

HARVARD UNIVERSITY

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

OFFICE OF THE DEAN

Cambridge, Massachusetts

October 20, 1915

My dear Mr. Hill:

I appreciate very much the opportunity I had while in New York in September of meeting you and hearing some of your ideas in regard to the necessity of the scientific study of railroad problems. We are here endeavoring to place all our instruction in business subjects on a scientific footing, and it is for that reason that we are so delighted in having our endowment for one of our teachers in transportation named after you, the undisputed leader of scientific railroading in the United States.

At the interview which we had with you in New York, Mr. Bacon mentioned that we already had on our staff in transportation W. J. Cunningham. He is a Canadian by birth and has had twenty-three years of railroad experience; in recent years he has served as Statistician under Mr. Hustis, on the Boston and Albany, the New York, New Haven and Hartford, and the Boston and Maine, and as Statistical Adviser on the Union Pacific in New York. Mr. Cunningham not only has the practical experience which makes him thoroughly respected by the railroad men who know his work but he is an exceptionally competent teacher and in our opinion bids fair to become an authority of weight in railroad matters, quite different from the usual type of the academic teacher who from lack of practical experience has little insight into the difficulties of railroad problems. Mr. Cunningham has been Assistant Professor on our staff for five years. His experience thus far has been almost entirely in Eastern railroads and we should like very much to have him given an opportunity to study your methods in the systems in which your influence has been predominant. In accordance with your permission which you so kindly gave, I am arranging with him to leave his work here immediately after Christmas, to go west under your charge. He will report to you on or before the first of January and will follow your advice as to the length of his stay, the character of his work, and the order in which he is to study the Great Northern, the Northern Pacific, and the C.B. and Q. Systems. He goes, of course, on leave of absence from us, and his salary is paid by us, but we should greatly appreciate it if you will place him in some capacity in your service which would enable him to enjoy free transportation over your lines and to have easier access to information than would normally be given the outsider. I take this opportunity to recommend him to you, not only as a man who is competent to profit largely by any opportunities you may give him but also as one whose personal character makes him worthy of trust and friendly relationship.

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You may be interested in seeing one or two articles which Cunningham has written, and I am sending therefore a paper which he read before the New York Railroad Club, on the Administration of State Railways of Prussia-Hesse and a copy of two articles in the Quarterly Journal of Economics. I send also, in accordance with my promise to you in New York, two bulletins of our Bureau of Business Research: one the preliminary results of our investigation of shoe retailing, and the other our accounting system for grocers. A very much fuller bulletin on shoes is now being compiled, and I shall take pleasure in sending it to you as soon as it is issued.

I trust that sometime during the coming year we may have the great pleasure of having you as our guest. We should be glad if you could arrange at that time to address our students on some subject, preferably some matter of interest to railroad men as well as to the general business public.

I am

With high regards,

Edwin F. Gay.

James J. Hill, Esquire