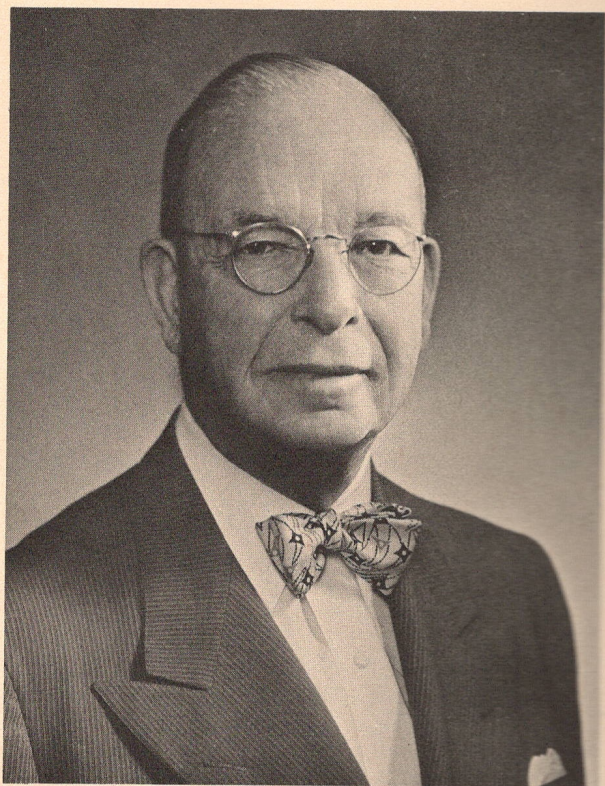


HORACE  
ALBERT  
CARTER

“THE HOST OF FRIENDS gathered here indicates the high esteem in which you held Horace A. Carter. No doubt most of you knew him well, and words of mine can add nothing. Good taste would seem to dictate as did the Scripture of old, ‘Let his own words praise him.’ And yet one feels that something needs to be said, because we need to hold up before the community and the nation such examples of manhood and citizenship.”

*From remarks made by*  
THE REVEREND HAROLD CRAMER  
*Carter Memorial Methodist Church*  
*at Services for Horace A. Carter*  
*May 5, 1959*







**L**ONG LIFE was given to Horace Albert Carter. Born at Needham Heights, Massachusetts, January 6, 1869, he died there on May 2, 1959, but a few months after the celebration of his ninetieth birthday.

The mere attainment of a life span of ninety years did not interest him. The opportunity, however, to make in each succeeding year a contribution to his family, his friends, his business and his community was, perhaps, his inspiration for long life.

The story of his life, his achievements and his influence for the good of others is in the finest American tradition.

His often expressed rule for the appraisal of another was, "To judge a man look at his record."

**T**HE RECORD of Horace Carter began at Needham when as a small boy duty and devotion to his parents were second nature. His father, William Carter, was engaged in a struggle for the survival of the small knitting business he had founded in Highlandville, which later became Needham Heights. Young Horace with his four brothers and two sisters



cheerfully did the chores of a farm home, milking cows and caring for livestock. His formal education began in the elementary schools of Needham and continued at Comer's Business College. During the entire course of his life he was ever alert to any opportunity by which he might broaden his knowledge. In conversation he was invariably a "good listener." He was aware of the wealth that lay within his grasp in the reading of good books. He belied his years and remained young in mind, body and spirit.

At the age of sixteen he was not surprised when his father said, casually, one evening, "Horace, come to the mill to work tomorrow morning." At six o'clock next morning he milked the cows. At seven he reported for duty. For three quarters of a century thereafter Horace Carter reported at the mill. He had a major hand in the growth of the enterprise from a small beginning with a single mill at Needham to an organization operating seven plants in three states, sustaining the largest knit underwear business in the world.

**I**T WAS NOT ACHIEVEMENT in business alone that occupied Horace A. Carter for ninety years. Needham had been good to him and to his family. The beauty of the countryside which he loved had always been a source of inspiration and enjoyment. Neighbors and friends looked with pride at the prosperity which the growing Carter business brought to the town. Conscious of these influences, he felt a compelling obligation to his community which found expression in devoted service to the Methodist Church. Here he served in the Sunday School, The Board of Stewards, The Board of Trustees and as Chairman of the Building Committee which in 1950, with generous help from the several branches of the Carter family, raised funds to erect the Carter Memorial Methodist Church.

With a desire to provide better education for ambitious young people, he served vigorously on the town School Committee and saw Needham's extensive public school system develop to take rank with the best in the state.

**HIS BUSINESS JUDGMENT** was sought out by the founders of the Needham National Bank who in 1928 elected him the first President. Later he served as Chairman of the Board.

A devoted member of the Masonic fraternity, he held membership in the Norfolk and Nehoiden Lodges in Needham and Aleppo Shrine Temple. His capabilities were recognized in the upper echelon of Masonry where he served as Deputy Grand Master of the Fifth Masonic District and as Junior Grand Warden in the Grand Lodge of Massachusetts.

**THROUGH HIS EFFORTS** the Carter memorial in the Needham Cemetery became a reality. Harmony of stone and design combine to make it an adornment to the cemetery. Yet more significant is the idea itself; a drawing together of the family for all time. Each year, at Memorial Day, when it is decorated with flowers from relatives, Carter employees and friends, its beauty brings joy to hundreds of visitors.

Ever a generous man, he gave not only freely to members of his family but to innumerable worthy causes. It was frequently his desire that the source of a gift be known only to the recipient.

**IT WAS INEVITABLE** that as his influence grew in Needham he should be drawn into participation in the affairs of Boston and of Massachusetts. He served with distinction as a member of the Governor's Council under Calvin Coolidge and Channing H. Cox. His interest in education brought



recognition from Boston University where he served as Trustee and Executive Committeeman for 25 years. This service was recognized in 1945 by an honorary degree of Doctor of Commercial Science under the administration of his loyal friend, Daniel L. Marsh, President.

The Deaconess Hospital, one of Boston's largest, called him to board membership where he brought seasoned judgment to bear on the problems of hospital management.

It was by his attention and devotion to these civic tasks that Horace Carter made an uninterrupted contribution to the betterment of his community over a span of years that few men attain.

**H**IS RECORD in the business identified with the family name (his first love among all his activities) extends from the morning when he reported at seven until he had served as President of the company. After indoctrination and training he and his brother, the late William H. Carter, joined in a partnership with their founding father, William Carter. This partnership, known as Wm. Carter & Co., extended until 1901 when The Wm. Carter Co. was incorporated under the laws of the State of Maine, and he was chosen to serve as its first Treasurer and Clerk.

In 1909 the Springfield Knitting Company was purchased by William Carter, William H. Carter and Horace A. Carter. This company was merged with The Wm. Carter Co. in 1912 to become The William Carter Company, a Massachusetts corporation, with William Carter as President, William H. Carter, Vice-President, and Horace A. Carter, Treasurer and Clerk. In 1918, on the death of his father, he was re-elected Treasurer and Clerk. In 1923, when the Carter-Collier Company was purchased at Barnesville, Georgia, he was given additional executive duties as Treasurer until its merger with

The William Carter Company. Following the death of his brother, William H. Carter, on April 23, 1955, he was elected President, Treasurer and Clerk of the company he had served so long and so faithfully.

**D**EVOTION to his family was inherent in his character. In 1891 he married Bertha Louise Manson. They were the parents of four children. Mrs. Carter died in 1946 and Mr. Carter subsequently married Mrs. Emily Bond Tilden, who survives him. The election of his son, Lyndall F. Carter, as his successor to the Presidency of the company would have been a source of deepest satisfaction.

His pride and delight in his large family found fullest expression on Sunday, June 23, 1957. One hundred fifteen descendants of the Founder, William Carter, gathered at "H.A.'s" home. There were present the representatives of four generations and seven branches of the family. The entire group, aged from one to fourscore and more, attended services at the Carter Memorial Methodist Church. Sunday dinner was served out of doors with favors and a puppet show to add to the happiness of the youngsters.

**I**N his spare moments "H.A." was given to writing verse. In 1943 a collection of his poems was printed and distributed among his friends. The subjects he chose were sentimental and patriotic; portraits of his family, his mother, his brother; tributes to his country facing war; lines on the occasion of his Golden Wedding or in praise of Nantucket where he maintained a summer home.

To choose examples from this collection as his best, or most worthy, would be difficult. In exemplification of his character, however, it will be enlightening to quote three stanzas from a poem which reflects his youthful joys.



## MY BROTHER JOHN AND I

How beautiful was the summertime!  
John and I went to play  
In the orchard or in the grove,  
Enjoyment all the day.

We ate the fruit, played the games  
Children were wont to do,  
Dug up sassafras by the root  
So fine and sweet to chew.

Never gave we thought to care,  
Enjoyment all day long;  
Gave no thought of what to wear;  
A day that was a song.

Another to the memory of his mother, Martha Lee:

## MY MOTHER

Thou visaged soul, I see thy face,  
It's full of love and filled with grace.

It helps me in my work at home,  
And buoys me o'er the billowy foam.

It keeps me near the path of right,  
And saves me from the shades of night.

It leads me on and bears me out,  
To thoughts and actions more devout.

In tones of love I hear her say,  
"Press on, my boy, for just today."

And as I work, I see her stand,  
With looks of love, at my right hand.

My Mother.

In its issue of November 12, 1942, the *Needham Chronicle* printed one of Mr. Carter's poems entitled, "Today." This poem had stimulated Daniel L. Marsh, Boston University's President, to write, "Dear Horace, I would be greatly pleased to have dedicated to me so choice a bit of verse as that which you have written. . . ."

#### TODAY

For victory on the morrow  
Use imagination of today.  
From history may we borrow  
Wisdom — how to think, fight and pray.  
No other course will make strong leaders,  
First imagine, then pursue.  
Do your best in every moment,  
No other plan will do.

By his own example Horace Albert Carter inspired his friends and particularly his business associates (who indeed were his warmest friends) to "do their best in every moment." His ability to absorb the bitter blows of life without complaint was an inspiring trait of character.

So long as there are meetings of Carter Company people, the memory of his personality will remain. And he will be heard again as, characteristically, he opened his remarks with "Friends, as I look into your faces. . . ."

Each and every Carter employee facing his day's work will recall the voice of the friendly man who dropped by to inquire, "What's new?"

There will be new things at Carter's. But whatever they are, wherever or whenever they occur, there will be a hand, invisible, which through wise and devoted leadership in the past, has helped to bring these things about. And that will be the hand, beloved and respected by his survivors, the hand of Horace Albert Carter.