

Competent instructors in the field of business are difficult to obtain. The sources of supply are as follows:-

1. Young graduates of schools of business of recognized merit.  
For these the lure of business is great and of necessity the turnover in the teaching ranks is high. This, especially in the junior ranks, is not altogether an unmixed evil. There are features of advantage in a changing staff--provided that there is continuity in the senior ranks and provided that the proper traditions are well established in the early years.
2. Economists who turn to Commercial Courses.  
First rank instructors come from the pure economic group, provided that in the first instance they receive the proper guidance and assistance in developing the commercial point of view. Even here, the problem of turnover will prove bothersome, because the pure economist who turns to business subjects is apt to develop business ambitions at the same time. Where older men are concerned more stability can be looked for, though the problem of directing them will be more difficult.
3. Graduates.  
The development of a Bureau of Research will help in the problem of securing instructors because it helps to develop the academic flair in the department's own graduates. In this group two dangers must be guarded against:
  - (a) Inbreeding with its tendency towards internal dry rot
  - (b) For their own sakes, the members of a bureau's staff should not be permitted to get into a rut that deprives them of business experience, and denies them the opportunities of commercial life. I make this point because I have seen what I believe to be harmful effects created by an overdevelopment of a bureau staff.
4. Business Executives.  
From the standpoint of regular instruction the practising business man is of limited success. His regular occupation interferes too greatly, and his teaching is not of the best. As a temporary means of overcoming instructional difficulties, however, he is invaluable.

But the practising executive as an occasional lecturer in the classroom and as an instructor in his own business is a prime necessity of the commercial department. He must be used and used frequently because his is the task of inculcating in the student the all-important element of "Business Sense."

The task of regulating this phase of the instruction so that men competent in the classroom are used and so that their lectures fit into the general scheme of a course is the task of the instructor. The requirements are so very