

New York, June 21st, 1915.

To the President and Fellows of
Harvard University.

Sirs:

The James J. Hill Professorship of Transportation
in the Harvard Graduate School of Business Administration.

The undersigned self-constituted Committee, representing a wide circle of friends and admirers of James J. Hill, Esquire, and desiring to perpetuate many of Mr. Hill's ideas in a way so as to merit his cordial counsel and support and at the same time give ample latitude in administration to the University, hereby present to the President and Fellows of Harvard University the sum of \$125,000. to found the James J. Hill Professorship of Transportation.

The income only of this fund shall be used to maintain a Professorship in the Graduate School of Business Administration of Harvard University. It is our desire that the recipient or recipients of this income shall give instruction or promote investigations in the subject of transportation, giving chief attention to railroad transportation. While it is our intention that this income shall ordinarily secure the service of a competent teacher, it is also our desire to promote research, and if for any reason the Professorship should be temporarily vacant, or in the discretion of the President and Fellows it should be unnecessary to apply the entire income of this fund to maintain the Professorship, they are authorized to use the income and accumulated income in contributing to the instruction and research in the University in the subjects names in such way as they see fit.

Attached hereto you will find a list of the donors of this gift, with the amount of their subscriptions. We trust that formal acknowledgment will be sent in due course to each one of these donors, whose addresses we also furnish you, and that you will also notify Mr. James J. Hill of this Foundation in his name.

With great respect, we are, dear Sirs,
Faithfully yours,

Robert Bacon)
George F. Baker)
Howard Elliott)
Arthur Curtiss James) Committee
Thomas W. Lamont)
Robert T. Lincoln)
J. P. Morgan)

New York City, May 5th, 1914.

Dear Mr.

The following self-constituted committee invites your interest in a plan to found, at Harvard University, a Professorship of Railroad Transportation, in honor, and to bear the name, of James J. Hill, Esq., of the Great Northern Railway Company. The inception of this plan is largely due—although Mr. Hill is unaware of this fact—to Mr. Hill's expressed concern as to the railroad situation in this country.

He has clearly stated that one of the best remedies is to teach the rising generation how vital the railroads are to the development of the whole country, and to train men in the problems of economical and efficient railroad management. A body of young men, thus thoroughly fitted for railroad service, would not only prove of great value to the railroads themselves, but would materially assist in correcting current, erroneous impressions, and in disseminating broad views on all questions of transportation and commerce.

In fact Mr. Hill has offered to give anonymously towards a fund to be devoted to this purpose. But some of his friends, learning this, and being deeply impressed with the importance of the whole subject, determined to found such a Chair, in the name of Mr. Hill. This is intended to perpetuate many of Mr. Hill's ideas in a way so as to merit his cordial counsel and support, and at the same time give ample latitude in administration to the University.

No one to whom this letter is addressed can, we believe, fail to recognize how fitting it is that the first Chair of Railroad Transportation at the leading university in this country should bear the name,—and, so far as possible, carry out the ideas,—of the greatest railroad pioneer whom this country has ever seen; one who in the Northwest has opened to industry a new empire; who in "scientific management" has been far ahead of his times; whose devotion to the interests of his company's shareholders has never been questioned.

This professorship at Harvard will be in one of her notable graduate departments, the School of Business Administration, where astonishing success has already been achieved in teaching to a body of picked college graduates the principles and methods of business organization and management. The ultimate endowment which is sought for the chair is \$250,000. Upon the completion, however, of one-half this amount, the Harvard authorities will announce the Foundation to Mr. Hill, and a list of the donors (without reference to subscriptions) will be furnished to him as well as to the University.

We feel it probable that you, as well as other friends of Mr. Hill, would have been willing to sign this invitation, but time has not served to write preliminary letters for this purpose. It is hoped, however, that the undersigned will be understood as not venturing to assume to themselves any greater degree of admiration or friendship for Mr. Hill than you whom we address. It is manifest that the ideal way to carry through this project is to command the interest—be it on a scale large or small—of Mr. Hill's many friends and admirers throughout the country.

If this plan appeals to you and you desire to contribute, may we ask you to fill out the enclosed blank and mail to the Treasurer of the Committee?

Faithfully yours,

Robert Bacon

Geo. W. Baker

Emund Elliott

Arthur C. L. James

Thomas W. Lawson

Robt. M. McCoy

J. H. Morgan