

PENNSSTATE



Guide to the Harrington Emerson Papers, 1848-1931

Accession number: 1964-0002H
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Table of Contents

1 Descriptive Summary	1
2 Administrative Information	1
2.1 Access	1
2.2 Preferred Citation	1
3 Arrangement	1
4 Biographical Note	2
5 Scope and Content	6
6 Index Terms	8
6.1 Personal Name Subjects	8
6.2 Corporate Subjects	8
6.3 Topical Subjects	8
6.4 Corporate Creators	9
6.5 Form/Genre Terms	9
7 Container List	9
7.1 General Correspondence Series	9
7.2 Emerson Family Correspondence Series	13
7.2.1 Family Correspondence Subseries	13
7.2.2 Emerson, Raffe Correspondence Subseries	14
7.2.3 Emerson, Harrington Personal Papers Subseries	15
7.3 Projects Series	16
7.3.1 Early Projects Subseries	16
7.3.2 Foreign Projects Subseries	17
7.4 Published and Unpublished Writings Series	18
7.5 Emerson Companies Records Series	19
7.5.1 Office Records Subseries	19

7.5.2 Emerson Companies Consulting Reports Subseries	20
7.5.3 Emerson Institute Subseries	25
7.6 Photographs Series	25

Descriptive Summary

Creator: Emerson, Harrington
Title: Harrington Emerson Papers, 1848-1931
Accession number: 1964-0002H
Shelf location: C9
Provenance: Gift of Mrs. Frederick B. Laidlaw, 1964
Extent: 17 cubic feet
Repository: Pennsylvania State University, University Libraries, Special Collections Library

Administrative Information

Access

Unrestricted access.

Preferred Citation

Harrington Emerson Papers, 1848-1931, Accession 1964-0002H, Historical Collections and Labor Archives, Special Collections Library, University Libraries, Pennsylvania State University.

Arrangement

The Harrington Emerson Papers are arranged into five series reflecting document type or phase of Emerson's career: General Correspondence; Emerson Family Correspondence; Projects; Published and Unpublished Writing; and Emerson Companies Records. This arrangement represents a wholesale reordering of the collection from the arrangement that was found when work on the papers began. The divisions between the groups were derived from the nature of the papers themselves and from the subjects they document, not from the evidence of the order in which they had been filed by Emerson's office.

The series in the Emerson Papers broadly overlap both in correspondents and subjects documented. Papers reflecting Emerson's activities after about 1900 are distributed through several of the series. More importantly, there is extensive carry-over in subjects from one series to another. Matters discussed in the General Correspondence are also the focus of documents in the Emerson Companies Records and of typescript essays in Published and Unpublished Writing. The most important of these overlaps have been noted wherever possible in the series and subseries notes.

Biographical Note

Harrington Emerson (1853-1931) was one of America's pioneers in industrial engineering and management and organizational theory. His major contributions were to install his management methods at many industrial firms and to promote the ideas of scientific management and efficiency to a mass audience. One of the most erudite and cosmopolitan personalities associated with the scientific management movement, Emerson established a modestly successful consulting business as an "efficiency engineer," an author of books on industrial efficiency, and a promoter and popularizer of the movement. Nearly two hundred companies adopted various features of the Emerson Efficiency system, which included production routing procedures, standardized working conditions and tasks, time and motion studies, and a bonus plan which raised workers' wages in accordance with greater efficiency and productivity. In conjunction with his consulting work, Harrington Emerson evolved an elaborate philosophy of efficiency and disseminated his ideas in books and periodicals. As a writer and lecturer, he broadened the public understanding of scientific management and defined a larger social role for engineers beyond the solution of technical problems.

Emerson was born on August 2, 1853 in Trenton, New Jersey. The eldest of six children reared by Edwin and Mary Louisa Emerson, he descended from Anglo-Irish political and religious dissenters on his father's side of the family. His mother's forebears were prominent Pennsylvania Quakers, long active in Bucks County society and politics. Emerson's maternal grandfather, Samuel Delucenna Ingham, had served two years as U.S. Secretary of the Treasury in Andrew Jackson's first administration before amassing a fortune as the founder and owner of the Hazleton Coal and Railroad Company. Following Ingham's death in 1860, the Emerson family inherited a substantial trust fund. The inheritance enabled Edwin, a Princeton-educated clergyman and academician, to pursue full-time academic study and to direct the educational development of his children.

Harrington Emerson received a continental European education. From 1862 to 1876 he studied under tutors and attended private schools in England, France, Italy, and Greece. In addition to learning languages and archeology, he attended engineering classes in the Royal Bavarian Polytechnique from 1872 to 1875. Emerson returned to the U.S. in 1876 and acquired a position as Professor of Modern Languages at the University of Nebraska. His secular and progressive educational ideas clashed with the religious fundamentalism of the University regents, and he was dismissed from the faculty in 1882.

Emerson embarked upon a career as a frontier banker, land speculator, tax agent and troubleshooter for the Union Pacific and Burlington and Missouri railroads. His work took place during the settlement of Nebraska, Kansas, and Colorado. Emerson established his own private loan company in 1883 and in partnership with his brother Samuel formed a land company which invested in future town sites in western Nebraska. As emigration agent for the Union Pacific Railroad, surveyor with the Lincoln Land Company, and land agent for the Burlington and Missouri Railroad in Keith County, Nebraska, Emerson gained invaluable knowledge of choice lands. The Emersons invested \$70,000 in the project before drought and crop failures dropped crop prices and interrupted mortgage payments. As a result, Emerson lost his first fortune.

Undaunted, Emerson joined the Reliance Trust Company of Sioux City, Iowa which underwrote farm mortgages and tax liens on Colorado farm properties. He served as liaison between the company's western offices and eastern financiers who floated the concern. The company failed during the Panic of 1893.

During the next two years Emerson divided his time between representing an English investment syndicate in America and campaigning in the presidential election of 1896. Emerson investigated over one hundred mining and manufacturing concerns throughout North America and Mexico in an attempt to obtain English capital for developing American industries. Despite his failure to underwrite the financing of a single large company, his investigations brought him broad knowledge of industrial conditions and created a foundation for his later work as an industrial efficiency consultant. Emerson joined William Jennings Bryan's election campaign for U.S. President. The two had become acquainted during Emerson's years on the University of Nebraska faculty. Both had been active in the Democratic Party and in Nebraska state politics. In 1888, Emerson and Bryan canvassed Nebraska as stump speakers on behalf of the Democratic Party. Although a supporter of Grover Cleveland during the 1880s, Emerson became a silver currency advocate and ardently supported Bryan when the latter declared his candidacy. Emerson organized political rallies, directed campaign activities, and solicited campaign funds from relatives, friends, and business associates. Bryan's defeat in 1896 dashed Emerson's hopes for obtaining patronage and a fortune from a silver-based monetary system.

Shortly after the campaign, Emerson began mechanical engineering work, devoting exclusive attention to the application of electric and diesel power to marine navigation. He obtained a position with the General Electric Storage Battery Company of New York in 1897 to pursue this line of investigation. At the company's request, Emerson moved to Seattle, Washington and experimented with the navigation of electric powered ocean vessels. Attracted by the lure of the Alaskan Gold Rush in 1897, Emerson and several business associates undertook a variety of speculative projects in the Alaskan Territory. These ventures included operating a shuttle steamer between Seattle and the Alaskan gold fields, managing a postal route between Juneau and Skagway, and seeking investors to lease mining properties in Alaska. One of Emerson's most ambitious projects involved the proposed construction of a trans-Pacific telegraphic cable from Seattle to the Philippines via Alaska. Each of these projects floundered, resulting in financial and legal complications for Emerson and his business partners.

Emerson took up industrial consulting work to defray the debts incurred from his Alaskan projects. After a successful tenure as a general manager of a small Pennsylvania glass factory in 1900, Emerson resolved to take up efficiency engineering as a profession. Through meetings of the American Society of Mechanical Engineers, he became personally acquainted with the pioneering work of Frederick W. Taylor, the founder of scientific management, and assimilated much of the methodology for standardizing work and remunerating workers in accordance with productivity.

Emerson's most notable consulting assignment was the reorganization of the machine and locomotive repair shops of the sprawling Atchison, Topeka and Santa Fe Railroad. Three years in duration (1904-1907), this work involved the first successful application of scientific management to a large railroad system. Engineering and railroad periodicals gave much attention to the system of "shop betterment" which he installed. Emerson also developed and implemented a bonus pay system which was widely accepted in a number of industries. As a result of his successful work for the Atchison, Topeka, Emerson began to attract an industrial clientele. During his tenure as a Standard Practice Engineer for the American Locomotive Company, Emerson also founded the Emerson Company. This company hired out associate consulting engineers to other firms on a contract basis. Emerson associates were entrusted with the tasks of standardizing work procedures and applying the Emerson bonus plan for client companies.

Between 1907 and 1910, the Emerson Company achieved modest success. The company consulted over 200 corporations, submitting reports for which they were paid twenty-five million dollars. Emerson efficiency methods were applied to department stores, hospitals, colleges, and municipal governments. Between 1911 and 1920 Emerson's firm averaged annual earnings of over \$100,000.00.

Emerson occupied himself with soliciting business and managing the financial affairs of the company, leaving the consulting work to his associates. Branch offices were established in New York, Pittsburgh, and Chicago. Attempting to promote his company and to distinguish his methods from those of Taylor, Emerson published three books: *Efficiency as a Basis for Operation and Wages* (1909); *The Twelve Principles of Efficiency* (1912); and *Colonel Schoonmaker and the Pittsburgh and Lake Erie Railroad* (1913).

The 1910 Eastern Freight Case brought much wider public attention to Emerson's ideas than ever before. Emerson served as Louis D. Brandeis's star witness in the appeal of major eastern trunk railroads to the Interstate Commerce Commission for a rate increase. Emerson testified that the railroads wasted one million dollars daily by not applying efficiency methods. His brief against the railroads won wide acclaim and marked the growth in public awareness of scientific management. In the wake of the Freight Case, Emerson became known as the "High Priest of Efficiency." He spoke more frequently about his efficiency ideas to businessmen, civil organizations, and management and engineering students. In 1912, Emerson helped to found the New York Efficiency Society which promoted and disseminated the ideals of reform through scientific management.

In addition to business success, Emerson enjoyed growing stature in the engineering profession. He was identified as one of the pioneers of modern management and industrial engineering, along with Taylor, H. L. Gantt, and Frank Gilbreth. Emerson joined these and other progressive engineers in founding the Society of Industrial Engineers in 1917.

Emerson also participated in the engineering profession's defense of scientific management against public misconception and antagonism from labor organizations. He testified in 1912 before a U.S. House of Representatives committee investigating the impact of scientific management on labor. He also submitted a statement in 1914 to the United States Commission on Industrial Relations, later undergoing cross-examination as well. Emerson prepared lectures and pamphlets which stressed efficiency and patriotism in production for World War I.

In 1919 Emerson reorganized the Emerson Company into the Emerson Engineers and continued the consulting work for American manufacturing firms that his company had done before and during World War I. Disagreements among Emerson and his partners in the Emerson Engineers, however, resulted in his being removed from the firm in 1925.

Emerson spent most of his time from 1919 to 1931 on special projects, many of them in foreign countries. The overseas work concerned the development of transportation, industry, and communication. Between 1921 and 1928, he advised government leaders and transportation ministries in China, Japan, Mexico, Peru, Poland, and the Soviet Union. Emerson drafted and submitted plans and proposals for financing these projects at a minimum expense to the host country. Using his contacts with influential industrialists and financiers, he served as a liaison between American companies seeking investment opportunities and those countries lacking engineering and financial resources for industrial development. Through the decade of the 1920s, Emerson publicized the potential for promoting efficiency on a global scale. He was particularly optimistic that the Soviet Union's bureaucratic and centralized state offered a uniquely fertile ground for applying scientific management and efficiency principles in a systematic fashion. Emerson also took part in important projects in the United States during the 1920s. He was one of eighteen prominent engineers chosen by Secretary of Commerce Herbert Hoover in 1921 to serve on a committee investigating the elimination of waste in industry. Emerson's responsibility for this project was to study problems in the railroad and coal industries, but due to project financial problems, his report was not published.

Emerson saw himself in this period as an efficiency educator. In 1924, he re-wrote and marketed an earlier version of a correspondence course in human engineering. Under the aegis of the Emerson Institute, Emerson's home study course in personal efficiency had a nationwide subscription of 40,000 in 1925. Despite the fact that the Institute became insolvent in 1928, Emerson planned to have his course translated and marketed in the Soviet Union and Poland.

In the final years of his life, Emerson turned his attention to writing his memoirs,

overseeing his family's investments in Japanese securities, and considering solutions to unemployment in the initial phases of the 1930s depression. He continued his entrepreneurial pursuits by dabbling in Florida land purchases and by developing plans for a high speed monorail. As an elder statesman of the efficiency movement, he felt troubled by the evidence that his reputation had been overshadowed by that of Taylor. Up to his death in May, 1931, he documented his contributions to scientific management and industrial engineering in his manuscript autobiography, in essays, and in personal letters.

Emerson was married twice: in the 1870s to Florence Brooks and in 1895 to Mary Crawford Supple. His son Raffe was born in 1880. Emerson and Mary Supple had three daughters: Louise, Isabel, and Margaret.

Scope and Content

The Harrington Emerson Papers document the personal life and career of an early industrial engineer, developer of scientific management, and leader of the efficiency movement in the United States during the early twentieth century. Most of the papers cover the years from 1895 to 1931, though a small quantity date from earlier years. Materials in the collection include Emerson's personal, family, and business correspondence; the published and unpublished writings of Emerson and other authors; scientific management consulting reports; business records of Emerson's firms; newspaper and magazine clippings; and photographs and memorabilia. This material touches on the theory and practice of scientific management, the ideas of the efficiency movement and their propagation, and professional engineering associations.

Documents on Emerson's early life are relatively scarce in the collection, though information can be found in his typescript autobiography and in some of the letters to his relatives. Fuller coverage of Emerson's work and ideas begins in the 1890s. A letter copy book is particularly valuable for roughly twelve months in 1895-1896, containing over seven hundred pages of correspondence on Emerson's work on behalf of British investors, his activities in the Pacific Northwest and his participation in the 1896 U.S. presidential election campaign.

The Emerson Papers have many letters of Harrington Emerson's relatives in both his immediate and extended families. The most important are those of his son, Raffe Emerson; his brother, Samuel D. I. Emerson; his father, Edwin Emerson, Sr.; and his wife Mary C. Emerson. The letters from each of these relatives largely concern a single subject or phase of Emerson's career, though the Samuel Emerson correspondence is of more general interest. Most of Emerson's family correspondence provides important documentation of his various business ventures and professional dealings, since many members of his family were also collaborators or business partners with Emerson.

The period from 1903 to 1918 is the most thoroughly covered of Emerson's entire life. Family and business correspondence, records of Emerson's firms, consulting reports and publications by Emerson companies, published and unpublished writings all trace

the development of Emerson's thinking on many facets of industrial management and efficiency and his growing involvement as a consultant, expert, and leading public figure in the efficiency movement. The consulting reports reveal the methods Emerson used to investigate operations of clients' firms and the management of his own consulting company. The emergence of efficiency as his guiding principle comes out repeatedly in his own writings. There are also numerous newspaper and magazine clippings of articles on scientific management. This material, some of it written by leading authorities and contemporaries of Emerson are valuable for understanding the milieu in which he developed his own ideas. Emerson's important testimony in the Eastern Freight Rate Case before the U.S. Interstate Commerce Commission and his presentation to the United States Commission on Industrial Relations--both providing definitive statements on his philosophy of efficiency and defenses of scientific management against the criticism of trade unions--are among the most important documents in the collection.

The period of Emerson's greatest public recognition and highest stature in scientific management circles also emerges in his letters to associates, clients, and family members. Some of these letters are important for understanding his methodology and business procedures; for example, the correspondence of E. E. Arison, W. Edgecomb, Alonzo Flack (associate engineers), and Samuel D. I. Emerson. Other important correspondents for these matters are C. E. Knoeppel, Edward Rumley, Arthur Thompson, and A. J. Thomlinson. One of Emerson's most important corporate clients, Daniel Willard, President of the Baltimore and Ohio Railroad, also became a friend and correspondent. The Willard- Emerson correspondence touches on many subjects, including Emerson's work in the post-World War I period.

Letters, speeches, newspaper and magazine clippings, and programs from conferences and professional meetings document Emerson's role in the engineering profession and in the emergence of specializations within the engineering field. This material refers to the American Society of Mechanical Engineers, the American section of Les Societe des Ingenieurs de France, and the Society of Industrial Engineers, among others. In addition to this material, there are clippings and letters about the most important figures in the development of scientific management (Taylor, Gantt, Gilbreth, etc.) in which the critical views and ideas as well as the respective parts played by individuals in this field can be found.

Emerson's work in foreign countries from the 1920s to 1931 is represented in the Papers by correspondence, proposals, legal agreements, consulting reports, telegrams, expense accounts, clippings, and essays. They explain Emerson's ideas and plans for applying his efficiency methods to these countries' economies and his relations with government officials. More broadly, the material concerns economic development and the role of transportation infrastructure in development. Japan, Mexico, Peru, China, Soviet Union, and Poland are covered, though the most extensive documentation is on China, Mexico, and Peru.

Further information on individuals, topics, and events that are included in the Emerson Papers can be found in the following section on organization.

Index Terms

These materials are indexed under the following headings in the catalog of the Pennsylvania State University. Researchers wishing to find related materials should search the catalog under these index terms.

Personal Name Subjects

Emerson, Harrington, 1853-1931

Emerson family

Gantt, Henry Laurence, 1861-1919

Gilbreth, Frank Bunker, 1868-1924

Taylor, Frederick Winslow, 1856-1915

Corporate Subjects

American Society of Mechanical Engineers

Emerson Company

Lincoln Land Company

New York Efficiency Society

Society of Industrial Engineers

United States Commission on Industrial Relations

United States. Interstate Commerce Commission

Topical Subjects

Business consultants

Industrial efficiency

Industrial efficiency -- Study and teaching

Industrial engineering

Industrial engineering -- Societies, etc.

Industrial management

Labor unions -- Management

Presidents -- Election -- 1896

Railroads -- Management

Corporate Creators

Emerson Company

Emerson Institute

Form/Genre Terms

Autobiographies

Business records

Clippings

Conference programs

Correspondence

Manuscripts for publication

Memorabilia

Photographs

Publications

Reports

Speeches

Container List

General Correspondence Series

General Correspondence, 1892-1931.

Correspondence arranged chronologically by surnames of correspondents and by place names or organization names. Much of this correspondence concerns the efforts of Emerson, his associates, and Emerson's companies to solicit industrial efficiency consulting work. This correspondence supplements material in the Emerson Companies Records series, Consulting Reports subseries.

Particularly important material among the general correspondence is in the Baltimore and Ohio Railroad files, the Bryan-Brandeis letters, the files on professional engineering

organizations, and the biographical information on Emerson in the E. D. Barnes file.

Box 1

Folder 1

Ac - Al, 1914-1928

Box 1

Folder 2

Am (American Society of Mechanical Engineers), 1912-1931

Box 1

Folder 3

Amtorg (Russian import/export business), 1929-1931

Box 1

Folder 4

Ap - Au, 1908-1930

Box 1

Folder 5

Ba, 1917-1931

Box 1

Folders 6-7

Baltimore and Ohio Railroad, 1918-1931

Box 1

Folder 8

Barnes, E. D., 1931

Box 1

Folder 9

Be - Br, 1912-1930

Box 1

Folder 10

Bryan, William J. and Brandeis, Louis D., 1895-1916

Box 1

Folder 11

Bu, 1916-1930

Box 1

Folder 12

Burdick, Irving, 1926-1930

Box 1

Folder 13

Ca - Cl, 1892-1928

Box 1

Folder 14

Christian, Dr. Eugene, 1925

Box 1

Folder 15

Co - Cz, 1908-1913

Box 1

Folder 16

D, 1913-1931

Box 1

Folder 17

E, 1902-1931

Box 1
Folder 18
Edgecomb, W., 1918-1930
Box 1
Folder 19
Fa - Fl, 1918-1931
Box 1
Folder 20
Fo - Fr, 1918-1931
Box 1
Folder 21
France (French Society of Civil Engineers, American Section), 1925-1931
Box 1
Folder 22
Ga - Gl, 1916-1931
Box 1
Folder 23
Germany (Vereine Deutsche Ingenieure), 1923-1931
Box 2
Folder 1
Go - Gu, 1911-1931
Box 2
Folder 2
Ha - Hi, 1925-1931
Box 2
Folder 3
Ho - Hu, 1925-1931
Box 2
Folder 4
Ib - In, 1910-1931
Box 2
Folder 5
In - Ir, 1923-1928
Box 2
Folder 6
J, 1912-1930
Box 2
Folder 7
K, undated
Box 2
Folder 8
Knoeppel, C. E., 1911-1930
Box 2
Folder 9
Krieger, A., 1925-1931
Box 2
Folder 10
La - Li, 1925-1931
Box 2

Folder 11
LI - Ly, 1893-1930
Box 2
Folder 12
Mc - Mac, 1910-1930
Box 2
Folder 13
Ma, 1909-1930
Box 2
Folder 14
Masarykova Akademie Prace, 1928-1931
Box 2
Folder 15
Me - Mi, 1912-1931
Box 2
Folder 16
Mo - Mu, 1908-1930
Box 2
Folder 17
Na, 1911-1924
Box 2
Folder 18
Me - No, 1908-1931
Box 2
Folder 19
O, 1922-1930
Box 3
Folder 1
Pa - Pe, 1909-1931
Box 3
Folder 2
Ph - Pl, 1904-1931
Box 3
Folder 3
Polakov, Walter, 1930
Box 3
Folder 4
Po - Ps, 1908-1930
Box 3
Folder 5
Ra - Ru, 1907-1930
Box 3
Folder 6
Rumley, Edward, 1912-1931
Box 3
Folder 7
Sa - Se, 1913-1931
Box 3
Folder 8

Sh - So, 1912-1928
Box 3
Folder 9
Society of Industrial Engineers, 1925-1930
Box 3
Folder 10
Sp - St, 1924-1930
Box 3
Folder 11
Su - Sz, 1917-1930
Box 3
Folder 12
T, 1921-1930
Box 3
Folder 13
U, 1908-1931
Box 3
Folder 14
V, 1912-1931
Box 3
Folder 15
Wa, 1916-1930
Box 3
Folder 16
We - Wu, 1913-1931
Box 3
Folder 17
Y, 1915-1921
Box 3
Folder 18
Miscellaneous, undated

Emerson Family Correspondence Series

Emerson Family Correspondence, 1841-1931.

This series is subdivided into three subseries: Family Correspondence, Raffe Emerson Correspondence, and Harrington Emerson Personal Papers. Letters in the first two subseries are on personal, family, and business matters. The news of family and friends combines with information on family investments, the Emerson companies' management, and Emerson's work in foreign countries. Letters in the Edwin Emerson, Sr., Sidney Brooks, and Raffe Emerson files are particularly valuable in revealing the mixture of family and personal affairs with business concerns. The third subseries has a largely miscellaneous assortment of Emerson's own investment records, photographs, memorabilia, and date books. Among these materials, however, are the very important submissions Emerson made before the Interstate Commerce Commission in the Eastern Freight Rate Case and before the United States Industrial Commission.

Family Correspondence Subseries

Family Correspondence, 1841-1931.

3

Folders 19-20

Emerson, Alfred, 1893-1931

Box 4

Folders 1-2

Emerson, Edwin, Sr., 1841-1907

Box 4

Folder 3

Emerson, Edwin, Jr., 1895-1930

Box 4

Folder 4

Emerson, George, 1904-1929

Box 4

Folders 5-6

Emerson, Mary C., 1903-1930

Box 4

Folder 7

Emerson, Margaret, 1907-1908

Box 4

Folders 8-9

Emerson, Mary Crawford, 1902-1930

Box 4

Folders 10-12

Emerson, Samuel D. I., 1901-1928

Box 4

Folder 13

Emerson, Isabel; Emerson, Louise; Emerson, Margaret, 1907-1928

Box 4

Folder 14

Emerson, Willard Ingham, 1918-1930

Box 4

Folder 15

Brooks, Florence, 1922-1928

Box 4

Folder 16

Brooks, Sidney, 1919-1931

Box 4

Folder 17

Supple, Henry H., 1900-1930

Box 4

Folder 18

Miscellaneous, 1901-1931

Emerson, Raffe Correspondence Subseries

Emerson, Raffe Correspondence, 1901-1931.

4

Folder 19

Emerson, Harrington, 1901-1907
Box 4
Folders 20-22
Office and Personal, 1917-1925
Box 4
Folder 23
Emerson, Harrington, 1926
Box 5
Folder 1
Peru: Emerson Institute, 1927
Box 5
Folder 2
Peru: Emerson, Harrington, 1927
Box 5
Folders 3-4
General, 1927-1928
Box 5
Folder 5
General, 1928
Box 5
Folders 6-8
Personal and Office, 1928
Box 5
Folder 9
Cables and Telegrams, 1928
Box 5
Folders 10-12
Emerson, Harrington, 1928
Box 5
Folders 13-15
General, Cablegrams, Office Statements, 1929-1931

Emerson, Harrington Personal Papers Subseries

Emerson, Harrington Personal Papers, 1901-1931.
6
Folder 1
Testimony to Interstate Commerce Commission, 1910
Box 6
Folder 2
Statement, U.S. Commission on Industrial Relations, 1914
Box 6
Folder 3
Letters of introduction, 1901-1911
Box 6
Folder 4
Family finances, 1921-1928
Box 6
Folder 5

Investments, Properties, Leases, 1906-1931
Box 6
Folders 6-7
Riverside apartment lease, 1920-1923
Box 6
Folder 8
Brokerage statements, 1925-1931
Box 6
Folders 9-10
Photos, Date Books, Membership Certificates, 1917-1930
Box 6
Folder 11
Bills, Investments, Family Expenses, 1905-1931
Box 6
Folder 12
Miscellaneous typescript essays, 1916-1927
Box 6
Folder 13
Essays on coal classification, 1928

Projects Series

Projects, 1890-1931.

Materials from two different periods of Emerson's career are found in this series: the period of promotional and entrepreneurial activities in the West and Pacific Northwest; and the period of advisory work for foreign governments. For the earlier period there is correspondence, essays, and pamphlets. This part of the collection also has the letter copybook containing Emerson's correspondence on his dealings with British investors and his involvement with the 1896 presidential election campaign. In addition, it has Emerson's patent applications. Material in the later period includes telegrams, proposals, agreements, and correspondence with experts and government representatives from foreign countries.

For the earlier period documented in this series, there is other important materials in the Emerson Family Correspondence series, especially the Edwin Emerson, Sr. file. For the later period, supplementary information can be found in the Baltimore and Ohio Railroad, A. Naval, Albert Salinas, Walter Polakov, and Dr. Eugene Szezepesi files in the General Correspondence series and in the Mary C. Emerson and Raffe Emerson files in the Emerson Family Correspondence series.

Early Projects Subseries

Early Projects, 1890-1891.

6

Folder 14

Reliance Trust Company, 1890-1907

Box 6

Folder 15

Letter Copybook, Dec. 30, 1895 - Sept. 16, 1896

Box 6

Folder 16
1896 Election Essays and Speeches, 1896
Box 6
Folders 17-18
London Promotion Association, 1891-1897
Box 6
Folder 19
Columbia Navigation and Trading Company, 1898
Box 7
Folders 1-4
Alaska, 1898-1902
Box 7
Folder 5
Pacific Cable Project and Pacific Northwest Development (clippings), 1898-1903
Box 7
Folder 6
Patent Proposal: Monorail, 1927
Box 7
Folder 7
Investigation of Charcoal Briquetting, 1928
Box 7
Folder 8
Investigation of High-Speed Banking Planes, 1931
Box 7
Folders 9-13
Miscellaneous Projects and Investigations Including Florida Real Estate, 1921-1928

Foreign Projects Subseries

Foreign Projects, 1921-1931.

7

Folders 14-21
China, 1921-1930
Box 8
Folders 1-3
Japan, 1926-1929
Box 8
Folders 4-8
Mexico, 1921-1928
Box 8
Folders 9-14
Peru, 1927-1929
Box 9
Folders 1-4
Peru, 1927-1929
Box 9
Folders 5-7
Poland, 1928-1931
Box 9

Folders 8-11
Soviet Union, 1930

Published and Unpublished Writings Series

Published and Unpublished Writings, 1899-1931.

This series has essays, speeches, articles, autobiographical notes, clippings, and manuscripts both by Emerson and other authors. This material deals largely with scientific management, Emerson's life and ideas on efficiency, and specific topics within these general areas. There are notes and partial or unfinished reports from Emerson's consulting assignments and clippings of published writings by other experts on scientific management. Speeches and essays by Emerson, as well as feature articles about his work, complement materials in the Projects Series and the Emerson Company Records Series.

Box 9

Folder 12

Newspaper Clippings, 1910-1930

Box 9

Folders 13-15

Reprints and Articles by Others: Technology, Engineering, 1903-1930

Box 9

Folders 16-17

Published Articles, Typescript Bibliographies, 1902-1923

Box 10

Folder 1

Published Articles, Typescript Bibliographies, 1914-1930

Box 10

Folders 2-8

Speeches, Lectures, 1908-1931

Box 10

Folders 9-11

Autobiographical Essays, 1918-1931

Box 11

Folder 1

Autobiographical Essays, 1930

Box 11

Folder 2

Notes on Autobiography

Box 11

Folder 3

Articles on Emerson; Psychological Register, 1913-1930

Box 11

Folders 4-6

Unpublished Typescript Essays, 1899-1920

Box 11

Folders 7-13

Typescript Essays, 1911-1931

Box 12

Folders 1-3

Typescript Essays, 1911-1931
Box 12
Folder 4
"Industrial Creation of Wealth," 1925
Box 12
Folders 5-9
Essay Fragments

Emerson Companies Records Series

Emerson Companies Records, 1907-1928.
This series has business and financial records, publications, memoranda, correspondence, and consulting reports by and concerning the several companies that Emerson created. This series contains three subseries: Office Records, Emerson Companies Consulting Reports, and Emerson Institute.

Office Records Subseries

Office Records, 1904-1931.
This subseries includes lists of clients, expenses, account statements, publications, staff bulletins, and inter-office memoranda, 1904-1931. It provides extensive information on the engineers who were associated with Emerson, but additional correspondence with these individuals is in the General Correspondence Series (see files for E. E. Arison, W. Edgecomb, Alonzo Flack, C. E. Knoeppel, and Walter Power). Emerson's ouster from his company in 1925 can also be followed through his correspondence with Samuel D. I. Emerson in the Emerson Family Correspondence Series.

12
Folders 10-11
Pamphlets, Tracts, 1915-1924
Box 12
Folders 12-13
Staff Bulletins
Box 13
Folders 1-4
Financial Ledgers, Statements, 1913-1918
Box 13
Folder 5
Contracts and Clients, 1911-1913
Box 13
Folders 6-10
Graphs on Company Performance, Wage and Bonus System, 1907-1918
Box 13
Folder 11
Accounts for Emerson Associates, 1916-1917
Box 13
Folder 12
Graphs, Formulae, 1905-1924
Box 13
Folder 13

Prospective Employees: Photos, Handwriting Analyses
Box 13
Folder 14
Form Letters, 1904-1922
Box 13
Folders 15-17
Emerson Company and Emerson Engineers: Emerson, Mary C. Correspondence,
1904-1922, 1916-1931
Box 13
Folders 18-20
Office Correspondence, 1911-1917
Box 13
Folder 21
Emerson Engineers: Office Statements, 1928
Box 14
Folders 1-4
Emerson Engineers: Office Statements, 1928
Box 14
Folders 5-7
Emerson Company and Emerson Engineers: Letters and Essays to Associates,
1909-1925
Box 14
Folder 8
Emerson Company and Emerson Engineers: Miscellaneous Company Correspondence,
1908-1928
Box 14
Folder 9
Emerson Engineers: Bills and Statements, 1925-1928
Box 14
Folder 10
Emerson Audit Company, 1915-1924
Box 14
Folder 11
Emerson Engineers: Internal Expenses, 1928-1930
Box 14
Folder 12
Emerson Company: Report of Business Course for Emerson Company, 1916

Emerson Companies Consulting Reports Subseries

Emerson Companies Consulting Reports, 1900-1925.
This subseries has sixty consulting reports by the Emerson Company, 1900-1925. The files here include some correspondence with clients concerning Emerson's methods and conduct of investigations. There is much related materials in the General Correspondence Series on Emerson's preliminary contacts with companies for which he later carried out consulting work. Highlights in the consulting reports include the bound reports and files for the Baltimore and Ohio Railroad, Emerson's earliest investigations for the Appert Glass Company and the Atchison, Topeka, and Santa Fe Railroad, and the information on employees' living and working conditions in the reports for the

Buffalo, Rochester, and Pittsburgh Railroad and the American Radiator Company.
14
Folder 13
A. B. Loomis Company, 1918
Box 14
Folder 14
Aluminum Company of America, 1918-1920
Box 14
Folder 15
American Iron and Steel, 1911
Box 14
Folder 16
American Locomotive Company, 1907
Box 14
Folder 17
American Radiator Company, 1913
Box 15
Folder 1
American Rolling Mill Company, 1918
Box 15
Folder 2
Anniston Steel Company, 1920
Box 15
Folder 3
Appert Glass Company, 1900
Box 15
Folders 4-6
Atchison, Topeka and Santa Fe Railroad, 1904-1907
Box 15
Folder 7
Automatic Electric Company, 1911
Box 15
Folders 8-10
Baltimore and Ohio Railroad, 1915-1918
Box 15
Baltimore and Ohio Railroad, 1914-1915
Box 16
Folders 1-4
Baltimore and Ohio Railroad, 1915-1918
Box 16
Folder 5
Birmingham Machine and Foundry Company, 1919
Box 16
Folder 6
H. Blank Company, 1911
Box 16
Folder 7
Borden Company, 1925
Box 16

Folder 8
Brainerd and Armstrong Company, 1915
Box 16
Folder 9
Buffalo, Rochester and Pittsburgh Railroad, 1917
Box 16
Folder 10
Bullard Machine Tool Company, 1910
Box 16
Folder 11
Cammerson Steam Pump Works, 1909
Box 16
Folder 12
Carbon Steel Company, 1920
Box 16
Folder 13
Cascades Locks Lumber Company, 1918
Box 16
Folder 14
Champion Lumber Company, 1913
Box 16
Folder 15
Champlain Silk Mills, 1921-1923
Box 16
Folder 16
Williston H. Collins Company, 1912
Box 16
Folder 17
Crane Valve Company, 1911
Box 16
Folder 18
Cutler Desk Company, 1913
Box 16
Folder 19
Curtis Publishing Company, 1910
Box 16
Folder 20
Dahlstrom Metallic Door Company, 1914
Box 16
Folder 21
Diamond Chain and Manufacturing Company, 1913
Box 16
Folder 22
Deere and Company, 1912
Box 16
Folder 23
Domestic Sewing Machine Company, 1908, 1914
Box 16
Folder 24

Dunn and McCarthy, 1912
Box 16
Folder 25
Eppinger and Russell Company, 1913
Box 16
Folder 26
Evens and Howard Fire Brick Company, 1916
Box 16
Folder 27
Falconer Company, 1912
Box 16
Folder 28
General Motors Corporation, 1920-1921
Box 16
Folder 29
Great Southern Lumber Company, 1913
Box 16
Folder 30
King Sewing Machine Company, 1915
Box 16
Folder 31
Lord and Taylor, 1919
Box 16
Folder 32
Lucy Manufacturing Company, 1920
Box 16
Folder 33
Ludlow Manufacturing Associates, 1910
Box 16
Folder 34
McKinnon Industries, Ltd., 1920
Box 16
Folder 35
Mackintosh, Hemphill and Company, 1920
Box 16
Folder 36
Marion Flint Glass Company, 1907
Box 16
Folder 37
Merritt Manufacturing Company, 1913
Box 16
Folder 38
Mersman Brothers--Brants Company, 1919
Box 16
Folder 39
Moline Tool Company, 1912
Box 16
Folder 40
New York Transportation Company, 1909

Box 16
Folder 41
Northern Motor and Manufacturing Company, 1913
Box 16
Folder 42
Pittsburgh Valve Foundry and Construction Company, 1909
Box 16
Folder 43
Plymouth Cordage Company, 1911
Box 16
Folder 44
Republic Metalware Company, 1913
Box 16
Folder 45
Royal Easy Chair, 1919
Box 16
Folder 46
M. Rumley Company, 1919
Box 16
Folder 47
Russell, Burdsall and Ward Bolt and Nut Company, 1912
Box 16
Folder 48
Ryerson, Joseph T. and Sons, 1909
Box 16
Folder 49
Sauer, Adolph, Inc., 1923
Box 16
Folder 50
Seattle, City of, 1912
Box 16
Folder 51
Sulzberger and Sons, circa 1910
Box 16
Folder 52
Tredwill Engineering Company, 1911
Box 16
Folder 53
Vaughan Machine Company, 1903
Box 16
Folder 54
S. D. Warren and Company, 1910
Box 16
Folder 55
Westinghouse Machine Company, 1909
Box 16
Folder 56
Report for Unidentified Plant in Chicago, 1912

Emerson Institute Subseries

Emerson Institute, 1913-1931.

This subseries contains the records of the Emerson Institute and documents Emerson's educational and promotional activity in the efficiency movement, 1913 and 1921-1931.

There are lesson books for the Home Course of Study in Personal Efficiency, promotional literature, legal agreements, Institute correspondence, and business accounts. A 1916 typescript and letter to Charles E. Partridge reveal the beginnings of this part of Emerson's work. Related correspondence can be found in the Raffe Emerson Correspondence subseries of the Emerson Family Correspondence series.

16

Folder 57

Origin of Efficiency Course, 1916

Box 16

Folder 58

Lesson Booklets for Personal Efficiency Course, 1913

Box 17

Folders 1-2

Lesson Booklets for Personal Efficiency Course, 1913

Box 17

Folders 3-4

Lesson Booklets for Human Engineering Course, 1921-1925

Box 17

Folder 5

Promotional Pamphlets

Box 17

Folder 6

Legal Agreements, 1923, 1927

Box 17

Folder 7

Letter to Charles Partridge, 1926

Box 17

Folders 8-12

Correspondence on Administration of Institute, 1923-1927

Box 17

Folder 13

Rental Lists and Financial Documents, 1927-1928

Box 17

Folder 14

Miscellaneous Documents, 1925

Box 17

Folder 15

Itemized Bills, Financial Statements, 1924-1927

Box 17

Folder 16

Proposal for New Efficiency Course, 1931

Photographs Series

Photographs and Negatives, undated
18
Photographs and Postcards
Box 19
Negatives