Sept. 2, 1924

Dr. Edwin L. Seligman,
324 West 86 Street,
New York City.

My dear Dr. Seligman:

My friend Miss Mary Gilson tells me that she is seeking admission to your courses at Columbia University. I know that you are rightly careful about whom you admit, still I cannot but feel that Miss Gilson will make you as fine a student as you have ever had. I do not know the particular requirements but I do know that she has had a valuable and most unusual experience which, it seems to me, ought to count for much in considering her application.

I first became acquainted with Miss Gilson and her work when I undertook several years ago to make a study of the advance experiments in improving industrial relations in our American mills and factories. In the course of this work I became particularly interested in the application of the principles of scientific management developed by Frederick W. Taylor. Wherever I learned of a factory making a serious and patient effort to apply these principles I visited it. In the course of this investigation I went to the Cloth Craft Shop in Cleveland, Ohio; and here I found what I believe to be the finest laboratory in scientific management which we have in this country.

Much of the success of the work at the Cloth Craft Shop is due to Miss Gilson who, as the collaborator of Richard Feiss, the manager of the Shop, has for nearly twelve years had charge of the department of industrial relations.

Miss Gilson went into this work particularly well equipped by experience and study, and she has staid by through all the trying vicissitudes incident to a pioneer undertaking. She has never lost faith in the fundamental soundness of the principles on which she was working. She has had the patience and intelligence more than once to retrace her steps and try a new path, and she has had the satisfaction of seeing what she had undertaken work out, again and again.

She has been one of the few persons in this country who has appreciated both the side of management and of labor and who has believed that it was only by a complete coöperation of management and labor that the problems of production, of continuous

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employment, of the development of the worker and his advancement from position to position according to his capacity and his will to enlarge that capacity, could be solved. Without Miss Gilson the Cloth Craft Shop could not have made the substantial contribution it has to better industrial relations as well as to improved manufacturing processes.

With such an experience behind her she could not but be a valuable addition to any student body. Her desire to acquaint herself with the latest and soundest economic theory after such a practical experience is, in my judgment, a strong recommendation. While her experience has been eminently practical she has never neglected theory. There are few if any women interested in industry in this country who have read as widely and as constantly as Miss Gilson. That is, she comes familiar with present day economic and social thinking.

Miss Gilson has had exceptional opportunities to meet people interested in industry from various angles because her place of work has been visited by economists, psychologists, industrial research workers, authors, labor leaders and employers from Europe and America. Her consulting work in other plants has also brought her in touch with many view points.

Trusting that it may be possible to grant Miss Gilson the privilege of following your lectures, believe me, my dear Dr. Seligman,

Very sincerely yours,

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Edwin
E.L.Seligman

324 W. 86 St.

1924

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She has worked for almost 12 years along these lines in a shop employing when she went to it about 800 people and now about 2000. I have followed that shop for several years and have seen it steadily advance in broadness, soundness of view, in technique and in friendly coöperation.

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