosperity of the late 1940s, the Business School's post-war dependence almost exclusively on male students soon caused serious problems. During the Korean War, enrollments fell even more than in the Liberal Arts College — to a third of 1948 levels by 1953. As in the Law School and the Liberal Arts College, however, the years after 1956 began a new era of growth for the College of Business Administration. By 1958, Business attendance had reached 650, 30% greater than a decade earlier.14 The

12. In 1948, there were 413 students in the Law School. At that time, more than three-quarters of the Business students were veterans, less than one percent were women, and ten percent attended evening classes. This was a substantial change from 1940, when women constituted 22% of Business enrollments and over 75% of Business students attended courses in the evening.

13. Two full-time Business faculty members were Suffolk alumni, and no full-time member of that faculty held an MBA or a higher Business degree. There were no women on the Business faculty until 1970. A Marketing Club was established in 1950; it affiliated with the American Marketing Association (AMA) in 1951. A year later, the Marketing Club was the largest undergraduate student organization. An Accounting-Business (Alumni) Club was founded in 1948, and remained active until 1952; four years later, it merged into the newly-organized General Alumni Association of Suffolk University.

14. Less than 50% of Business students were now veterans; 36% attended at night (more than three times the 1948 figure); and the proportion of women had risen to between one and two percent.
number of graduate Business students stood at twenty-eight in 1958,\textsuperscript{15} compared to forty-nine in graduate Education. Liberal Arts and Business undergraduate enrollments were virtually equal, however, which represented a clear gain for the Business School. Between 1948 and 1956, the full-time Business faculty had remained at four; it reached seven in 1958.\textsuperscript{16} By that time, Mahoney and Stone had been joined as full-time faculty members by Dion Archon, along with alumni Benson Diamond and Martin Donahue.\textsuperscript{17}

The Business School’s obvious growth in the late 1950s, and the possibilities for much greater development offered by the projected expansion in the college-age population during the 1960s, reawakened the Trustees to the hitherto-neglected potential of the College of Business Administration. In 1957, the Deanship was offered to Trustee Arthur W. Hanson upon his retirement from the faculty of the Harvard Business School. Hanson declined, but the Board’s confidence enabled him to begin a process which, within twenty years, allowed the Business School to realize its potential. He won election to the Board in 1960 for Daniel C. Bloomfield, former Executive Vice-President of the Retail Trade Board of Boston and a Visiting Consultant on Distribution at Harvard. Together, Hanson and Bloomfield worked to gain approval from the Trustees for a Business Advisory Council to provide suggestions and connections for strengthening the College of Business Administration. Once approval was obtained, both men devoted tireless effort to convincing local businessmen to serve. By January 1961, a membership had been assembled that included future Trustees George Seybolt, Stephen

\textsuperscript{15} Twelve of these Business graduate students attended during the day, sixteen at night.

\textsuperscript{16} In 1957, there were 34 full-time members of the Liberal Arts faculty; at that time, there were seven full-time faculty members and 255 students in the Law School.

\textsuperscript{17} MBA's constituted 29% of the full-time Business faculty, compared to zero in 1948; and 43% of the Business School's full-time faculty members were Suffolk graduates, compared to 50% a decade earlier. Archon served on the full-time Business faculty from 1954 until 1961; Diamond, 1956-present; Donahue, 1956-present. William O'Connor was a member of the full-time faculty from 1957 until 1972; and Frederick Sullivan, from 1959 until 1969.
Mugar, Joseph Sullivan, Thomas Fulham, and John Chase; Seybolt was elected Chairman of the Advisory Council in October 1961. That same year, Fulham and Sullivan were elected to the Board of Trustees, followed a year later by Seybolt and Mugar — and in 1965 by Chase. All five steadily gained influence and support among the Trustees, and Seybolt in 1966 was elected Chairman of the Board. Meanwhile, Chase, who succeeded Seybolt as Chairman of the Business Advisory Council, was also appointed in 1965 to convene and chair a special Business School Committee of the Trustees. The committee included John Griffin, along with Fulham, Seybolt, Sullivan, and Mugar, and its task was to consult with the Advisory Council and the Business faculty on methods of improving and strengthening the College of Business Administration. After Seybolt became Board Chairman, Chase’s special committee was recognized as a standing committee of the Board, to replace the standing Business School Committee whose work had been discontinued in 1948.18

The additions of the early 1960s provided a healthy injection of prominent businessmen among the Board’s judges and lawyers, and that injection clearly marks the point at which Trustee attitudes began to change in favor of Business School development and campus facilities expansion. Second only to the transfer of power from Gleason Archer to his Trustees, it was the most important watershed in the University’s history.

John Chase’s new Business School Committee in early 1966 secured the consulting services of Professor Gordon Marshall of the Harvard Business School to survey the College of Business Administration and to submit a comprehensive evaluation of it and its place in the field of business education. Marshall’s recommendations for change included strengthening of the faculty, expansion of library facilities, transformation of the College

of Business Administration into a “distinct entity” within the University, and enlistment of a competent Dean with the appropriate authority. He also concurred with the recommendation given the University by the New England Association of Colleges and Secondary Schools (NEACSS) reaccreditation team in 1962 that the graduate Business program be either further developed or abandoned. Upon receipt of his findings, the Business School Committee and Board Chairman Seybolt authorized Marshall to select a candidate for the Deanship to be presented to the Trustees. The candidate he recommended was Harvard DBA Donald Grunewald, who was confirmed by the Board in December 1966 as Business School Dean. At Grunewald’s request, the Trustees established the Graduate School of Administration (GSA) — an academic unit separate from the College of Business Administration, although headed by the same Dean — and assigned to it responsibility for graduate Business programs at Suffolk University. They also changed the name of the school’s graduate Business degree from Master of Science in Business Administration (MSBA) to the more conventional Master of Business Administration (MBA).

The College which Donald Grunewald inherited had developed considerably during the previous decade. John Mahoney and Harold Stone had obtained accreditation from the New York State Regents for the school’s Accounting program. To encourage and reward academic excellence, the Trustees in 1963 had introduced a Daniel Bloomfield Scholarship, awarded annually to the outstanding undergraduate in the College of Business Administration. Three years later, four Graduate Business Fellowships were established, to be awarded purely on a merit basis. In 1966, as well, the Business School first required the Educational Testing Service Graduate Business Examination of all applicants for the MSBA program. Between 1958 and

19. The faculties of the College of Business Administration and the Graduate School of Administration were congruent; they were composed of identical personnel.

20. In 1975, the Business School also established a lecture series named in Bloomfield's honor.

21. The examination's name was changed in 1968 to the Admission Test for Graduate Schools of Business (ATGSB), and in 1975 to the Graduate Management Admission Test (GMAT); in 1962, the Scholastic Aptitude Test (SAT) was required of applicants for undergraduate admission. In 1960, the Business School's first professional fraternity, Delta Sigma Pi, was founded; it was the first non-honorary undergraduate fraternity permitted on campus.
1967, undergraduate enrollment in the College of Business Administration remained virtually unchanged, at 650, while Liberal Arts undergraduate attendance doubled, to 1200. The number of graduate Business students, however, increased six-fold, to 170. Meanwhile, the full-time Business faculty expanded by 60%, from seven in 1958 to eleven nine years later.

Dean Grunewald assumed office in January 1967. He served only two years as Business School Dean, but his brief tenure was important because it set the tone for all that was to follow. Grunewald and his faculty introduced a broader range of undergraduate programs to complement the Business School's historic emphasis on accounting. A Finance and Banking evening major was initiated as part of an affiliation with the American Institute of Banking, and an affiliation was also established with the School of Insurance. Joel Corman, one of Grunewald's earliest faculty appointments, began revitalization of the MBA program. As part of the development effort, the school's first MBA Extension Center was set up in 1967 at Raytheon in Lowell. Grunewald began the establishment of a separate appointive faculty committee structure for the Business School, thereby alleviating somewhat the problems long posed by a system in which Liberal Arts-dominated committees had to approve all changes in the Business College's programs or curricula. He also divided the Business School into two departments for the

22. The number of graduate Education students doubled (to 93) over the same period. By 1967, veterans constituted a small minority of Suffolk undergraduates. Of the Business undergraduates, 26% were evening students (down from 36% in 1958), while the proportion of women stood at 4% (double the 1958 figure). Between 1958 and 1967, Law School enrollment rose from 285 to 1294.

23. Over the same period, the proportion of MBA's on the full-time Business faculty increased from 29% to 64%, and the proportion of alumni declined from 43% to 27%. Between 1958 and 1967, the full-time Liberal Arts faculty grew from 34 to 65, and the full-time Law faculty from 7 to 14.

24. In 1969, Grunewald resigned to become Dean of the College of Liberal Arts and Sciences.

25. Although Management and Marketing majors had nominally been introduced in 1948, these programs remained undeveloped until the Deanships of Donald Grunewald and his successor, Robert Waehler.

26. The Raytheon Extension program survived only until 1968. That same year, Joel Corman joined the full-time Business faculty, as did Howard Aucoin (the University's first computer specialist) and Stanley Dennis.
first time, appointing Harold Stone chairman of an Accounting department and retaining control himself of the Business Administration department. At Grunewald’s insistence, computerization and instruction in computer techniques were begun at Suffolk. He even arranged for several early conversations between Suffolk University and representatives of the American Assembly of Collegiate Schools of Business (AACSB).

During only two years in office, Grunewald increased the size of the full-time faculty by 45%, from eleven to sixteen. Those he recruited raised the proportion of full-time faculty members with MBA degrees to over eighty percent. Student enrollments during Grunewald’s tenure kept pace with faculty expansion. Undergraduate attendance rose from 650 to over a thousand (54%), while the number of graduate Business students more than doubled, from 170 to 368. In the same period, Liberal Arts undergraduate attendance grew only half as fast (25%), although the graduate Education program kept pace with its Business counterpart.

When Donald Grunewald became Dean of the College of Liberal Arts and Sciences in 1969, Robert C. Waehler succeeded him as Business School Dean. Waehler came to Suffolk after twelve years of teaching Accounting and Taxation at Boston University. His background, however, also included experience as director of student activities at Burdett College. Consequently, he was sensitive not only to academic priorities, but also to the need to defend and improve the quality of student life at a fast-growing institution like the Business School.

27. Business School faculty members could now work out some proposals before submitting them to the joint Liberal Arts/Business committees which had final governance jurisdiction over them.

28. Management, Marketing, Finance, and a General Business Administration program were under the supervision of the Business Administration department.

29. Before Grunewald’s arrival, however, John Mahoney had attended an AACSB convention in San Diego during the spring of 1966.

30. The proportion of MBA’s grew from 64% of the full-time Business faculty in 1967 to 81% in 1969. The proportion of full-time Business faculty members who were Suffolk graduates also rose, from 27% to 38%.

31. Liberal Arts attendance rose from 1200 to 1500 between 1967 and 1969; Law attendance, from 1294 to 1467. By 1969, evening students constituted 34% of Business undergraduates and 81% of Business graduate students (compared to 26% and 68%, respectively, two years earlier), while women made up seven percent of Business undergraduates (nearly double the 1967 figure) and one percent of Business graduate students.
During Waehler's five-year term as Dean, undergraduate Business enrollment rose sixteen percent, while graduate Business attendance grew thirty percent. To accommodate this growth, Waehler increased the size of the full-time Business faculty from sixteen to twenty-one (including the Business School's first full-time female faculty member). For better organization of his expanding faculty, Waehler doubled the number of academic departments from two to four. He split the Business Administration department into three new departments — Finance, Management, and Marketing — and assigned a faculty member to chair each one. Although Dean Grunewald had managed the Business School with no separate professional administrative staff, the demands imposed by continued development led Dean Waehler to add an Assistant Dean and an Administrative Assistant. To promote better conditions for the Business School's expanding faculty and student body, the University also reacquired during Waehler's tenure the building at 45-47

32. A Trustee Graduate Scholarship was established for the College of Business Administration in 1971, to send a graduating senior to the master's or doctoral program of the recipient's choice; a Liberal Arts equivalent had been initiated in 1960. An MBA Association was founded in 1969 as a structure for student government and professional development for graduate Business students. In March 1972, the Memorandum, the MBA Association's newsletter, began publication. Within a year, an MBA activities fee was approved. A full scholarship was also granted to the Association's president, who, along with several undergraduate student representatives, was accredited to meet with the Trustees' Business School Committee. The MBA Association was in the forefront of efforts to expand the Business School's placement resources and physical facilities.

33. The proportion of evening Business undergraduates rose from 34% to 47%, and of evening Business graduate students from 81% to 88%. By 1974, the proportion of women among Business undergraduates had risen to 15% (double the 1969 figure), and among graduate Business students to five percent (a five-fold increase).

34. The first female member of the full-time Business faculty was Jo Ann Renfrew. The proportion of MBA's and of Suffolk alumni on the full-time Business faculty remained constant, at 81% and 38% respectively.
Mount Vernon Street. That structure housed the College of Business Administration and the Graduate School of Administration until 1981; it also provided the Business School with its own building for the first time.

Dean Waehler continued development of the Extension program begun by Donald Grunewald; graduate and undergraduate Business courses were offered at Western Electric in North Andover from 1970 until 1975. He also experimented with a number of non-degree programs, including seminars, conferences, and institutes. An evening Retailing Seminar was established in 1970, an Institute of Real Estate Appraisers in 1971, and a seminar series on consumer affairs (in cooperation with the Consumer Affairs Foundation and the Better Business Bureau) two years later.

Despite the significance of these initiatives, Waehler’s most impressive innovation was his introduction of a Public Management program to serve government employees at the state, federal, and municipal levels. The instrument for establishment of the new program was the Center for State Government Management, which was set up at the Business School in 1973 with funds from the New England Regional Commission. The Center’s director was Richard McDowell, and its aims included implementation of graduate and undergraduate Public Administration programs, provision of short-term educational and training programs in Public Management, and the promotion of research on public management and policy problems. Within four years, most of these aims had been accomplished. A Master of Public Administration (MPA) degree program and an undergraduate major in Public Management were established in 1973, along with a Public Management and Administration Advisory Council to oversee them. By 1977, a new Public Management department had been created in the Business School, and a Bachelor of Science in Public Administration (BSPA) undergraduate degree program begun.

35. The 45 Mount Vernon Street building had housed Suffolk Law School from 1914 until 1921. It was sold to Portia Law School (later New England School of Law) in 1922, and was reacquired in 1972 when the New England School of Law moved to Newbury Street.

36. The Business School had offered an IRS Tax Seminar since 1964; its subject matter was of great utility to the accountants and accounting students who constituted the Business School’s primary academic constituency in the pre-Grunewald era.
The success of the Center for State Government Management (later renamed the Center for Public Management) so impressed the Trustees that when Robert Waehler stepped down as Business School Dean in August 1974, they named the Center’s director, Richard L. McDowell, to the Deanship. The new Dean immediately joined with his faculty in a vigorous campaign for greater autonomy and a stronger Business School identity within the University. Early in McDowell’s Deanship, the Business School’s faculty governance structure became genuinely independent of Liberal Arts control for the first time in University history. McDowell’s faculty was authorized by the Trustees to convene its own Faculty Assembly and to elect for itself academic governance committees to replace the joint bodies on which Business School representatives had previously been badly outnumbered by Liberal Arts members. When the Business School Faculty Assembly voted in 1979 that the College of Business Administration/Graduate School of Administration be renamed the School of Management (SOM), the action underlined the School’s commitment to professional education in both the public and private sectors. However, it also reflected the continuing effort to strengthen the School’s identity in the University and in the community.

Richard L. McDowell

37. An MPA activities fee was approved in 1975, a Public Administration Society (a Public Management equivalent to the MBA Association) was founded in 1976, and a charter chapter of Pi Alpha Alpha (the Public Administration honorary society) established later that year.

38. The Search Committee which recommended McDowell to the Board of Trustees was composed of faculty members, students, alumni, and Trustees. The Center for State Government Management became in 1975 the Center for Public Management. Donald Levitan replaced McDowell as director in 1974, and David Pfeiffer was appointed Levitan’s assistant. In 1975, Pfeiffer transferred to the full-time faculty. Pfeiffer, Levitan, and Frances Burke (who also joined the full-time Business faculty in 1975) formed the nucleus of the Public Management department.

39. In 1976, the Business School issued a catalogue separate from that of the Liberal Arts College for the first time since 1944.

40. A Business School Educational Policy Committee and a Business School Promotion, Tenure, and Review Committee were both established in 1974; the next year, a Business School Faculty Life Committee was created. Most of the Business School’s appointive faculty committees had been separate from their Liberal Arts counterparts since 1967.
Increased autonomy for the School of Management was also in conformity with professional accreditation requirements of the American Assembly of Collegiate Schools of Business (AACSB) and of the National Association of Schools of Public Affairs and Administration (NASPAA). From 1975 on, Dean McDowell and his faculty, supported by the Trustees' Business School Committee, began to take steps to meet ACSB accreditation standards; beginning in 1976, an AACSB consultant visited the school each year. Graduate and undergraduate curricula and degree programs were reviewed and brought into line with AACSB and NASPAA standards. Full-time faculty members possessing doctorates replaced many part-time instructors. Between 1974 and 1981, the full-time faculty doubled, from twenty-one to forty-two; the proportion with doctoral degrees rose from ten to fifty percent.\(^41\) Administrative support also improved, with the appointment of an Executive MBA Director, a Director of Cooperative Education, a Director of Academic Computing, and an Assistant Dean of Advising and Administration.\(^42\) In 1979, data-based management was introduced; working data were circulated to School of Management faculty members, who could thus cooperate with the professional administrative staff in planning development of the School and provision for faculty needs.\(^43\)

In 1980, Public Management department chairman David Pfeiffer was able to announce that Suffolk's MPA program had successfully met NASPAA's peer review criteria. The program thus became one of only four thus approved in the New England region, and one of only forty-five programs approved (out of over 180 that applied for

\(^41\) The proportion of alumni on the full-time Business faculty, meanwhile, dropped from 38% to 24%. Emma Auer served between 1976 and 1978 as the Business School's first female chairperson, and in 1979 Frances Burke became the first woman in the Business School's history to attain the rank of full professor. By that time, Burke was one of two women on the full-time Business faculty.

\(^42\) Between 1974 and 1981, the School of Management's professional administrative staff trebled, from three to nine. The School, however, still depended in 1981 on staff shared with the Liberal Arts College for Admissions, Placement, Alumni Activities, and Financial Aid, and on staff shared with the Liberal Arts College and the Law School for Development and Counseling. In addition, 40% of the courses taken by students registered in the School of Management were taught by members of the Liberal Arts faculty.

\(^43\) During that same year, the School's first fund-raising effort was undertaken: a Development Committee, chaired by Peter Volpe, raised over $30,000. This money financed establishment of a Business/Government Forum and planning for a Cooperative Education program.
approval) nationwide. Inspection by an AACSB accreditation team was scheduled for the fall of 1983.

One of McDowell’s first undertakings as Dean was to create a private-sector equivalent to the Center for Public Management. In November 1974, an Institute for Business Management was set up, to offer “non-credit educational and training activities”44 like those presented by the Center for Public Management. The Institute, however, aimed to provide “continuing non-academic professional educational opportunities for the business community”45 — short courses, workshops, and conferences, on the model of the Retailing Seminar program established in 1970 by Dean Waehler. As early as 1975, the Center for Public Management and the Institute for Business Management were served by a common Conference Coordinator; two years later, they were merged to form the Management Education Center, which thus became the “focus for professional education and training activities for business, government, and non-profit organizations served by Suffolk University.”46 To provide a standard by which these non-academic, non-credit activities could be measured, and the time invested in them rewarded, McDowell in 1975 convinced the Trustees to accept the convention of using Continuing Education Units.

The professional education function, which Dean McDowell believed to be so important to the Business School’s continued vitality, was further developed in 1975 by institution of a Saturday Executive MBA degree program. Six years later, an Executive MPA program was established. The Satellite (Extension) Centers, offering undergraduate and graduate courses, multiplied to include a Merrimack Valley Center at Bradford College in Haverhill, MPA courses in Swampscott, and in-town courses at the Massachusetts Public Welfare Department and at Boston City Hall. However, as the School’s expanded

44. Suffolk University College of Business Administration, 1976 catalogue, p. 50.
45. Suffolk University Board of Trustees, Minutes, November 13, 1974.
46. Suffolk University College of Business Administration, 1978 catalogue, p. 95. The operations of the Management Education Center were suspended in June 1980, to be resumed once facilities became available in the new Ashburton Place Building.
on-campus library and computer resources were increasingly integrated into academic course work, the Satellite Centers were closed.\textsuperscript{47}

Meanwhile, additions and improvements were being made to the Business School’s degree programs.\textsuperscript{48} A Computer Information Systems major, the sixth major offered by the School of Management faculty, was introduced in 1980; it was supported by the resources of the School’s new Academic Computing Center (established in 1979) and of the University’s two 1.5 megabyte PRIME 750 computers (acquired in 1980 and 1981). Affiliations were also arranged with a number of agencies, firms, institutions, and organizations. These affiliations, and several other new programs, exemplified the Business School’s expanded commitment to “blending academic knowledge with practical skills.”\textsuperscript{49} For example, through the Small Business Institute, Management students satisfied class assignments by serving as consultants to local businesses.\textsuperscript{50} In 1980, a Cooperative Education/Internship program was also instituted, to supplement a student’s academic training with intervals of practical work experience.\textsuperscript{51}

\textsuperscript{47} By 1981, the College Library’s Management holdings had increased to the point where student and faculty work could be supported mainly by on-campus collections. The Merrimack Valley Satellite (transferred from Western Electric to Bradford College in 1975) survived until 1977. The Swampscott Center was opened in 1974, and closed two years later. Public Welfare Office courses and Boston City Hall courses began in 1973; they were discontinued in 1978 and 1981, respectively.

\textsuperscript{48} During Dean McDowell’s tenure, graduate service scholarships and teaching assistantships were added to the four Graduate Business Fellowships that had been established in 1966; all were awarded on a merit basis, and were specifically exempted in 1978 from the Financial Aid Office’s shift to a needs analysis. In 1976, a Visiting Committee for the Business School was established by the Trustees; three years later, an Accounting Advisory Committee was also created.

\textsuperscript{49} Suffolk University College of Business Administration, 1976 catalogue, p. 54.

\textsuperscript{50} The Small Business Institute program was directed by Professor Joel Corman.

\textsuperscript{51} During the 1970s, Suffolk’s student chapter of the American Marketing Association became a regular participant in the American Advertising Federation’s annual marketing competition. A Suffolk University Forum was organized in 1976, and the Business School began publication of a newsletter (\textit{CBA/GSA Today}, which by 1981 had been renamed the \textit{Update}) and a Working Paper/Reprint Series. A Business sorority, Phi Chi Theta, was founded in 1975 as an alternative to the male-dominated Delta Sigma Pi. In 1978, the national business honor society Delta Mu Delta was brought to the campus by Professor Roger Shawcross. He also established the Financial Management Society, a Finance department honorary organization, in 1971. By 1981, the School of Management had four academic honorary societies.
By 1980, there were 1560 undergraduates and 1200 graduate students enrolled in the School of Management; undergraduate attendance had risen 25% since 1974, while graduate registrations had trebled. The Mount Vernon Building had offered temporary relief from the problem of overcrowding. By the late 1970s, however, continued expansion in enrollments had necessitated larger physical facilities. The School of Management’s transfer in 1981 to the twelve-story Ashburton Place Building not only alleviated the space problem; it also provided greatly improved conditions for students, faculty members, and administrators.

Between 1974 and 1980, a notable transposition took place. At the beginning of McDowell’s Deanship, the total number of students enrolled in the Business School came to 72% of the number registered in the Liberal Arts College; six years later, the situation was reversed. Gleason Archer’s prophesy had been fulfilled: the School of Management had become Suffolk University’s largest academic unit.

Numerical expansion, however, was not the only goal of Gleason Archer and John Griffin for the Business School. They saw it as an educational “pioneer,” bringing part-time and evening collegiate business education to employed students for whom university business schools had previously made no provision. For decades after the foundation of Suffolk’s College of Business Administration, major

52. Evening (part-time) students now constituted 41% of School of Management undergraduate enrollments (compared to 47% in 1974) and 77% of its graduate student body (compared to 88%). Executive MBA enrollment peaked at 160 in 1977, and stood at 105 three years later. In 1980, part-time students constituted 60% of School of Management enrollments, compared to 32% for Liberal Arts (23% undergraduate, 87% graduate) and 42% for Law. Fifteen percent of those who received BSBA or BSPA degrees in 1980 were women, a figure little changed since 1974. At the MBA/MPA level, however, the proportion of women among degree recipients was 19% in 1980, compared to only 5% six years earlier.

53. In 1974, the Business School’s enrollment was 1643, or 72% of the Liberal Arts College’s enrollment of 2268; in 1980, the Liberal Arts College enrolled 2018 students, or 73% of the 2758 students enrolled by the School of Management. Between 1974 and 1980, meanwhile, the Law School reduced its enrollment from 1939 to 1680. In 1974, Business School enrollment was 85% that of the Law School; by 1980, Law School attendance was 60% that of the School of Management and 26% of total University enrollment (compared to 43% for the School of Management and 31% for the Liberal Arts College).

U.S. business schools continued to disdain the kind of programs Suffolk offered. After 1960, however, nationally-oriented professional management schools gradually discovered the value and validity of part-time, evening, and non-degree programs. They began to experiment in a field where Suffolk had thirty years of experience, and their entry drew part-time business programs into the mainstream of university education for management.

At the same time that the "mainstream" was being diverted in Suffolk's direction, many elements that characterized major business schools were introduced into the School of Management. The curriculum was strengthened. Administrative and student services were upgraded. Graduate programs were expanded and broadened. Research was encouraged, and a faculty was recruited that represented strong university preparation as well as professional experience. In 1979, a Mission Statement issued by the faculty reaffirmed the school's historic commitment to provide professional education opportunities for the working public. It noted, however, the increasingly high educational expectations of working men and women, and emphasized that a commitment to excellence was fundamental to the continued provision of opportunity. By 1981, the School of Management's efforts to fulfill both commitments had established it in the regional mainstream of professional management education.

55. Full-time School of Management faculty members came not only from Harvard, MIT, Tufts, Suffolk University, and Boston University, but also from the University of Pennsylvania, New York University, the University of Rochester, Ohio State University, the University of Wisconsin and the University of Southern California. Research contacts were also established with a number of sister institutions. During 1980, faculty members were invited to participate in seminars at Harvard, Sloan, and a number of other leading business schools. By 1981, the faculty and staff were active participants in the American Accounting Association, the American Institute of Certified Public Accountants, the American Society for Public Administration, the American Institute of Decision Sciences, the Academy of Management, the Financial Management Association, the Institute of Marketing Sciences, the Massachusetts Society of Certified Public Accountants, the Massachusetts Association of Public Accountants, the National Association of Schools of Public Affairs and Administration, the National Conference on Teaching Public Administration, and the New England Association for Business Administration.

56. The 1979 Mission Statement also represented a response to increased competition from other schools for students from the School of Management's traditional constituencies. In 1981, the School's students still came, as they had come throughout its history, primarily from the greater Boston area; and its historic role in Boston-area business training still constituted part of the School of Management's broadened regional mission.
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