

**University of Oklahoma Libraries**  
**Harry W. Bass Business History Collection**  
**William F. Muhs Collection**

**Collection Description**

**Muhs, William F. (1942–2014). Papers, 1847–1990. 3 feet.**

Professor. Correspondence and papers (1978–1990) of William F. Muhs, a professor of finance at Washington State University and Montana State University, and research materials (1847–1990) he collected about industrial efficiency pioneer Harrington Emerson. These include records and publications of Emerson’s businesses: the Emerson Company, Emerson Engineers, and Emerson Institute. Also included are photographs (1879–1929) of Harrington Emerson and his family, and sound recordings (1978–1982) from Muhs’s research on Emerson, and from management conferences he attended.

**Guide to Collection**

**William F. Muhs Papers**

**Papers of William F. Muhs on Harrington Emerson**

**Papers of William F. Muhs on a Committee on Human Relations in Industry Symposium**

**Papers of William F. Muhs on a Symposium about the Tavistock Institute**

**Research Materials on Harrington Emerson**

**Professional Papers of Harrington Emerson**

**Personal Papers of Harrington Emerson**

**Biographical Information on Harrington Emerson**

**Published Materials by Harrington Emerson and Associated Authors**

**Secondary Sources on Harrington Emerson**

**General Materials on Management and Efficiency**

**Photographs and Illustrations**

**Sound Recordings**

**Oversized Materials**

Note: Throughout this finding aid the abbreviation “HE” refers to Harrington Emerson.

## Container List

### William F. Muhs Papers

#### Box 1

#### Folder:

#### **Papers of William F. Muhs on Harrington Emerson, 1978-1990**

1. Correspondence to and from William F. Muhs regarding his research on Harrington Emerson, 1978-1979. Correspondents include Frederick Laidlaw, Margot Manville, the Emerson Consultants, Atchison, Topeka and Santa Fe Railway Company, Union Pacific Corporation, various libraries and archives, and others.
2. Correspondence to and from William F. Muhs regarding his research on Harrington Emerson, 1979. Correspondents include Frederick Laidlaw, Gwendolen B. Penniman, Margot Manville, Joseph W. Siphron, James P. Quigel, Jr., various libraries and archives, and others.
3. Correspondence to and from William F. Muhs regarding his research on Harrington Emerson, 1980. Correspondents include Margot Manville, Gwendolen B. Penniman, Edith Emerson, Dan Wren, Ronald Greenwood, Ichiro Ueno, and others.
4. Correspondence to and from William F. Muhs regarding his research on Harrington Emerson, 1981. Correspondents include Ichiro Ueno, James H. Ducker, and Carl Graves.
5. Correspondence to and from William F. Muhs regarding his research on Harrington Emerson, 1982-1983. Correspondents include Charles N. Greene, Dana Devereux, and various libraries and archives.
6. Research notes by William F. Muhs on Harrington Emerson and related subjects, including contact information for his sources.
7. Newspaper clippings about HE's papers being given to Pennsylvania State University's Pattee Library by the Laidlaw family, and about Prof. Frederick B. Laidlaw's retirement from PSU.

#### **Papers of William F. Muhs on a Committee on Human Relations in Industry Symposium, 1982**

8. Correspondence to and from William F. Muhs regarding a proposed symposium on the Committee on Human Relations in Industry, 1981-1982. Correspondents include George Brown, Allison Davis, Burleigh B. Gardner, Robert Havighurst, Everett C. Hughes, David G. Moore, William F. Whyte, William B. Wolf, and James C. Worthy. Includes a copy of David G. Moore's symposium paper.
9. Correspondence to and from William F. Muhs regarding tapes and transcriptions of the 1982 Symposium on the Committee on Human Relations in Industry, 1982-1990. Correspondents include Burleigh B. Gardner, Sanford Jacoby, David G. Moore, William F. Whyte, William B. Wolf, and James Worthy.
10. Academy of Management, Management History Division, Working Paper Series: "Symposium on Committee on Human Relations in Industry at the University of Chicago Academy of Management, August 1982, New York." Edited by William Muhs, College of Business, Montana State University. Sep. 1989.

11. Transcript of the audio cassette tapes of the Symposium on the Committee on Human Relations in Industry, Aug. 1982.
12. Transcript with editing notes of the audio cassette tapes of the Symposium on the Committee on Human Relations in Industry, Aug. 1982.
13. Rough drafts of transcripts with editing notes of the audio cassette tapes of the Symposium on the Committee on Human Relations in Industry, Aug. 1982. Includes additional handwritten notes.

**Papers of William F. Muhs on a Symposium about the Tavistock Institute, 1982**

14. Correspondence to and from William F. Muhs regarding a symposium, "The Tavistock Institute: Its Early Years" at the 1982 Academy of Management meeting in New York, 1981-1983. Correspondents include John Bowlby, Harold Bridger, Sidney G. Gray, Elliott Jaques, Theodore M. Newcomb, Nevitt Sanford, Jock Sutherland, and Eric Trist. Includes a page of biographical notes on Harold Bridger and Sidney G. Gray.
15. Photocopied article by Sidney G. Gray, "The Tavistock Institute of Human Relations." Typed draft of a paper by Eric Trist, "Working with Bion in the Forties – The Group Decade."
16. Draft transcript of the symposium, "The Tavistock Institute: Origin and Early Years," held Aug. 17, 1982, New York.
17. Final transcript of the symposium, "The Tavistock Institute: Origin and Early Years," held Aug. 17, 1982, New York.

**Research Materials on Harrington Emerson**

These materials consist of photocopies, carbon copies, and original documents acquired by William F. Muhs during his research on Harrington Emerson. They were primarily obtained from the New York Public Library; the Emerson Consultants, Inc. of New York City; Pennsylvania State University Library; Margot Emerson Manville of Denver, Colorado; and the University of Washington Library.

**Box 2**

**Folder:**

**Professional Papers of Harrington Emerson**

1. Lists of pamphlets, articles, books, and other materials written by Harrington Emerson. Includes bibliography note cards for Muhs's research.
2. Typed, signed statement by William Muhs regarding the sources of Harrington Emerson materials within this collection; and tape transcriptions by William F. Muhs reading from Harrington Emerson's papers at the home of Margot Emerson Manville in Denver, Colorado. Includes transcription of Harrington Emerson's memoirs.
3. Tape transcriptions by William F. Muhs reading from Harrington Emerson's papers at the New York Public Library, and Pennsylvania State University.
4. Collected Harrington Emerson research materials, 1893-1900:

- “The End of a World Boom,” by HE, circa 1893.
- Articles of Agreement between Harrington Emerson and Joseph Henry Rothschild, for the Montezuma Mining Company, 1897.
- “The Way Nearly All the Big Fortunes of Modern Times Are Made,” by HE.
- “The Pacific Cable,” by HE.
- “Engineering and Organizing Reports Made by Harrington Emerson,” covering 1878-1903.
- “Report on Trans-Atlantic Cable,” by HE, 1900.
- HE to Judge Thomas Burke, Emerson’s business ventures, Mar. – Nov., 1900. All on letterhead from Appert Glass Company in Port Allegany, Pennsylvania.

5. Collected Harrington Emerson research materials, 1901-1902:

- Letter of recommendation for HE by H. Atkinson, Holland Torpedo Boat Company, to B. F. Sprankle, Hamilton Coal Mining Company, May 21, 1901.
- H. Atkinson to HE, the state of the Electric Boat Company, Jun. 3, 1901.
- HE to Judge Thomas Burke, travels, and his father and sister in Japan, Jul. 2, 1901.
- HE to Judge Thomas Burke regarding the sale of Glass Works, Aug. 13, 1901.
- Telegram HE to Judge Thomas Burke, “met President,” Nov. 20, 1901.
- HE to Judge Thomas Burke, business proposal, Nov. 21, 1901.
- HE to Judge Thomas Burke, Alaskan boundaries, Nov. 27, 1901.
- HE to Judge Thomas Burke, sales commissions, President’s route recommendation, Dec. 30, 1901.
- William Dulles, Jr., Appert Glass Company, to HE, thanks for work done, Dec. 10, 1901.
- HE to Judge Thomas Burke, going to Egypt, cable plans, Marconi Company, Feb. 5, 1902.
- HE to Judge Thomas Burke, Alaska boundaries, Mar. 27, 1902.
- Telegram, HE to Judge Thomas Burke, will McGovern sign, 1902.
- HE to Judge Thomas Burke, the “Olympia,” and Onffroy, Chapin, and Ainsworth, Apr. 3, 1902.
- HE to Judge Thomas Burke, offal contract, reorganizing a New England factory, May 1, 1902.
- HE to Judge Thomas Burke, an unprincipled business associate, May 7, 1902.
- HE to Judge Thomas Burke, introducing George Jamme, Jr., Jun. 14, 1902.
- HE to Judge Thomas Burke, Alaskan coal business plans, Jun. 14, 1902.
- HE to Judge Thomas Burke, a wrong contract; Jamme’s unauthorized deals, Jul. 28, 1902.
- HE to Judge Thomas Burke, talked with Mooney about Alaska, Aug. 1, 1902.
- HE to Judge Thomas Burke, problems with Piggott, Whitelaw, and Tarentum, Aug. 15, 1902.

6. Collected Harrington Emerson research materials, 1903-1904:

- Letter of recommendation for HE by James M. Dodge to Horace G. Burt, Union Pacific Railroad, Jan. 29, 1903.
- Letter of recommendation for HE by William Dulles Jr. to Horace G. Burt, Union Pacific Railroad, Feb. 16, 1903.
- HE’s philosophy on industrial efficiency.

- Extracts from Paper on Time Unit Costs presented by HE at the Annual Meeting of the American Society of Mechanical Engineers, Dec. 2, 1903.
  - The Question of Disagreement: Halsey, Taylor, Emerson.
  - Discussion of Frank Richard's paper on Piece Work, Dec. 2, 1903.
  - HE to Judge Thomas Burke, Alaskan Boundary Commission appointment, Feb. 14, 1903.
  - HE to Judge Thomas Burke, a hunting trip, Jun. 18.
  - Foundry Costs and Prices, Feb. 10, 1904.
  - Fred W. Taylor to E. G. Miner, Jr., stating that HE has not worked for him, Jan. 28, 1904.
7. Collected Harrington Emerson research materials, 1907:
- Letter to American Engineer & Railway Journal, sharing statistics on new efficiency improvements, Feb. 9, 1907.
  - Cost Keeping of the Chicago Pneumatic Tool Co., Sep. 4-5, 1907.
8. Collected Harrington Emerson research materials, 1908-1910:
- Meeting of Santa Fe Shop Foremen, Bonus Time-keepers, and Storekeeper, Jan. 26, 1908.
  - HE to U.S. Secretary of War William H. Taft, controversy between labor and capital, Apr. 1908.
  - An Emersonized Essay, 1909.
  - Lincoln Electric Co. to The Emerson Co., inquiry about efficiency work, Dec. 13, 1910.
9. Collected Harrington Emerson research materials, 1911-1913:
- Emerson Company Christmas Greeting, 1911.
  - Some Observations of Bermuda, Dec. 26, 1911.
  - Letter to the Emerson Company on the work plan for the Blumenthal Company, Sep. 14, 1911.
  - James Hartness to HE sending copies of his book, Jul. 29, 1912.
  - C.E. Knoepfel to E.A. Rumely, on service cards, Apr. 23, 1912.
  - Henry Le Chatelier to [HE?], *La Revue de Métallurgie* offering to publish a translation of his latest book, Jan. 21, 1912. [In French.]
  - Report on the Northway Motor & Mfg. Company, Detroit, Mich., 1912.
  - Emerson Company memo regarding efficiency and trustees of the New York Public Library, Jan. 18, 1912.
  - Letter regarding resistance to efficiency method recommendations.
  - Newspaper summary of report rendered to the city of Seattle by the Emerson Company, Jul. 7, 1912.
10. Collected Harrington Emerson research materials, 1914-1915:
- Locomotive Board, 1914.
  - HE's efficiency testimony for the U.S. Commission on Industrial Relations, Apr. 13, 1914.
  - HE to Wilfred Sellers, "a great modern company, Dec. 20, 1914. Incomplete.
  - HE to A.R. Demory, employees of the Emerson Company, Dec. 21, 1914.
  - HE to A.R. Demory, reference for T. T. Bower, Feb. 1, 1915.
  - "Crooks, Labor and Efficiency Troubles," 1915.
  - HE to Henry W. Jacobs, offering advice, Nov. 2, 1915.

11. Collected Harrington Emerson research materials, 1916.
  - HE to Bernard Ginsberg, Detroit Auto Specialty Co., evaluating employees, Feb. 1, 1916.
  - HE to A.W. Thompson, difference between Taylor and Emerson systems, May 2, 1916.
  - Emerson Co. summary of clerical efficiency work for the Western Electric Co., 1916.
  - HE to *Baltimore News* editor, essay by John B. Watson, "Fake Element in Vocational Psychology, May 2, 1916.
  - HE to John B. Watson, evaluating workers on physical characteristics, May 2, 1916.
  - John B. Watson to HE, declines the challenge issued, May 9, 1916.
  - HE to John B. Watson, research on evaluating worker on physical characteristics, May 11, 1916.
  - John B. Watson to Daniel Willard, Baltimore and Ohio Railroad Co., declining invitation, May 22, 1916.
  
12. Collected Harrington Emerson research materials, 1916.
  - John B. Watson to HE, Poffenberger accepts challenge, May 22, 1916.
  - John B. Watson to HE, enclosed letter by Poffenberger, May 22, 1916.
  - A.T. Poffenberger Jr. to J.B. Watson, experiment plans, May 22, 1916.
  - HE to John B. Watson, tests and evaluating workers on physical characteristics, May 25, 1916.
  - HE to A.J. Poffenberger Jr, dinner invitation, May 26, 1916.
  - HE to A.J. Poffenberger Jr, asking for photographs of him for analysis, May 29, 1916.
  - A.J. Poffenberger Jr, sending photograph, Jun. 8, 1916.
  - HE to A.J. Poffenberger Jr, sending analyses of his appearance, Jun. 15, 1916.
  - HE to A.J. Poffenberger Jr, experiment plans, Jun. 26, 1916.
  - HE to Prof. Jones, sending copy of Emerson Co. theories and practices, Jul. 18, 1916.
  
13. Collected Harrington Emerson research materials, 1916-1917.
  - HE to Arison, talking to St. Elmo Lewis; and HE's reaction to Arison's critical letter, Jul. 31, 1916.
  - HE to Bernard Ginsberg, Detroit Auto Specialty Co., proposal for business takeover, Nov. 13, 1916.
  - HE to D. Willard, what is going on as to care of workers in some industrial plants, Nov. 16, 1916.
  - E. St. Elmo Lewis to HE, visit with American Rolling Mill, Nov. 27, 1916.
  - HE to E. St. Elmo Lewis, advises to visit A.W. Thompson of the Baltimore and Ohio, Dec. 2, 1916.
  - Series of letters between HE and E.M. McDuffie regarding a contribution to the Laurinburg Normal and Industrial Institute, Nov.-Dec. 1916.
  - Suggestions for an Executive.
  - Flow of Values Chart.
  - HE to the Members of the Emerson Company, complaints about annual dinner, May 12, 1917.
  - HE to the Young Men of the Emerson Company, service during the war, May 12, 1917.
  - Salaries paid to members as noted from Oct. 1, 1913 to Jul. 31, 1917.

- HE to ? regarding essay by M.W. Sutton of the Aetna Casualty and Surety Co., Aug. 18, 1917.
  - Arthur W. Richards, Ethical Culture School, to HE, enlisting services, Dec. 11, 1917.
  - HE to Arthur W. Richards, advising services, Dec. 13, 1917.
  - HE to Yas Shima, wastes in railroad operations and offering services, Dec. 18, 1917.
14. Collected Harrington Emerson research materials, 1918.
- New Year's Greeting to the Members of the Emerson Company, 1918.
  - To the members and groups constituting the New York Agency of the Emerson Company, 1918.
  - Note from HE to Mr. Sigsbee, Feb. 4, 1918.
  - HE to Paul B. Sweet, thoughts about the Emerson Company, Feb. 12, 1918.
  - Miscellaneous Standard Practice Instructions. General Motors Co., Detroit. E. K. Wennerlund, Mar. 1918.
  - Letter to the Members of the Old and the New New York Agency from HE, Mar. 6, 1918.
  - President's Address of Welcome, Directors Meeting, Mar. 9, 1918.
  - Correspondence of HE and George E. Rines, Encyclopedia Americana article, Apr. 4, 1918.
  - HE memo to members of the Emerson Company, about the code of ethics, Jun. 14, 1918.
15. Collected Harrington Emerson research materials, 1918.
- HE to Baron Chuzo Mori, Japanese Government Railways, Jun. 24, 1918.
  - HE to Each Member of the New York Agency, merging with the Emerson Company, Jul. 11, 1918.
  - HE to L.R. Goodwin and others, "let George do it!" Sep. 5, 1918.
  - HE to All Emerson Company Workers, on individual merit, Sep. 10, 1918.
  - Cost Accounting. Clearing the important charges between P.M.S. and R., Dec. 2, 1918.
16. Collected Harrington Emerson research materials, 1919.
- Society of Industrial Engineers, 1919.
  - Explanation of Accomplishment Chart A – 1919. [Massena Carbon Plant, Aluminum Company of America]
  - Artrell [?] regarding knives, Feb. 1, 1919.
  - HE to the Emerson Engineers, allotment of income, Mar. 10, 1919.
  - What is the future of industrial engineering? Typescript of address by HE to the Society convention at Hotel McAlpin, Mar. 20, 1919.
  - HE to Prof. Irving Fisher, humanizing industry, Apr. 3, 1919.
  - Saving. What is the effect of saving? It adds to the wealth of the world. Apr. 16, 1919.

### **Box 3**

#### **Folder:**

1. Collected Harrington Emerson research materials, 1919.
- HE to Theodore H. Price, profit sharing and democratic factory management, May 12, 1919.
  - A Declaration of Principles, to the President's Industrial Conference, Sep. 26, 1919.
  - HE to C.E. Knoeppel, thanks for appreciation, Oct. 6, 1919.

- “What Economic Principles Must We All Grasp in Order to Correct the Crooked Thinking that Reaches from President to Pauper?” HE address to the National Association of Employment Managers, Oct. 11, 1919.
  - HE to All Associates, the Lewis Bulletin 520 “Japanese Leader Pays Young Men to Differ with Him. Oct. 23, 1919.
  - HE to All Associates, lack of imagination, Oct. 24, 1919.
  - Correspondence and materials related to the death of Henry Laurence Gantt, and HE’s published tribute to him, 1919.
2. Collected Harrington Emerson research materials, 1920.
- Typescript of HE remarks on the 8-hour workday, 1920.
  - HE authorization for \$15,000 check to Samuel D. I. Emerson, with copy of check, Jan. 26, 1920.
  - G. C. Dent, formula of production cost, Mar. 17, 1920.
  - HE to Louis P. Dowdney, the Riverside properties, May 7, 1920.
  - HE to Eugene Lyman Fisk, criticism of *Keep Well* leaflet; overweight. Jun. 19, 1920.
  - HE to All Concerned, my absence, Jun. 25, 1920.
  - HE to Guy Atkinson, publicity, Jul. 3, 1920.
  - Agreement between HE and Louis P. Dowdney regarding Riverside property lease matters, Sep. 24, 1920.
  - Series H. No. 1, “The Fundamental Philosophy of Efficiency,” by HE. Oct. 1920.
  - Resolved. That Workers should Participate in the Management. 1920.
3. Collected Harrington Emerson research materials, 1921.
- Chart: USA Class I Railroads from 1901 to 1921 – Standard and Actual Attainments
  - Chart: Bullseye to Be Hit of Target for Railroad Operations
  - Chart: Apportionment of Operating and Perpetuation Expense
  - Mexico – An Opportunity.
  - HE to S.D.I. Emerson, H.H. Tice, program as to Hoover Report Transportation, Feb. 21, 1921.
  - HE to Alonzo Flack, H.H. Tice, the Hoover Committee on Industrial Wastes, Feb. 25, 1921.
  - HE to the Editor of the *Evening Sun*, present day conditions in Mexico, Mar. 2, 1921.
  - L.W. Wallace to HE, progress on reports, Mar. 15, 1921.
  - L.W. Wallace to HE, Committee on Elimination of Waste in Industry, Apr. 8, 1921.
  - “Efficiency Fundamentals.” Address before American Paper and Pulp Association. Apr. 12, 1921.
  - HE to L.W. Wallace, elimination of waste, Apr. 12, 1921 (incomplete).
  - HE to President Harding, the railroad situation, Apr. 15, 1921.
  - HE, “Wastes in Bituminous Coal Mining.” Committee on Elimination of Waste in Industry. Apr. 15, 1921.
  - HE to H. Wilson, IQ test for Wilson’s son, May 2, 1921.
  - HE to L.W. Wallace, “Standardization and Stabilization,” May 6, 1921.
  - HE to L. W. Wallace, committee work, May 19, 1921.
  - HE to and from Eugene Lyman Fisk, kidney stones, Sep. 14-15, 1921.



- O.D. Frost to L.L. Goodman, Goodman Hosiery Co., efficiency engineer work, Nov. 15, 1921.
  - Flack to C.R. Jenks, Miss G.E. Jones, file for charts showing our results, Dec. 8, 1921.
  - HE to William Louis Dunne, report to Hoover and Spanish translations, Dec. 28, 1921.
4. Collected Harrington Emerson research materials, 1922.
- "Some Interesting Experiences of an Efficiency Engineer." 1922.
  - HE to Federated American Engineering Societies, the forging of my signature in "Waste in Industry," Jan. 19, 1922.
  - L.W. Wallace to HE, his signature in "Waste in Industry," Jan. 23, 1922.
  - HE letter to the *New York Times*, "A Misfortune that is Disgraceful," on yellow fever, Jan. 21, 1922.
  - HE to L.W. Wallace, the forged signature, Jan. 24, 1922.
  - William Leslie French to HE, manuscript on handwriting, and copy of an HE brochure, Mar. 23, 1922.
  - William Henry Beers to Emerson Engineers, publishing Bulletin 58 in *The Sabean*, Mar. 28, 1922.
  - Telegram, HE to Senator William M. Borah, coal mining production, Apr. 5, 1922.
  - HE address to New York Railroad Club, Apr. 21, 1922.
  - List of newspapers for advertisement of HE article on railroads, 1922.
  - "Clear Thinking as to the Railroad Problem," by HE, 1922.
  - HE to Dr. Eugene L. Fisk, complaints about recent physical exam, Jun. 27, 1922.
  - HE to E.M. Rine, the railroad shop situation, Jul. 3, 1922.
  - L.W. Wallace to and from HE, policies for the Federated American Engineering Societies, Aug. 1922.
  - HE to and from William Henry Beers, delay of railroad article in *The Sabean*, Oct. 10, 1922.
  - HE to and from Charles Flammer, on the subject of organization, Oct. 11-18, 1922.
5. Collected Harrington Emerson research materials, 1923.
- "Natural Law and the Railroads," Jan. 10, 1923.
  - Introduction to HE's talk on "How Can Railroads of the World Meet All Their Expenses," Feb. 15, 1923.
  - HE "Talk for Radio, Wednesday, Mar. 7<sup>th</sup>," on railroads, 1923.
  - HE to C.R. Jenks, accounting methods for 1923. Mar. 10, 1923.
  - HE to the Associates, plan to take up accrued advances to the Association, Mar. 10, 1923.
  - Report of Emerson Engineers to HE, on managing employees, May 12, 1923. Incomplete.
6. Collected Harrington Emerson research materials, 1923.
- HE to C.R. Jenks, reduction of central office expense, Jun. 7, 1923.
  - Harremer to C.R. Jenks, business plans, Sep. 24, 1923.
  - HE to and from Dr. Eugene L. Fisk, complaints about physical exam and health problems, Oct.–Nov., 1923.
  - HE to Adolph Saurer Inc., sending copies of report on Saurer trucks, Dec. 10, 1923.
  - "Compensation of Employes," by HE, Dec. 24, 1923.

- HE to the Associates, Owners of the Emerson Engineers, on the state of the company, Dec. 30, 1923.
7. Collected Harrington Emerson research materials, 1924.
    - “The Reconditioning of the Emerson Engineers,” Jan. 25, 1924.
    - HE to Owners, promising his attention to matters, Jan. 31, 1924.
    - Single page from incomplete letter on Emerson Engineers’ business problems, Feb. 15, 1924.
    - HE to Samuel D.I. Emerson, the Noreme sold, and financial matters, Mar. 30, 1924.
    - HE to S.D.I. Emerson, our involved mutual interests, Apr. 2, 1924.
    - HE to George H. Emerson, arbitration of respective interests, Apr. 9, 1924.
  8. Collected Harrington Emerson research materials, 1924.
    - HE to Samuel D.I. Emerson, the Noreme liquidation, May 9, 1924.
    - Suggested Agreement between Samuel D.I. Emerson and Harrington Emerson, on the Noreme Corporation, May 9, 1924.
  9. Collected Harrington Emerson research materials, 1924.
    - HE to and from the Life Extension Institute, dissatisfaction with health care, May 1924.
    - HE to Samuel D.I. Emerson, on the Noreme agreement, May 29, 1924.
    - HE to Financial Backers, 30 days’ notice given to contract employees, Jun. 10, 1924.
    - HE to L.E. Ashley and others, giving them 30 days’ notice, Jun. 10, 1924.
    - HE to Walter J. Power, the Engineers Mutual Investment, Aug. 22, 1924.
    - HE to Samuel D.I. Emerson, personal failings and financial matters, Aug. 25, 1924.
    - Memo on the “Ethics” of an Emerson Engineer’s relation to a client, Sep. 5, 1924.
  10. Collected Harrington Emerson research materials, 1924.
    - HE to the Present Associates of the Emerson Engineers, proposals for reorganization, Sep. 16, 1924.
    - Operating Results to Oct. 1, 1924.
    - HE to John F. Price, declining invitation to speak to Society of Industrial Engineers, Oct. 22, 1924.
    - HE to the Associates of the Emerson Engineers, draft proposal with editing notes, Nov. 1, 1924.
    - Engineers’ Mutual Investment, agreement.
    - HE to the Trustees, financial matters and proposals, Nov. 13, 1924.
  11. Collected Harrington Emerson research materials, 1924.
    - HE to Alonzo Flack, recent letter and Trust agreement, Nov. 20, 1924.
    - Telegrams by HE and Harremer on Trustees, Nov.-Dec. 1924.
    - Statement of Condition, Trust Association of the Emerson Engineers, Nov. 30, 1924.
    - HE to Walter J. Power of the Massachusetts Trust, declining to become a Trustee and discussing their legal obligations, Dec. 3, 1924.
    - Report of Operation Made by Harrington Emerson of the Activities Carried on Under the Trade Name of the Emerson Company Engineers, 1924.
    - Plan of Harrington Emerson, Dec. 4, 1924.

12. Collected Harrington Emerson research materials, 1924.
  - “The Principles Underlying Office Management,” by HE, Dec. 13, 1924.
  - HE to Alonzo Flack, building up the business, Dec. 20, 1924.
  - The Liquidation. Matters to be settled between H. Emerson and the Group.
  - Trust Association, the Emerson Engineers. Statement of Condition, Dec. 31, 1924.
  - The Emerson Engineers, Statement for the Calendar Year Ended Dec. 31, 1924.
  - Formula for determining budgeted amounts of revenues.
  
13. Collected Harrington Emerson research materials, 1925.
  - The Emerson Engineers and Harrington Emerson: Agreement. Jan. 1, 1925.
  - HE to the Beneficiaries, the Emerson Engineers, on liquidation and financial matters, Jan. 26, 1925.
  - HE (Operating Executive) to the Beneficiaries, the Emerson Engineers, on financial matters, Jan. 26, 1925.
  - Jenks Emerson to Alonzo Flack, authorization of payment to HE, Feb. 2, 1925.
  - HE to the Beneficiaries, the Emerson Engineers, on the Trust Deed, Feb. 2, 1925.

#### **Box 4**

##### **Folder:**

1. Collected Harrington Emerson research materials, 1925.
  - Check receipts for payments to HE from the Trust Agreement liquidation, Feb. 4, 1925.
  - HE to C.R. Jenks, future business plans, Feb. 4, 1925.
  - HE to the Beneficiaries, liability if he becomes a Beneficiary, Feb. 10, 1925.
  - HE to the Emerson Engineers, business potential in Florida, Feb. 18, 1925.
  - HE to Alonzo Flack, on standards, budgets, and emergencies in planning, Feb. 21, 1925.
  - HE to I.B. Sutton, on Florida business climate, and Sutton’s Mexico nail factory, Feb. 23, 1925.
  - HE to Alonzo Flack, does not like the proposed Trust Declaration, Mar. 5, 1925.
  
2. Collected Harrington Emerson research materials, 1925.
  - HE to George H. Emerson, outlining plans for the Emerson Engineers’ operations or dissolution, Mar. 5, 1925.
  - HE to the Emerson Counselors, plans for operation or dissolution, Mar. 9, 1925.
  - Outline of organization for the Emerson Efficiency Counselors, Mar. 11, 1925.
  - HE to Emerson Engineers, report on Feb. 25 business status, Mar. 20, 1925.
  - HE to the Trustees of the Emerson Engineers, Part II: Dissolution, Mar. 28, 1925.
  - HE to W.B. Edgcombe, describing the rift between him and the Associates, Apr. 28, 1925.
  - Jay Otis Ball to HE, sending draft of HE’s introduction to his book on Testing the Applicant, May 2, 1925.
  
3. Collected Harrington Emerson research materials, 1925.
  - J.M. O’Harrow Jr. of Thomas A. Edison Inc. to HE, the cost of written communication in business, May 6, 1925.
  - Report on the Conference of Consulting Industrial Engineers, May 7, 1925.
  - F.M. Bond to HE, regarding Personal Efficiency lessons, Jun. 6, 1925.

- W.H. Edgecombe to HE, reacting to HE's separation from the Associates, Jun. 10, 1925.
  - Draft, "The Liquidation Matters to be settled between H. Emerson and the Group," 1925.
  - HE to Samuel D.I. Emerson, blaming him for the loss of his company, Jun. 15, 1925.
  - HE to George H. Emerson, an attempt to oust Miss Jones, Jun. 15, 1925.
  - HE to Samuel D.I. Emerson, mediating a settlement, Jun. 15, 1925.
  - Emerson Institute form letter from HE to students, with two testimonial letters.
  - Nelson C. Durand, Thomas A. Edison Inc., to HE, plans to meet Edison, Jun. 23, 1925.
  - Dr. Emilio L. Hergert to HE, student grades and lessons, Jun. 27, 1925.
  - Nelson C. Durand, Thomas A. Edison Inc., to and from HE regarding a visit with Edison, Jun. 29, 1925.
  - Typed report of HE and Edison meeting by A. H. Krieger, with manuscript notes, Jul. 10, 1925.
  - HE remarks at luncheon to commemorate the 48<sup>th</sup> anniversary of the phonograph by Edison, Jul. 10, 1925.
  - Completed written exercise for Lesson XIII, by W. F. Westmoreland, Oct. 1925.
  - Jay Otis Ball to HE, sending edited introduction for review, Oct. 13, 1925.
  - Harry Douglas to HE, lease papers for his apartment on Riverside Drive, Oct. 23, 1925.
  - HE to Nelson C. Durand, Edison Company, on the Emerson plan, Dec. 22, 1925.
4. Collected Harrington Emerson research materials, 1926.
- George H. Emerson to HE, sending arbitration report, Mar. 15, 1926.
  - Decision of Arbitrator: In Re Arbitration between the Trustees Under a Declaration of Trust Executed February 10, 1921 and the Beneficiaries Thereunder and Harrington Emerson.
  - H.D. Emerson to HE, personal efficiency class, May 24, 1926.
  - HE to H.D. Emerson, currently rewriting the Course, Jun. 3, 1926.
  - HE to Mrs. Thomas A. Edison, a message to be passed from Mr. Edison to Mr. Ford, Aug. 3, 1926.
  - Secretary of HE to J. W. O'Harrow Jr, sending copy of HE's remarks for Edison, Jul. 7, 1926.
  - HE to Henry Ford, an ambitious ideal for the Ford Car, Aug. 11, 1926.
  - HE to Y. Uyeno, regarding letter of introduction, Sep. 27, 1926.
  - HE to Edsel Ford, method of hardening steel, Sep. 28, 1926.
  - HE to Prof. Irving Fisher, Yale University, on Prohibition, Nov. 24, 1926.
5. Collected Harrington Emerson research materials, 1927.
- Five empty envelopes, some recording notes about checks written, 1927.
  - Miner Chipman to HE, on being forced out of the Emerson Engineers, Apr. 28, 1927.
  - Memorandum regarding Alexander Hamilton Institute lists, Jul. 15, 1927.
  - HE (Lima, Peru) to Raffe Emerson, business in Mexico, and White Tractor Hoist Co. in Oklahoma, Sep. 20, 1927.
  - Samuel D.I. Emerson to Jenks, on the state of the Reserve Fund, Dec. 14, 1927.
6. Collected Harrington Emerson research materials, 1928.
- Business agreement between HE and André Naval of Lima, Peru, Jan. 1928.

- HE to Dwight P. Robinson, efficiency counselor experience, Feb. 14, 1928. (with draft)
  - HE to Dwight P. Robinson, recommending film *Grass: A Nation's Battle for Life*, Feb. 17, 1928.
  - HE to Dwight P. Robinson, experience with railroads and in Peru, Feb. 21, 1928.
7. Collected Harrington Emerson research materials, 1928.
- HE to Dwight P. Robinson, requests another consultation with Robinson, Feb. 21, 1928.
  - HE to Dwight P. Robinson, international business opportunities, Feb. 27, 1928.
  - HE's secretary to George Schobinger of Dwight P. Robinson & Co., form received, Apr. 12, 1928.
  - Telegram, Edward McFarlane to W.B. Mayo of Ford Motor, meeting request, May 17, 1928.
  - Raffe Emerson's secretary to W.B. Mayo of Ford Motor, site visit request, May 22, 1928.
  - HE to Irving Fisher, on prohibition, with letter from HE's secretary to Fisher on letter received, May 24, 1928.
  - F.P. de Hoyo, Ferrocarriles Nacionales de Mexico, to HE, problems with Raffe Emerson's behavior, Jul. 26, 1928.
  - HE to Whom It May Concern, explaining Raffe's medical problems and disclaiming responsibility for his actions, Aug. 1928.
  - HE to Henry Ford, an improved wire spoke wheel for automobiles, Aug. 13, 1928.
  - [Illegible], Dwight P. Robinson & Co. to HE, sending railroad pamphlets, Nov. 2, 1928.
8. Collected Harrington Emerson research materials, 1929-1930.
- K. Kaway, Mitsubishi Electrical Engineering, to HE, lecture arrangements, Jan. 15, 1929.
  - HE to Rotary Club of Tokyo, thanks for hospitality, and Japanese possibilities, Feb. 24, 1929.
  - K. Miyasaki, Nagasaki Works-Mitsubishi Electrical Engineering, to HE, thanks and sending souvenir, Feb. 27, 1929.
  - HE to Mr. Saki, a Chinese carrier and Japanese pole, Mar. 19, 1929.
  - HE to K. Miyasaki, thanks for gift, and industrial conditions in Japan, Mar. 19, 1929.
  - HE to Jānis Rudzutak, USSR Peoples Commissar for Transport, on the railroad industry, Apr. 5, 1930.
  - HE to Peter A. Bogdanov, Amtorg Trading Corp., securing authentic information, Jun. 13, 1930.
  - HE to Col. H.D. Emerson, light traffic railroad in the South, Jul. 11, 1930.
  - "Opinions, Unsolicited, Book #4" Aug. 1930. A list of letters received by inquirers of the Emerson Engineers during Apr.-Aug. 1930.
9. Collected Harrington Emerson research materials, 1930.
- HE to and from W. Curtis Nicholson, employee selection advice, Aug.-Sep. 1930.
  - C.E. Knoeppel to HE, convention speech, Emerson Dinner and Trophy, Sep. 12, 1930.
  - Henry (?) to HE, Washington meeting of the Society of Industrial Engineers, Oct. 10, 1930.
  - Copy of article in *New York Times*, "The First Efficiency Engineer" with note from H.D.E, Oct. 12, 1930.
  - Text of HE speech on industrial efficiency, Oct. 16, 1930.
  - HE to Roy V. Wright, ASME, Wright's election as president, Dec. 29, 1930.

10. Collected Harrington Emerson research materials, 1931.
  - HE text on unemployment in the U.S., Feb. 11, 1931. Incomplete.
  - HE to Theo. S. Fuller, Engineers' Club, regarding his current address, Feb. 20, 1931.
  - Text on mistakes the U.S. has made in industrial development, Feb. 24, 1931.
  - "What USSR Can Learn from Mistakes Made by the United States," marked "Russian Essay #1."
  
11. Collected Harrington Emerson research materials, 1931.
  - "Program of Harrington Emerson for a Great Railroad," Mar. 10, 1931.
  - "Russian Essay #2," Mar. 13, 1931.
  - "The Changing Industrial World," Mar. 17, 1931.
  - HE to Mr. Eppelsheimer, on the value of currency, gold, and silver, May 21, 1931.
  
12. Collected Harrington Emerson research materials, undated.
  - Report on Efficiency Chart or Cost Finding Diagram, the Emerson Co.
  - A Visit to Mexico.
  - Chapter I: Justice and Fairness.
  
13. Collected Harrington Emerson research materials, undated.
  - Personalism in Railroading: The Individual Element in Railway Organization.
  - A True Story.
  - Preventable Wastes and Losses on Railroads.
  
14. Collected Harrington Emerson research materials, undated.
  - Office of Special Engineer, on employee selection.
  - The Reading of Character and Aptitudes.
  - List of physical characteristics with their corresponding personality traits.
  - The Old Home and the New of the Emerson Engineers.
  - Plan for a Campaign. Especially prepared for Mr. Harrington Emerson of the Emerson Engineers.
  - The Common Want.
  - The Philosophy of Work.
  - Emerson Institute of Efficiency. Lesson Ten: Common Sense. First page only.
  - Abolishing the Twelve-Hour Day in the Steel Industry.
  - Cost Accounting.
  - Reduction of Expenses.
  
15. Collected Harrington Emerson research materials, undated.
  - Relations of Values to Cost.
  - Efficiency Engineering.
  - The Emerson Engineers.
  - A Visit to Sing Sing Prison.
  - Library (2) Length to Retain. Incomplete.
  - Chart of Man's Industrial Development. Past, Present, Future.

16. Collected Harrington Emerson research materials, undated.
  - One-Man Decisions or Committee-Made Compromises? Are American Business Men Losing Their Self-Reliance?
  - Confidential. Regarding the Mexican railroads.
  - Robert Colliers Church. (speech)
  - Vitamin Food Co. text on German and U.S. food production.
  - The Planning Department. Its Organization and Function. H.K. Hathaway.
  - List of Harrington Emerson's Former Associates.
17. Miscellaneous unidentified, undated charts and texts.
18. Collected research materials regarding the Harrington Emerson Trophy.
19. Collected research materials regarding Emerson employees Alonzo Flack, Charles O'Conor Sloane, Will H. Smith, Cleon Perry Spangler, and E. G. Fremont.

## Box 5

### Folder:

#### Personal Papers of Harrington Emerson

1. Harrington Emerson Personal Correspondence, 1893-1898:
 

Boggart (Germantown, PA) to Popsy, Feb. 7, 1893. General family news; a weaving machine used to create a Columbian tablecloth for the Chicago World's Fair.

Raffe to Popsy, Apr. 13, 1893. Saw a ballet, and also a parody of *Hamlet* by the Hasty Pudding Club; had photograph made.

Florence to My Dearest [HE], 1893. General news of the children and finances; offers to divorce.

Alfred Emerson to HE, Sep. 17, 1893. Response to "Facts for Thinkers;" Real estate investments; Sam's potential marriage; Alice is going to the Chicago World's Fair.

Raffe to Popsy, Oct. 1, 1893. Asks about father's visit to the Chicago World's Fair; school work; writing a list of his "crimes," and feeling sullen.

Edwin Emerson (Denver, CO) to HE, Dec. 14, 1898. Sending a book, *The Life of Charles Jared Ingersoll*; a new set of teeth; cycling 5 miles a day; family news.
2. Harrington Emerson Personal Correspondence, 1900-1902:
 

HE to Raffe Emerson, [circa 1900-1901?]. Meet in Seattle; Florence is separated from Edwin; gives advice on women and chides Raffe for discussing Harrington's friendship with Miss Manley; news of Cun's baby; criticizes Raffe's handwriting as "hideous" and gives advice for improving himself. Raffe penciled replies in the margins.

[HE?] to Prof. Evans, [circa 1901?]. Milford investments and refusing to make a payment; Harrington's financial difficulties.

Edwin Emerson (San Cristobal, Venezuela) to HE, [1901]. Assassination of President McKinley; Florence's behavior and their impending divorce; a machete injury; and an honorary commission as Colonel in the Bolivian Army.

E. E. [Edwin A. Emerson, Jr.] (Seattle, WA) to HE, Sep. 16, 1901. Enjoying train tours of Washington state; praise of his recent book; sailing tomorrow at 5 a.m..

F.B.E. [Florence Brooks Emerson] to [HE]. Edwin behaving peculiarly; worries about him taking children from her.

[HE] to Florence, Sep. 20, 1901. Advises her on dealing with Edwin in regard to the children; the separation from Edwin; societal attitude toward mixed race; advice on employment prospects.

Florence B. Emerson to HE, Oct. 15, 1901. A possible divorce in Dakota; writing prospects; financial troubles.

Edwin Emerson to HE, Jun. 21, 1902. Asking Harrington to help coordinate articles on Western topics for *Collier's Weekly*; includes note at end about his divorce from Florence and custody of the children.

Edwin Emerson (Tsukiji, Tokio, Japan) to HE, Jul. 12, 1902. Wrote a poem to mark 80<sup>th</sup> birthday; general news.

Alfred Emerson (Ithaca, NY) to HE, Dec. 18, 1902. Discusses a gallery and working in the art and antiquities trade; family news.

[HE?] (Topeka, KS) to Father, Jan. 26, 1905. Implementing "Rational Basis for Wages" system at the A. T. & S. F. Railway.

3. Harrington Emerson Personal Correspondence, 1912-1916:

Isabel Emerson (St. Mary's Hall, Burlington, NJ) to HE, Jan. 28, 1912. Her lessons; financial matters; Mother caring for children with chicken pox.

HE to William Kershaw, Sep. 3, 1914. Payment on Raffe's tuition; how Raffe has turned out.

HE to H. W. Jacobs, Jan. 3, 1915 [1916?]. Glad to see Jacobs succeed and wishes for continued development.

HE to and from LaPorte Gas & Electric Co. regarding a bill, Nov. 1915. Includes check for 72 cents.

Single page of a letter to Mr. Jacobs, Feb. 29, 1916. Sending a pamphlet.

4. Harrington Emerson Personal Correspondence, 1922-1925:

HE to Lt. Raffe Emerson, Feb. 27, 1922. Sending a check; Raffe's recent flight; criticizes Raffe's behavior and bans him from visiting his office.

HE to Samuel D. I. Emerson, Aug. 25, 1924. Responds to Sam's accusation that he alienates people; criticizes Sam's behavior and financial dealings. Includes financial accounting with questions for clarification.

HE to Samuel D. I. Emerson, Feb. 21, 1924. The Noreme; financial and other real estate matters. Miscellaneous empty envelopes, 1925.

HE to and from C. M. Emerson, Sep./Dec. 1925. Harrington provides requested genealogical information on his family.

5. Harrington Emerson Personal Correspondence, 1926:

Wedding announcement for Louise Emerson to Arnold Rönnebeck, 1926.

Alfred Emerson to HE, May 11, 1926. Marathon messengers of antiquity; a bronze statue found in the sea on the Marathon shore.

Florence to HE, May 13, 1926. Raffe's psychological issues.

[Rachel Emerson?] Difficulties with husband Raffe and his alcoholism; having Raffe committed for treatment.

[Rachel Emerson?], (Kalamazoo, MI), May 20, 1926. Packing Raffe's papers; criticism of her; testimony on Raffe's condition.

[Rachel Emerson?] (St. Joseph, MI), Jul. 31, 1926. Discusses psychology and matters related to Raffe.

Doubleday Page & Co. to R. Emerson, Oct. 4, 1926. Payment due.



- Hemphill, Noyes & Co. to HE, Dec. 30, 1926. Receipt of check. Includes 2 account sheets listing purchases.
6. Harrington Emerson Personal Correspondence, 1927-1930:  
 [?] (Lima, Peru) to Mrs. Emerson, Jan. 22, 1927. Harrington's activities in Peru.  
 [Nephew] Willard at Hemphill, Noyes & Co. to HE, May 23, 1927. Enclosed report on the New York, Susquehanna and Western Railroad Company.  
 Raffe Emerson to Miss Ann, Jul. 30, 1928. His speeding charges; wants her to make arrangements for a luncheon for Harrington's 75<sup>th</sup> birthday.  
 HE to Metropolitan Life Insurance Co., Aug. 14, 1928. Ordering a booklet.  
 HE to and from *The Forum* magazine, Sep. 1928. Opinion on whether the civil jury should be abolished.  
 [Mary Emerson?] (Milan, Italy) to HE, May 1, 1930. Traveling; saw Leonardo's *Last Supper*.  
 HE to Raffe Emerson, Jun. 7, 1930. Refusing to receive Raffe's letters or calls; Raffe's commitments for treatment; will not pay Raffe's debts.  
 Edwin Emerson to HE, Jun. 6, 1930. Raffe's harassment of Sidney, Willard, and George and making "a spectacle" of himself; asks Harrington to restrain Raffe for the family's sake.  
 Edwin Emerson to HE, Jun. 7, 1930. Raffe's allowance; suggests sending Raffe abroad.  
 Edwin Emerson to HE, Jun. 13, 1930. Troubles Raffe has caused; Sidney should not be responsible for him.  
 Edwin Emerson to HE, Jun. 13, 1930. Accuses Harrington of avoiding responsibility for Raffe and leaving it to Sidney; potential for "attempts at assassination" by Raffe.  
 HE to and from Eaton & Gettinger, Sep./Oct. 1930. Letterhead paper inquiry.
7. Harrington Emerson Personal Correspondence, undated  
 [HE] (Tokyo, Japan) to Beloved, Oct. 21. Travel news and expresses loneliness.  
 [HE] (Tokyo, Japan) to Beloved, Oct. 22. Tired after traveling.  
 Raffe Emerson to HE, n.d. Financial matters; the Patterson mines; dealings in Mexico.  
 "Additional Experiences of Raffe Emerson, August 2." Describes experiences and criticism he faced at various periods of his life. States his belief that airships should be the economic carriers "from the U.S. down the west coast" with mooring towers established for ports of call.  
 Letter from Raffe Emerson, responding to "your intended slur about not being in business with clean hands."  
 Isabel Emerson to Mother, Mar. 3<sup>rd</sup>. Mentions Harrington's first grandchild in Denver; having Delia's eyes straightened in an operation; impression of St. George's Church in New York City.  
 Isabel to Mummie, Jan. 27<sup>th</sup>. General news of friends including a marriage and a divorce; bought picture frames at Lord & Taylor.  
 Isabel to Mummie, Jan. 26<sup>th</sup>. General news of friends; Delia is a miser; Isabel having her spleen mended.
8. Harrington Emerson's Estate Papers  
 Confidential Statement of Harrington Emerson Affairs, Jun. 1925  
 Last will and testament of Harrington Emerson, Dec. 30, 1926  
 Last will and testament of Harrington Emerson, Mar. 23, 1928  
 Statement of Emerson Family Affairs, n.d.

9. Papers of Mary Ingham Emerson [mother of Harrington Emerson]  
Study notebook of manuscript "Questions on Criticism," 1847. Includes "List of My Schoolmates at Pennington Female Seminary – Destiny," listing names of Mary's classmates and teachers (1843-1846) with names of men they married.  
Photocopied typescript correspondence of Mary Ingham Emerson, incomplete, 1853-1854.  
Photocopied typescript poem by Mary I. Emerson, "Three Voyages," 1863.

### **Biographical Information on Harrington Emerson**

10. Biographical notes and sketches of Harrington Emerson:
- "Harrington Emerson, 1853-1931." Biographical synopsis on letterhead of The Emerson Engineers, and marked "file copy."
  - "Harrington Emerson, 1853-1931." Draft biographical synopsis.
  - "Biography of Harrington Emerson." Memoirs of Harrington Emerson, Oct. 27, 1930.
  - "Some of Harrington Emerson's Experiences." Memoirs of Harrington Emerson, Dec. 22, 1930.
11. Biographical notes and sketches of Harrington Emerson:
- "Biographical Notes about Harrington Emerson," by Harrington Emerson, Feb. 21, 1921.
  - Brief biographical sketch by Harrington Emerson about himself, Mar. 20, 1919.
  - "Sketch of the Life of Harrington Emerson."
  - "Notes about Harrington Emerson for Sketch about His Career," by Alonzo Flack, and sent by George H. Emerson, Jun. 8, 1942.
  - "Notes about Harrington Emerson for Sketch about His Career." Alonzo Flack, Jun. 1, 1942.
  - "Miscellaneous notes by Mr. Alonzo Flack to Col. Urwick for HE's biography – Golden Book of Management."
  - "Exhibit B, Biography." Typescript biographical information by and about HE.
  - "Harrington Emerson, Efficiency Engineer." Draft list of dates and events in HE's life.

### **Published Materials by Harrington Emerson and Associated Authors**

12. "Abstract of the Discussion of Mr. Lovell's Paper." HE. *American Engineer and Railroad Journal*, Vol. 81, Jun. 1907. Photocopy of page 276 only.  
*Address of Mr. H. Emerson. Delivered Before the University of Chicago.*  
"Advances in Rates by Carriers." Testimony before the 61<sup>st</sup> Congress, 3<sup>rd</sup> Session, 1910-1911.
13. *The Alaskan Railway Problem*. HE, the Emerson Company.  
*The Amount of Average Capital Required to Provide Each Railroad Employee with Work*. The Emerson Company. Emerson Series No. 2, Oct. 1916.  
*Analysis of Dependent Sequence as a Guide to Fuel Economies*. HE, the Emerson Company, 1916. Advance copy.  
"Analyzing Men for Jobs." HE. *Efficiency Magazine and Sales Manager*, Vol. 5, No. 9, Sep. 1915.  
"Articulated Compound Locomotives." Excerpt of HE quote from a meeting of American Society of Mechanical Engineers. *American Engineer and Railroad Journal*, Vol. 83, Jan. 1909. Photocopy of page 15 only.
14. *Belting Compared to Chain Transmission*. HE. Paper presented to the Leather Belting Manufacturers' Association, Feb. 1, 1909.  
*Belting Compared to Individual Electric Drives*. HE. Paper presented to the Leather Belting Manufacturers' Association, Feb. 1, 1909.

- Betterment Work on the Santa Fe.* Charles H. Fry. Reprinted from *The Railroad Gazette*, Nov. 30 and Dec. 7, 1906. With photocopy of "Shop Betterment Work..." from Nov. 30, 1906 issue of *The Railroad Gazette*.
- "Betterment Work on the Santa Fe." HE. *American Engineer and Railroad Journal*, Dec. 1906. Pages 451-477.
- "Letter to the Editor / Betterment Work on the Santa Fe." HE. *American Engineer and Railroad Journal*, Vol. 81, Feb. 1907. Pages 63-64.
15. "The Brief for Scientific Management." Dwight T. Farnham, the Emerson Company. *Efficiency Society*, 1916.
- "The Bright Outlook." HE. The Emerson Engineers, *Staff Bulletin*, No. 51.
- The Cause of Modern Inefficiency and Its Cost.* HE. The Emerson Company. Illustrations from an Address to the Illinois Bankers' Association at Peoria, Sep. 25, 1912.
- Chicago, Rock Island & Pacific Railway Report and Analysis.* HE, 1920.
- Christmas and New Year Greeting from Harrington Emerson to All Who Are Interested in Efficient Organization.* The Emerson Engineers, 1918.
- Photocopied table of contents for the May 1922 issue of *The Sabeen: A Magazine for Men of Affairs* listing HE's article "Clear Thinking as to the Railroad Problem." Article not included.
- The Coal Resources of the Pacific.* HE. Reprinted from *The Engineering Magazine*, May 1902.
16. *Col. J. M. Schoonmaker and the Pittsburgh & Lake Erie Railroad: A Study of Personality and Ideals.* HE. New York: The Engineering Magazine Co., 1913. Photocopy.
17. *Coming Back to a Peace Basis: Some Suggestions for Meeting the Industrial Problems Which Will Then Arise.* HE. Reprinted from the *Scientific American* of Aug. 3, 1918.
- "The Commercial Value of a Business." HE. The Emerson Engineers, *Staff Bulletin*, No. 59.
- Comparative Study of Wage and Bonus Plans: A Contribution by The Emerson Company toward a clearer understanding of the distinguishing features of various plans,* 1912.
18. *Cost and Efficiency Records.* HE. Alexander Hamilton Institute, 1912.
- "The Cost of Locomotive Repairs Per 1000-Ton Miles." HE. *American Engineer and Railroad Journal*, Vol. 79, Nov. 1905. Pages 409-410.
- "The Creation of Organization with Special Reference to Personnel." HE. Read before the annual meeting of the Efficiency Society, Jan. 1913.
- "The Creation of Wealth." HE. The Emerson Engineers, *Staff Bulletin*, No. 52.
- "A Declaration of Principles." *Industrial Management*, Nov. 1919.
19. "Design of Oil Burning Locomotives." HE. *American Engineer and Railroad Journal*, Vol. 83, Jan. 1909. Page 1.
- [Diagram, untitled], showing two views of a vehicle with wheels, propeller, and rudder, possibly a monorail car (?). Inventor is noted as HE. Lotka & Kehlenbeck, attorneys.
- Do You Ever Think About These Things?* M. P. Northam. The Emerson Engineers, 1915-1916 compiled.
- "The Duration of the World War." HE. 1915.
- Educational Demands of Modern Progress.* HE. Address before the Society for the Promotion of Engineering Education, 1912.

*Efficiency & Economy in Motor Truck Operation (Authentic Report as to Construction Performance and Efficiency of Saurer Trucks)*. HE. New York: Adolph Saurer Incorporated, 1924.

**Box 6**

**Folder:**

1. "Efficiency as a Means of Securing Municipal Economy." Address by HE to the Greater New York Tax Payers conference, Feb. 15, 1909.  
"An Efficiency Expert on National Defense: A Message from Harrington Emerson." 1914.  
*Efficiency Fundamentals in Organization and Wage Payment*. HE. New York: Industrial Management, The Engineering Magazine Co. Publishers.  
"Efficiency in the Manufacture of Railway Transportation." HE. *The Engineering Magazine*, Vol. 44, No. 4, Jan. 1913.  
*Efficiency Maxims*. HE. The Emerson Company, Emerson Series No. 4, Dec. 1916.  
"An Efficiency Message to Bankers. Synopsis of an Address to the Illinois Bankers' Association of Peoria, September 25, 1912." HE, The Emerson Company.  
"The Efficiency Method of Determining Costs to Eliminate All Wastes from Foundry Operations." HE. Reprint from *The Iron Trade Review*, 1908.
2. *Efficiency and the New Tariff*. HE. Reprinted from the *New York Evening Post* of Saturday Oct. 11, 1913. The Emerson Company.  
*Efficiency Reward*. HE, The Emerson Company.  
*Efficiency in the Textile Industry*. Eugene Szepesi. Reprint from the *Textile Manufacturers Journal*, Dec. 1910. The Emerson Company.  
"The Efficiency of the Worker and His Rate of Pay." *American Engineer and Railroad Journal*, Vol. 81, Jul. 1907. Page 259.
3. *Efficiency vs. System*. Emerson Company.  
*Efficient Lives*. HE. An address delivered before the Business Men's League of St. Louis, Jan. 5, 1916. The Emerson Company.  
*Efficient Management for the Factory of Moderate Size*. Dwight T. Farnham. Reprinted from the *Engineering Magazine* of Oct. 1915. The Emerson Company.  
*The Emerson Consultants: A proven, objective approach to solving management problems and implementing solutions*. [brochure]. The Emerson Consultants, Inc., c1977.  
*The Emerson Engineers, Efficiency Counselors*. [brochure]  
*Employers' Manual. Instructions to Employment Supervisors and Other Executives in the Use of the Blackford Employment Plan*. Katherine M. H. Blackford. The Emerson Company, 1912.  
"Employment and Personnel. Part I: The Rescue of the Fit. Part II: Food and Industrial Competence." HE. The Emerson Engineers, *Staff Bulletin*, No. 55.  
*Organization: The Essentials of Organization*. HE. Meeting of Western Economic Society, Chicago, Illinois, Mar. 15, 1913.  
"Establishing a Rational Basis for Industrial Analyses." HE. *Chemical and Metallurgical Engineering*, Vol. 27, No. 13, Sep. 1922. Page 644.  
"Executives I Have Worked With: Some Attained Much, and All Could Have Attained More." HE. *Industrial Management*, Aug. 1919.
4. *Failures*. Guy Atkinson. The Emerson Engineers.

- For the Information of the Associates of The Emerson Engineers Who Began Operation January 1<sup>st</sup>, 1918.* The Emerson Engineers, Jan. 1, 1919.
- "Foreign Competition." The Emerson Engineers, *Staff Bulletin*, No. 57.
- "Four World War Causes." HE. *The Evening Mail*, Apr. 18, 1917.
5. "The Fundamental Principles of Efficiency." HE. In *Official Proceedings of the Railway Club of Pittsburgh*. Vol. 9, No. 4, Feb. 25, 1910.
  6. "The Fundamental Truth of Scientific Management." HE. *Journal of Accounting*, Vol. 12, May-Dec. 1911. Pages 17-25.  
*The Fundamentals of Civilization Required Also in an Industrial Activity.* HE. An address to the administration of the American Rolling Mill Co., Jun. 24, 1923. Printed 1924.  
 "Get Rich Quick Wallingford..." Unidentified article on the Institute of Efficiency. *Railway Age Gazette*, Oct. 1913.  
 "The Gospel of Efficiency." HE. *American Engineer and Railroad Journal*, Vol. 83, Dec. 1909. Page 486.  
*A Graphic Story.* The Emerson Company.
  7. *The Handwriting on the Wall.* HE. The Emerson Company. Emerson Series No. 6, Feb. 1917.  
 "How I Judge Men." HE. *Popular Science Monthly*, 1917.  
 "How to Get Ahead." M. P. Northam. Aluminum Company of America, 1920.  
*Human Engineering.* HE. For the Harvard Liberal Club of Boston, May 7, 1920.  
 "Human Parasitism of Service: Is Humanity Drifting Into Parasitism or Advancing Into Service?" HE. *Industrial Management*, Vol. 57, No. 4, Apr. 1919.  
*The Ideals as to a Modern Industrial Plant.*
  8. *The Increase of Railroad Net Income Through the Elimination of Waste.* HE, 1908.  
*The Industrial League Meeting: Outline of Mr. Emerson's Theories and Methods.* Boston, Mass., 1908.  
*Joint Committee on Standards for Graphic Presentation. Preliminary Report Published for the Purpose of Inviting Suggestions for the Benefit of the Committee.* American Society of Mechanical Engineers.  
*Justice, Common Sense, and the Pay Roll.* HE, The Emerson Company, 1911.  
*Leather Belting Compared to Rope Drives.* HE. Paper presented to Leather Belting Manufacturers' Association at their annual meeting. Nov. 17, 1908.  
*Low Cost and High Profits vs. High Cost and Low Profits: A Plea to the United States to Encourage Efficiency and Honesty.* HE, The Emerson Company. Emerson Series No. 8, Aug. 1917.
  9. "Management Is Called Need in the Industries." *The Christian Science Monitor*. Mar. 1, 1917.  
*The Manufacturers Association of the City of Bridgeport: Outline of Mr. Emerson's Theories and Methods.* Bridgeport, Conn., Jan. 12, 1909.  
 "The Methods of Exact Measurement Applied to Individual and Shop Efficiency at the Topeka Shops of the Santa Fe." HE. *American Engineer and Railroad Journal*, Jun. 1907. Pages 221-224.  
*The Mistake of Cost Plus Profit, in Determining Selling Price.* HE, The Emerson Company.  
 "The Mistakes of the Efficiency Men, By One Who Has Worked With Them." *Railway Age Gazette*, Jan. 6, 1911.

- “Modern Efficiency and Scientific Management.” HE. *The Efficiency Magazine*, Vol. 5, No. 2, Feb. 1915.
10. “The Motive Power Department Problem.” *American Engineer and Railroad Journal*, Jun. 1907. Page 231.  
*My Objections to the Piece Rate Method of Wage Payment – I.* HE. Reprinted from *Industrial Management* for Jun. 1919.  
*Nature’s Type of Organization.* HE. Reprinted from *Industrial Management* for May 1919.  
*Needless Foundry Wastes.* HE. American Foundrymen’s Association.
11. “On Passing Through Dallas.” HE. *The Dallas Morning News*, Feb. 1, 1922.  
“Opening of the Alaskan Territory.” HE. *The National Geographic Magazine*, Feb. 1903.  
*Operating Costs.* HE.  
*The Opportunity of Labor Under Scientific Management.* HE. Reprinted from Addresses and Discussions at the Conference on Scientific Management Held Oct. 12-14, 1911. Dartmouth College Conferences.  
*Organization.* HE. [photocopied outline only]
12. *Organization and Economy in the Railway Machine Shop.* H. W. Jacobs. Reprinted from *The Engineering Magazine*, Sep. 1906 – Jan. 1907. Copyright 1906 by John R. Dunlap.  
*The Pacific Cables: A Critical and Comparative Study of Routes and Costs.* HE. 1899.  
*Alaska: The Pacific Coast Power of the Future, and Alaskan Railroad Projects.* HE. Feb. 10, 1904.  
*Paper Profits.* The Emerson Engineers, 1937.  
“Percentage Method of Determining Production Costs.” HE. *The Foundry.*  
*Personality in Organization.* HE. An address before the Efficiency Society, Nov. 24, 1914.  
*Philosophy of Efficiency: An Outline of Its Elements.* HE. Summary for *The Engineering Magazine.*
13. *The Practical Application of Scientific Management to Railway Operation.* Wilson E. Symons, with discussion by HE and others. Reprinted from *The Journal of The Franklin Institute*, Jan. – Apr., 1912.
14. *Practical Experiences with the Principles of Planning – Scheduling – Despatching.* Will H. Smith. The Emerson Engineers, Staff Bulletin No. 58.  
*The Principles of Efficiency Applied to Water Works.* HE. Reprinted from the *Proceedings of the American Water Works Association*, 1912.  
*The Principles of Efficient Organization.* HE. The Emerson Engineers, Staff Bulletin No. 53.
15. “The Principles Underlying Office Management. I. Organization.” HE. *The Office Manager*, Feb. 1925. Full original issue.  
“The Principles Underlying Office Management. II. Administration.” HE. *The Office Manager*, Mar. 1925. Full original issue.  
“The Principles Underlying Office Management. III. Efficiency.” HE. *The Office Manager*, Apr. 1925. Full original issue.
16. “The Principles Underlying Office Management. IV. Records and Reports.” HE. *The Office Manager*, May 1925. Full original issue.  
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19. *A Rational Basis for Wages*. HE. To be presented at the Chicago Meeting of the American Society of Mechanical Engineers, May/Jun. 1904.  
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 "Introduction to Cost Accounting" by HE and "Foundry Cost Analysis" by J. K. Mason.
20. *The Rewards of Efficiency*. HE. Emerson Institute, 1924.

## Box 7

### Folder:

1. *Rising Wages*. HE, The Emerson Company, Emerson Series No. 3, Nov. 1916.  
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*Scientific Selection and Assignment of Men in the Creation of an Organization*. Dr. Katherine M. H. Blackford. Read at an annual meeting of Efficiency Society, New York, Jan. 27-28, 1913.  
*The Scientific Selection and Management of Employes*. Katherine M. H. Blackford. Report of Address delivered before the Business Men's League of St. Louis, Mo. – With Revisions and Additions.  
*The Scientific Selection of Employes and Its Bearing on Industrial Efficiency. A method recommended by The Emerson Company and applied systematically and thoroughly on a large scale by the M. Rumely Company*. HE, The Emerson Company.
3. *Securing Efficiency in Railroad Work: Story of an attempt to apply Scientific Management to some departments*. HE. A lecture delivered at Harvard, Nov. 16, 1910.
4. *Shop Betterment and the Individual Effort Method of Profit-Sharing*. HE. 1905.

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- Some Domestic Limitations to Foreign Trade after the War*. Guy Atkinson. The Emerson Company, Emerson Series No. 11, Jun. 1918.
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- To Safeguard the Seas*. HE. Reprinted from *Review of Reviews*, Jun. 1918. The Emerson Company.
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- “The Twelve Principles of Efficiency.” HE. *The Engineering Magazine*, Vol. 41, No. 6, Sep. 1911. Includes related printed advertisement.
8. “Unemployment: A Problem and a Solution.” HE. The Emerson Engineers, *Staff Bulletin* No. 56.
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- “A Visit to Mexico: An Interesting Story of Mexico as It Is Today – Tampico’s Prosperity – Large Scale Business Intercourse Sought.” HE. *The Sabean*, Mar. 1921.
- “Wage-Payment Plans – A Discussion.” HE. Jun. 1922.
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- The Western Allies. The Near and the Far East in the World War. Worthy and Unworthy Alliances*. HE, the Emerson Company. Title page only.
- “What Is Ahead of Us?” HE.
- Who Has the Right to Strike? An Analysis*.” HE, the Emerson Engineers.



**Bound Volumes of Published Material by Harrington Emerson and The Emerson Company:**

Complete 14-volume set of Emerson's Correspondence Course:

9. *Course of Human Engineering: Lesson One, and Answers to Lesson One*  
*Course of Human Engineering: Lesson Two, and Answers to Lesson Two*
10. *Course of Human Engineering: Lesson Three, and Answers to Lesson Three*  
*Course of Human Engineering: Lesson Four, and Answers to Lesson Four*
11. *Course of Human Engineering: Lesson Five, and Answers to Lesson Five*  
*Course of Human Engineering: Lesson Six, and Answers to Lesson Six*
12. *Course of Human Engineering: Lesson Seven, and Answers to Lesson Seven*  
*Course of Human Engineering: Lesson Eight, and Answers to Lesson Eight*
13. *Course of Human Engineering: Lesson Nine, and Answers to Lesson Nine*  
*Course of Human Engineering: Lesson Ten, and Answers to Lesson Ten*
14. *Course of Human Engineering: Lesson Eleven, and Answers to Lesson Eleven*  
*Course of Human Engineering: Lesson Twelve, and Answers to Lesson Twelve*
15. *Course of Human Engineering: Lesson Thirteen*  
*Course of Human Engineering: Lesson Fourteen*
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**Box 8**

**Folder:**

1. *Twelve Principles of Efficiency* by HE. 6<sup>th</sup> edition, New York: The Engineering Magazine Co., 1924.

**Secondary Sources on Harrington Emerson**

2. *Centennial History of the University of Nebraska. Vol. I: Frontier University (1869-1919)*. Robert N. Manley. Lincoln: University of Nebraska Press, 1969. Miscellaneous pages only.
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*Frederick Taylor: A Study in Personality and Innovation*. Sudhir Kakar. Pages 179, 210 only.  
"Harrington Emerson: Biographical Sketch." *The Pace Student*, Vol. 2, No. 3, Feb. 1917.  
"Harrington Emerson and Efficiency." Thomas Dreier. *Human Life*, Apr. 1911.

4. "Harrington Emerson: A Pioneer in Management Movement." Dr. Narendra K. Sethi. Reprint from *Integrated Management*, Feb. 1968.  
 "Harrington Emerson's Place in Industrial Engineering." Edward J. Mehren. *The Society of Industrial Engineers Bulletin*, Vol. 13, No. 6-7, Jun.-Jul. 1931.  
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*Production Handbook, 1944*. L. P. Alford and J. R. Bangs. Pages 1185-1213 only. See page 1209 for Emerson reference.
5. "Scientific Management, Systematic Management, and Labor, 1880-1915." Daniel Nelson. *Business History Review*, Vol. 58, No. 4, Winter 1974. See pages 489, 492, 498-500 for Emerson references.  
 "Standard Costing and Scientific Management." Rosalie C. Hallbauer. *The Accounting Historians Journal*, Fall 1978. Includes Emerson references.  
 "The Story of Emerson, High Priest of the New Science of Efficiency." Herbert N. Casson. *The Review of Reviews*, Vol. 48, Jul. – Dec. 1913. Reprinted in *The American Review of Reviews*, and in *The Aluminum Bulletin (Part II only)*.  
 "The Historical Development of Costing." David Solomons. *Studies in Costing*, 1952. Pages 32, 43-45, 50 only.  
 "Who Is This?" Photograph of Harrington Emerson with a goat. *Academy of Management Newsletter*, Vol. 10 No. 2, Mar. 1980.

Papers Written about Harrington Emerson:

6. "Chapter 1: Molding the Man."  
 "A Contemporary Interpretation of Emerson's Principles."  
 "The Emerson Engineers: A Look at One of the First Management Consulting Firms in the U.S."  
 William F. Muhs.
7. "Harrington Emerson." Draft article for Midlands News Service by Don Pieper, 1983.  
 "Harrington Emerson as Professor." William F. Muhs. Presented to the Academy of Management 40<sup>th</sup> annual meeting, Detroit, Michigan, Aug. 10-13, 1980.  
 "Harrington Emerson: The Formative Years." William F. Muhs. Submitted to Management History Division, the Academy of Management, 45<sup>th</sup> annual meeting, San Diego, California, Aug. 1985.  
 "Propagating the Faith – The Real Gospel of Efficiency Reconsidered." A talk by Dana Devereux to the Academy of Management. Kissimmee, Florida, Aug. 16, 1977.
8. Binder containing a draft of "Harrington Emerson: The First Efficiency Engineer." Joseph William Siphron, 1974. It includes minor correspondence of Siphron, and a typed copy of "Chapter 12: Essay on The Emerson Wage Incentive Plan" by HE, Dec. 17, 1925.

**Box 9**

**Folder:**

**General Materials on Management and Efficiency**

1. Entry for Katherine Blackford in *Who Was Who in America*, Vol. 5.  
 Reviews of two biographies of William Jennings Bryan in *Book Week*, May 30, 1965.  
 Article on Herbert N. Casson in *Forbes*.

- Entry for Harrison Dexter Emmerson in *Who's Who in Engineering*, 1937.  
 Obituary for Bruce Ford, 1931.  
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 Article on Dexter Simpson Kimball in *Business Week*, Aug. 1955.  
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 Obituary for E. Karl Wennerlund, 1957.
2. Appendix from *Applied Methods of Scientific Management*. Frederic A. Parkhurst, 1917.  
 "Committee System in American Shops." William Leavitt Stoddard. *Industrial Management*, Vol. 57, No. 6, Jun. 1919, pages 473-476.  
 Diagram from *Cost Accounting to Aid Production*. G. Charter Harrison. 1921, p. 226.  
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 "Historical Sketch of the Organization of the Efficiency Society." *Efficiency Society Transactions*, Vol. 1, 1912.  
 "Industrial Co-operation." Charles P. Steinmetz. *American Machinist*, Vol. 50 No. 19, 1919.  
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  3. "Industrial Democracy in Operation." B. C. Forbes.  
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 "Practical Vocational Guidance" by Katherine M. H. Blackford listed on the table of contents in *Efficiency Society Journal*, Vol. 5 No. 5, May 1916 (article not included).  
*The Road to Prosperity: An Industrial Policy*. Ernest Marples, 1947. Pages 32-35 only.  
*The Saturday Evening Post*, Nov. 22, 1919. Excerpt on industrial efficiency, with image captioned, "Coaling the Transport Mount Vernon in the Port of New York."  
 "Selection and Placing of Workers." Henry Clayton Metcalf. *Industrial Management*, Vol. 57, No. 6, Jun. 1919.  
 "Successful Industrial Democracy: Participation Board Plan of the Miller Lock Company. Dale Wolf. *Industrial Management*, Jul. 1919.  
*A Treatise on Concrete Plain and Reinforced*. Frederick Taylor and Sanford E. Thompson. 1905. Title page only.
  4. *Burlington Route: A History of the Burlington Lines*. Richard C. Overton, 1965. Title page and bibliography only.  
*Glass in Port Allegany*. Charles H. Catlin.
  5. "The Franco-Prussian War" from *A Military History of Germany*. Martin Kitchen, 1975.  
 "The Mixed Pattern of Post-War Politics" from *Ascent to Affluence: American Economic Development*. Charles H. Hession, Hyman Sardy, 1969.  
 "Policy of the 'Big Bear'" in *North-China Sunday News*, Dec. 1929.

## Photographs and Illustrations

The following photographs and illustrations were collected by William F. Muhs for his research on Harrington Emerson. Many were sent to Muhs by Emerson's daughter, Margot Manville, in 1979, and include handwritten notes by her; included is a photocopied letter from her to Muhs regarding the photographs. The original letter is in Box 1 Folder 2 of this collection.

6. Muhs Photograph 1. "Point Loma." Four women standing outside the Point Loma lighthouse in California, [1915]. [Mrs. Harrington Emerson and daughters, Margot, Louise, Isabel.]

Muhs Photograph 2. "Mormon Temple." Exterior view of the Mormon Temple in Utah, [1915].

Muhs Photograph 3. "Great Salt Lake, H.E., Margot, Louise." Harrington Emerson and daughters Margot and Louise swimming in the Great Salt Lake, Utah, [1915].

Muhs Photograph 4. "Swim in Pacific." Three women in bathing suits and caps at the beach, [1915]. [Margot, Louise, Isabel Emerson.]

Muhs Photograph 5. "Sunset Cliff." Three women standing under an umbrella made of palm leaves at Sunset Cliffs, California, [1915]. [Margot, Louise, Isabel Emerson.]

Muhs Photograph 6. "Giant Palm." Full view of a palm tree [1915].

Muhs Photograph 7. "Tia Juana, Mexico, July 1915 / Mexico at Random." View of two structures, a fence and a wagon on land in Mexico.

Muhs Photograph 8. "Tia Juana, Mexico, July 1915 / Picking Oranges Coming Home from Mexico." Mr. and Mrs. Harrington Emerson and daughters Margot, Louise, Isabel, in an orange grove.

Muhs Photograph 9. "San Diego, California – Panama California Exposition, June-July 1915 / Botanical Building." Exterior view of the Botanical Building with pedestrians, and a couple riding in an "electricquette" (motorized wicker cart) in the foreground.

Muhs Photograph 10. "San Diego, California – Panama California Exposition, June-July 1915 / California Building." Exterior view of the California Building and Cabrillo Bridge with pedestrians on the sidewalk.

Muhs Photograph 11. Exterior view of the Emerson family's apartment building at 120-125 Riverside Drive in Manhattan, New York, 1913. The building is identified in ink on the image.

Muhs Photograph 12. Exterior view of the Emerson family's apartment building at 120-125 Riverside Drive in Manhattan, New York, 1913. The building is identified in ink on the image.

Muhs Photograph 13. "Mount Tacoma." View of Mount Tacoma [Mount Rainier] in Washington, [1915].

Muhs Photograph 14. "Sunset Cliff." View of Mr. and Mrs. Harrington Emerson and daughters Margot, Louise, and Isabel on a bridge at Sunset Cliffs, California, [1915]. Image is blurred.

Muhs Photograph 15. "Homeward bound... After stop at the San Diego Expo..." View of Emerson family members on a train, still at the station. The train is marked with signs for "Burlington Route" and "Chicago Nebraska Limited," [1915].

Muhs Photograph 16. Emerson family vacation photograph of a group posed outdoors with a goat, captioned "Par, Mrs. Parks, Mrs. Pewpie, Mrs. Burke, Mrs. Bacchus, Judge Burke, & Us" [1915]. The girls are likely Louise, Isabel, and Margot, and "Par" is Harrington Emerson.

Muhs Photograph 17. "Canyada Inn." Exterior view of the Canyada Inn in LaGrande, Washington, [1915].

Muhs Photograph 18. Picnic scene with Harrington Emerson and a goat in foreground, Jun. 1915.

Muhs Photograph 19. "Wooden Building – Seattle." [1915]

Muhs Photograph 20. "Coronado Beach." View of Harrington Emerson and daughters Margot, Louise, and Isabel in swimsuits at beach, 1915.

Muhs Photograph 21. View of Harrington Emerson and his daughters swimming, [1915].

Muhs Photograph 22. "Ti Juana, Mexico, July 1915 / Mexican Mother & Baby." View of smiling woman standing outside, holding a baby.

Muhs Photograph 23. "Ti Juana, Mexico, July 1915." View of Mr. and Mrs. Harrington Emerson with daughters Margot, Louise, and Isabel in front of an automobile, with two pennants that read, "On the Boundary Line" and "U.S. & Mex."

Muhs Photograph 24. "Ti Juana, Mexico, July 1915 / Cock ready for fight." Street view of men standing on a corner, with rooster walking in foreground.

Muhs Photograph 25. "Totem pole, Tacoma, Washington," [1915]. Street view shows totem pole, brick-paved street, the municipal dock, and a bridge.

7. Muhs Photograph 26. "MCE and HE," circa 1914. View of Mary Crawford Emerson and Harrington Emerson outside on steps facing the Hudson River. Notes on reverse refer to a 1920 visit by Edward VIII Prince of Wales. Center of image is damaged.

Muhs Photograph 27. Portrait of Harrington Emerson. Noble Portraits, Lincoln, Nebraska. Image is nearly identical to Muhs Photograph 38 below.

Muhs Photograph 28. Harrington and Florence Emerson portrait from their wedding trip to Philadelphia, [circa 1879]. F. Gutekunst, Philadelphia, Pennsylvania.

Muhs Photograph 29. Copy print of Harrington Emerson with Yoichi Ueno. Reverse is marked "Compliments of Ichiro Ueno." Includes copy negatives.

Muhs Photograph 30. Copy print of Harrington Emerson with Yoichi Ueno. This view appears to be cropped from previous image.

Muhs Photograph 31. Copy print of Harrington Emerson with Yoichi Ueno and three unidentified men.

Muhs Photograph 32. Copy print of Harrington Emerson with Yoichi Ueno.

Muhs Photograph 33. Copy print of Mr. and Mrs. Harrington Emerson standing together.

Muhs Photograph 34. "Tenth Anniversary Banquet, The Emerson Co." With copy negative. View of formally-dressed guests seated at banquet tables.

Muhs Photograph 35. Portrait of Harrington Emerson, Mar. 24, 1893, taken by Phillips, Philadelphia.

Muhs Photograph 36. Portrait of Harrington Emerson, taken by Phillips, Philadelphia.

Muhs Photograph 37. Margot Emerson seated on a bench outside her Denver, Colorado home by Bill Muhs.

Muhs Photograph 38. Portrait of Harrington Emerson, Noble Portraits, Lincoln, Nebraska. Image is nearly identical to Muhs Photograph 27 above.

Muhs Photograph 39. Color [bookplate?] of Margot Emerson Manville, bearing the Emerson coat of arms.

Muhs Photograph 40. Portrait of Professor Edwin Emerson by Franz von Lenbach, from the Metropolitan Museum of Art. Includes notes by Margot Manville on reverse.

Muhs Photograph 41. Group photograph for the 100<sup>th</sup> anniversary of Edwin Emerson's birth, taken in front of his portrait at the home of George and Margaret, 1923. Includes Edwin, Harrington, Sam, Margaret, George, and Alfred Emerson.

Muhs Photograph 42. Copy portraits of Edwin and Mary Louisa Ingham Emerson, separate images on a single card, originally taken circa 1857.

Muhs Photograph 43. Harrington Emerson with backpack and dressed in outdoor gear, standing in a field. Image edges are chipped.

Muhs Photograph 44. Oval portrait of Harrington Emerson's three young daughters, Margot, Louise, and Isabel, 1907.

Muhs Photograph 45. Printed copy of a Harrington Emerson portrait with his signature below (upper right corner detached, center split). Photograph by Pirie MacDonald, copyright The Man Message Corporation.

Muhs Photograph 46. Woman [Mrs. Harrington Emerson (Mary)] seated outside under trees, with pencil inscription on image that reads, "Chalet Manitou, July 25, 1929, Wifey!"

8. Muhs Photograph 47. Multiple copy prints of a portrait of Harrington Emerson, appears to be copy of Muhs Photograph 45 above.

Muhs Photograph 48. Multiple copy prints of a portrait of Harrington Emerson, with copy negatives for it and other Emerson portraits, made for Muhs's research.

Muhs Photograph 49. Emerson grandchild John Alden McMEnamin, aged 2 years, Jun. 1926.

Muhs Photograph 50. Emerson grandchildren Jonathan H. McMEnamin and John Alden McMEnamin, Jun. 1926.

Muhs Photograph 51. Emerson grandchild John Alden McMEnamin being held by an unidentified man, Jun. 1926.

Muhs Photograph 52. Emerson grandchildren John Alden McMEnamin and Jonathan H. McMEnamin sitting in a tire swing, Jun. 1926. Photograph has a hole at top center, and other areas were previously mended with tape.

Muhs Photograph 53. Dinner for Harrington Emerson at the Hotel Astor, New York, Feb. 5, 1916. Two copies, one with some persons identified. Also includes a photocopied identification sheet.

Muhs Photograph 54. Portrait of Harrington Emerson, taken from an unidentified publication.

### Sound Recordings

The first six tapes consist of William F. Muhs reading or making notes on Emerson research materials he used at various libraries and archives. The remaining four are management conferences or symposia.

9. Muhs Sound Recording 1. Audio cassette tape. William F. Muhs's research in the Emerson Collection at Pennsylvania State University, 1978.

Muhs Sound Recording 2. Audio cassette tape. William F. Muhs's research in the Emerson Collection at the New York Public Library, 1979.

Muhs Sound Recording 3. Audio cassette tape. William F. Muhs's research in the Emerson Collection at the New York Public Library, [1979].

Muhs Sound Recording 4. Audio cassette tape. William F. Muhs's research in the Emerson Company archives, 1979.

Muhs Sound Recording 5. Audio cassette tape. William F. Muhs's research in the memoirs of Harrington Emerson at Margot Emerson Manville's home.

Muhs Sound Recording 6. Audio cassette tape. William F. Muhs's research in the memoirs of Harrington Emerson at Margot Emerson Manville's home.

Muhs Sound Recording 7. Audio cassette tape. Symposium on the Committee on Human Relations in Industry, recorded Aug. 16, 1982 – tape 1. "Moore – Gardner, etc."

Muhs Sound Recording 8. Audio cassette tape. Symposium on the Committee on Human Relations in Industry, recorded Aug. 16, 1982 – tape 2.

Muhs Sound Recording 9. Audio cassette tape. Symposium on the Committee on Human Relations in Industry, recorded Aug. 16, 1982 – tape 3.

Muhs Sound Recording 10. Audio cassette tape. [Charles D.] Wrege on [Hugo] Munsterberg, recorded Aug. 16, 1982.

### Oversized Materials

#### Box 10

1. A 17 ¾" x 26 ½" copy of a chart titled, "L'Histoire Graphique de L'Organisation Scientifique du Travail (1856-1929); par Masashigé Yagyu, révisé par Yoiti Ueno."