Finding Aid for the Horace N. Gilbert Papers 1923-1987

Processed by Carol Finerman and Charlotte E. Erwin.
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Descriptive Summary

Title: Horace N. Gilbert Papers,

Date (inclusive): 1923-1987

Collection number: 10011-MS

Creator: Gilbert, Horace N. (Horace Nathaniel) 1901-1990

Extent: 7.5 linear feet

Repository: California Institute of Technology. Caltech Archives

Pasadena, California 91125

Abstract: The correspondence, manuscripts, published papers, course lecture notes and special wartime (World War II) and postwar working documents of Horace N. Gilbert (1901-1990) form the collection known as the Horace N. Gilbert Papers in the Archives of the California Institute of Technology (Caltech). Gilbert was professor of business economics at Caltech from 1924 until his retirement in 1969. During World War II he worked for the US Air Force in materiel production. In the postwar period he aided the rebuilding of European industry by serving as economic advisor to the American High Commission for Germany.

Language of Material:

Languages represented in the collection:

EnglishRussianGerman

Access

The collection is open for research. Researchers must apply in writing for access.

Publication Rights

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Preferred Citation

[Identification of item], Horace N. Gilbert Papers, 10011-MS, Caltech Archives, California Institute of Technology.

Acquisition Information

The bulk of the Horace N. Gilbert papers were originally donated by Professor Gilbert himself in 1977 and supplemented by him in 1986, 1988 and 1989. A box containing biographical material, a few publications, correspondence, and files on the Carnegie Program in Science and Government was found in the Millikan Library at Caltech and was transferred to the Archives in June 2001.

Processing History


Original processing was done in 1980 by Carol Finerman. After receipt of the 2001 supplement to the Gilbert papers, it was decided to begin a reorganization of the collection and to bring the bulk of the supplementary material into one section, in spite of its mixed character and occasional overlap with series in the original donation. An exception is Series 5, Pamphlets and Articles, the contents of which were fully rearranged and to which two new files (14.9-10) were added. A few pieces of correspondence were interfiled into Series 1. Otherwise, the supplementary material stands alone. The revision of the collection and finding aid was completed by Charlotte E. Erwin in 2003.

Biography

When Horace Nathaniel Gilbert, Professor of Business Economics, was first brought to the California Institute of Technology in 1924 by Robert A. Millikan, his mission, as outlined by Millikan, was "...to give a course which would help the graduates of Caltech who were going into industry to know something about it." (Horace N. Gilbert, Oral History with Mary Terrall, Archives, California Institute of Technology, February 1978, p. 9.) That course, Economics 100, taught by Gilbert for many years, was one of the most popular offered by the institute. Open to graduate students, the course aimed at bridging the gap between engineering and business, and it relied heavily on the case method of instruction.

Born in Yakima, Washington, on June 15, 1901, Gilbert received the AB degree in 1923 from the University of Washington and the MBA with distinction from Harvard in 1926. He taught industrial business policy and industrial business economics at Harvard's Graduate School of Business before coming to Caltech in 1929. He remained at Caltech until his retirement in 1969. He returned to Harvard as a visiting lecturer in 1940-1942, where he taught industrial management and mobilization,
using aircraft companies as case examples. From 1942 to 1945 he was the principal production supervisor for the Air Materiel Command of the US Air Force. In 1945 Gilbert became bombing analyst for the US Strategic Bombing Survey, then industrial economic advisor for the American High Commission for Germany under John McCloy (1949-1951). He later traveled extensively to developing nations and socialist countries, studying their economies and methods of industrialization.

Gilbert died on December 16, 1990. He was a member of the American Association for the Advancement of Science, the American Economic Association, and the National Association for Student Affairs. He received an honorary DBA from the South Dakota School of Mines and Technology in 1971.

**Scope and Content**

Series 1-4 form the original portion of the Gilbert papers. The correspondence series (Series 1) documents Gilbert's association with people at Caltech, especially the institute's presidents Robert A. Millikan and Lee A. DuBridge, and Dean Earnest C. Watson. There is professional correspondence with colleagues off campus, persons in government, and prominent individuals such as Herbert Hoover, Jr., and William O. Douglas. Correspondence with organizations is also included. The manuscripts section (Series 2) contains files on Gilbert's book, *An Introduction to Business* (1929), texts of talks, articles, and course notes, especially for Gilbert's celebrated Economics 100. Series 3 and 4 contain material on Gilbert's role as advisor to the military during World War II on procurement and mobilization, especially for the Air Materiel Command of the US Air Force. This type of advising work continued in the immediate postwar years, along with involvement in the rebuilding of European industry, especially in Germany.

Series 5 contains a small amount of printed material representing publications by Gilbert, mainly from the 1940s. It was reorganized during the revision of the papers after 2001.

The last series, Series 6, represents supplementary material from 1986 through 2001, and it has a mixed character. It contains significant correspondence with Gilbert's Harvard Business School colleagues in the period 1936 to 1940, well past his departure from Harvard for Caltech. Caltech material relates to committees and to programs of the Humanities Division (now Humanities and Social Sciences), principally the business economics course, in which Gilbert played such a major role; and to the Carnegie-sponsored program on defense and arms control. The latter group of materials may be compared with the papers titled Carnegie Program: Science and Government, donated by Professor David Elliot. There is some overlap between the two collections, but the Gilbert papers contain reports and transcripts not included in the Elliot donation. Notable among the papers on professional and civic activities are those relating to the American Universities Field Staff (AUFS) to which Gilbert contributed through the 1970s and 1980s. Also, files on trips to observe Russian (later Soviet) industry in 1931 and 1958, notably absent from the original donation, are present in the supplement.

The collection is organized into the following series:

- Series 1. Correspondence and Documents
- Series 2. Manuscripts
- Series 3. Wartime Papers
- Series 4. Postwar, Special Advisor to Air Materiel Command
- Series 5. Pamphlets and Articles by H. N. Gilbert and Others
- Series 6. Supplementary Papers

**Related Material**

An important related collection is the Records of the Carnegie Program: Science and Government. Pertinent interviews conducted under the Caltech Oral Histories Project are [Horace Gilbert with Mary Terrall (1978)](https://example.com); and David Elliot with Carol Bugé (1986).

**Indexing Terms**

The following terms have been used to index the description of this collection in the library's online public access catalog.

**Subjects**
- California Institute of Technology
- Economics
- Industrial management
- Postwar reconstruction
- World War II (1939-1945)

**Occupations**
- Economists
| Box 1, Folder 1 | American Assn. of University Professors (AAUP) 1930-1940, undated |
| Box 1, Folder 3 | Athenaeum 1930, 1937 |
| Box 1, Folder 4 | A Miscellaneous |
| Box 1, Folder 5 | Scope and Content Note |
| Box 1, Folder 6 | African Studies Association 1963-1964 |
| Box 1, Folder 7 | Albers, W. E. 1932 |
| | American-Russian Chamber of Commerce 1929 |
| | Anderson, B. M. 1931 |
| | Armstrong, Paul 1933 |
| | Argyropoulos, George S. 1974 |
| | Athens College 1974 |
| Box 1, Folder 8 | Barrett, Edward C. 1929, 1933-1934, 1945 |
| Box 1, Folder 9 | BCD International Comparisons 1968 |
Box 1, Folder 8

B Miscellaneous

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Bacher, Robert F. 1958
Baker, David, Col. 1942
Baker, Howard 1973
Balcom and Vaughan 1955
Baldwin, Hanson W. 1952
Baldwin, Lawrence W. 1938
Baratz, Morton S. 1978
Barber, John E. 1931-1932
Barber, William M. 1932-1934
Barringer, J. W., III 1932
Barron's 1936
Bauer, Gerard F. 1966
Beard, Charles A. 1932
Beckman, Arnold O. 1957, 1961
Behr, Manfred 1953
Beknyev, Victor 1960
Belknap, Kenneth A. 1930-1931, 1936
Bialokoz, J. E. 1968
Bird, Remsen 1935
Black, John D. 1935
Boaz, Volney T. 1933
Borden, Neil H. 1935
Boyd, Gary 1960, 1963
Bradburn, James 1934-1936, 1938
Brenner, Helen N. 1964
Brentjes, J. 1963-1964
Bright, James R. 1965
Broman, Gunnar 1968
Bumb, Frank C., Jr. 1960
Bursk, Edward C. 1951
Buttenwieser, Benjamin J. 1952-1953, 1958
Bylander, Sten 1965

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California Committee on Surface Mining and Reclamation: Correspondence 1965-1969

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California Committee on Surface Mining and Reclamation: Correspondence 1970

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California Committee on Surface Mining and Reclamation: Correspondence 1971

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<td>Supreme Court of the US: Consolidated Rock Products Company and Valley Real Estate Company, Appellants v. City of Los Angeles, Appellee Oct 1962</td>
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<td>Box 3, Folder 3</td>
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C Miscellaneous

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Cannon, R. H., Jr. 1979
Carberry, Deane E. 1932
Carney, John C. 1977-1978
Carruthers, John 1932-1933
Carter, E. W. 1953
Chu, Billie 1974-1975
Cies, Ralph Dearmond 1974
Clapp, William H. 1932
Clark, Donald T. 1970-1971
Clifford, F. W., Jr. 1931, 1935
Clinton, Guy 1937
Clock, Raymond M. 1952-1953
Cohn, Benedict 1964
Coleman, Theodore C. Dec 4 (no year)
Coleman Chamber Music Assn. 1974
Collett, John P. 1928, 1930
Coonley, Howard 1939
Copeland, Frederick W. 1955
Copeland, Melvin T. 1953
Corcoran, William H. 1975, undated
Cosby, Richard S. 1975
Cowen, Connell G. 1932
Croy, John 1934
Crutchfield, J. S. 1935

Donham, W. B. (See also: Series 6, Harvard Business School) 1940-1941, 1945

D Miscellaneous

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Daugherty, Robert 1964, undated
David, Donald K. 1932-1933, 1949, 1953
Davis, A. C. 1932
Dean, Joel P. 1934
Deibler, Frederick S. 1933
Demos, Jean 1968
Derleth, C., Jr. 1932,
Doriot, Georges F. 1939, 1970
Douglas Aircraft Co. 1952
Drasdo, Albert 1931
Dupree, Louis 1965

Economic Report of the President 1968
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E Miscellaneous
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Ehrenfest, Galja 1932
Einstein, Elsa 1932, undated
El Sum, Hussein 1953
Elliot, David C. 1969
Endicott, John P. 1962
Ettinger, Leon 1977

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Fitch, James B. 1973, undated
Floyd, Paul 1930-1931, 1933-1935, undated
Foreign Student Committee 1946, 1949-1957
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Foreign Student Correspondence 1953-1955, 1957-1963
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Fulbright: Competition, students 1949-1953
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USC 1964
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Faville, David E. 1934
Fay, Peter undated
Finley, Wendell 1934
Firestone, Roger S. 1936
Fisher, H. H. 1931-1932
Fleming, Louis 1976
Fogg, Philip S. 1938
Frankel, Charles L. 1965
Freeman, Jo Fisher 1977
Friesell, G. 1930-1931
Fulford, George T. 1935
Funk, R. V. 1930-1932
Fussell, Paul 1973

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Greek Project. Demetriadus 1969-1971

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- Gay, Edwin F. 1937, 1939
- Gibbs, Alice Dwight 1933
- Giberson, Mel 1964
- Gilbert, Horace N. 1933, 1943
- Gilmore, Eugene A., Jr. 1955
- Githinji, Margaret Wambui 1974
- Goldberg, Harry 1959-1960, 1974
- Gordon, Albert H. 1958
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- Brown, Ted 1931
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- Cotter, M. Lillian 1929
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- Feiss, Mary H. 1929
- Fraser, Cecil E. undated
- Gragg, Charles I. 1931-1932, 1935
- Gras, N. S. B. 1935
- Malott, Deane W. 1933, 1935
- Marble, John M. 1929
- Martin, Boyce F. 1935
- Mayo, Elton 1934

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Herter, Christian 1962

Hodges, Luther 1951-1952, 1957, 1959-1962

Hoover, Herbert, Jr. 1928, undated

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Haight, Griffin, Deming & Gardner 1941-1942

Halaby, Najeeb E. undated

Haldane, J. B. S. 1932

Hall, George 1958


Hamacher, Howard 1937

Hanisch, Marian 1955

Hanna, Marybellie B. 1964

Harper and Brothers 1934

Harris, M. B. 1936

Harrison, Helen W. 1937

Hasegawa, Taizo 1963-1964

Hayden, Richard F. C. 1964

Hayford, Leslie 1931

Hays, Thomas C. 1963

Hazelett, C. W. 1938

Hefferan, T. W. 1946

Hereford, Dave 1978

Hereford, Jack B. 1930

Hertz, Richard 1953

Hill, Charles W. 1935

Hodge, M. S. 1964-1965

Hoeppel, John H. 1938

Hoeppel, Raymond W. 1933, 1935

Holladay, Mrs. Collis H. 1972

Hollister, Clay H. 1953-1954

Holmes, Fred 1937

Holroyd, Howard B. 1933

Holt, M. R. 1936

Hopkins, William S. 1938

Horlick's Farms and Dairies, Ltd. 1963

Horowitz, Norman H. 1979

Horton, Jack K. 1964

Howse, A. E. 1951-1952

Hoxsey, J. M. B. 1933

Hubbard, Joseph 1929

Humason, W. D. 1937

Institute of International Education (IIE), Los Angeles 1952, 1968-1971

International Assn. of University Professors, Conference 1958

International Center: Correspondence 1949, 1951-1953, undated

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Killgore, Cecil L. 1933
Kingsley, John M. 1931
Kingsmill Moore, T. C. 1975
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Klein, Burt 1970
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Martensson, Jan 1971
Martin, Charles E. 1937
McClellan, H. C. 1967-1968
McDaniel, Bruce 1936-1937
McDuffie, William C. 1932
McElroy, M. Lowell 1933
McNamara, Robert S. 1956, 1970
McWilliams, Carey 1961
Meisnest, Ella 1935
Metcalf, Frank 1935
Miller, Margaret 1964
Millikan, Greta B. 1933
Millikan, Max 1937
Mireku, Andrew 1978
Modern Greek Studies Assn. 1975
Morehouse, Alanson D. 1932
Morgan, Thomas W. 1977
Morton, William F. 1961
Moss, John E. 1970
 Mothershead, Alice Bonzi 1976
Motz, F. A. 1934
Mudd, Harvey S. 1938
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Nitze, Paul H. 1964
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Pifer, Alan 1956
Piper, Clarence B. 1936
Pohl, Kate G. 1930
Pohl, Wadsworth E. 1931
Political Science Quarterly 1933
Popenoe, Paul 1963
Porter, John C. undated
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Schroeder, Ethel 1963-1964
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Sprague, Hollister T. 1932
Stanford Research Institute 1959
Staplers Club ca. 1927-1928
Starbuck, Edwin D. 1936
Starcevic, Anthony 1963
Steiner, Christy ca. 1966
Steere, Loyd V. 1964
Stewart, Edna 1952
Storrrer, Fred undated
Strong, Austin 1932
Swensrud, Sidney A. 1957

T Miscellaneous
Scope and Content Note
Talbott, H. E. 1942
Taylor, Margaret R. 1938
Taylor, Maxwell 1974
Thadway, C. David undated
Thornber, Karvel K. 1970
Todd, W. Murray 1959
Traylor, Vee 1977
Treonor, John 1934
Treonor, Tom 1938
Trostel, Everett 1931
Tubby, Roger 1961
Tugwell, Rexford 1934
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U Miscellaneous
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Ussher, Bruno David 1938

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von Kármán, Theodore 1945

V Miscellaneous
Scope and Content Note
Valluri, S. R. 1973
Veysey, Victor V. 1938, 1978
Vogel, Robert S. 1952
Vuillemin, A. C. 1971

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W Miscellaneous
Scope and Content Note
Wade, James W. 1941
Wallace, Robert F. 1952-1953
Wallen, Arch C. 1973
Ware, Joseph 1938
Warren, Harry V. 1937, 1977
Watkins, James 1952-1953, 1956
Wayland, J. Harold 1973
Weare, Buel F. 1927-1929, 1950, 1953
Weber, Victor 1960
Weigang, Georg W. H. 1929, 1949
Weinert, Bruce 1963-1965, undated
Weismann, H. Andre 1951, 1953
Wells, Bob 1976
Wernette, J. Philip 1958, 1974
Wheaton, George 1975
Wheeler, Adaline E. undated
Wheeler, Oliver P. 1932, 1957
Wheeler, Osgood Company 1929
White, Leavitt S. 1963-1964
White, Wilford L. 1937-1938
Whitney, Edward A. 1939
Whitsell, Leon O. 1936
Wickens, Aryness Joy 1958
Wilbor, Paul A. 1957
Wilder, Philip S. 1963
Williams, E. Otto N. 1938
Wilson, Randolph G. 1979
Wolfberg, Stan 1978
Wolman, Leo 1941
Wong, David 1960
Wood, Casey A. 1936-1938
Woodbridge, Frederick Wells 1938
Woolley, Richard 1957, undated
Wright, Edmond F. 1936-1937, 1942, 1971, undated
Wright, H. B. 1931
Wyeth, George A. 1953
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Y-Z Miscellaneous
Scope and Content Note
Yang, P. C. 1961
Young, Archibald B. 1937
Young, John E. 1963, 1968, 1971
Young, John Parke 1935, 1973
Zarem, A. M. 1963-1964
Zuckert, Eugene M. 1951-1952, 1961

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Miscellaneous Correspondence and Personal
1929, 1933, undated

Series 2. Manuscripts

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An Introduction to Business: 1st and 2nd eds., correspondence 1933-1936, 1940,
1949, 1951-1952

Box 8, Folder 2
An Introduction to Business: 3rd ed., correspondence (See also: Series 6, An
Introduction to Business) 1934-1939, 1946, undated

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Speeches and Lectures
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Business as a profession ca. 1929
Economic background of our currency and credit difficulties undated
The Russian industrialization program ca. 1932
American economic entanglements in Europe 1932
The economics of dictatorships undated
The American labor movement in transition 1938
The economic basis of Europe's war problem undated

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Speeches and Lectures
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The bankruptcy of Europe undated
The fight for a free world ca. 1940s
Germany and the peace 1945
The college and university in the community: The private college undated
Labor versus consumers undated
Visa and passport restrictions and their effect on international scientific effort undated
Pasadena's top diplomat 1962
Vietnam bombing: a lesson from World War II undated

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Articles
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The domestic allotment plan 1933
Two amendments to capitalism undated
The high cost of labor undated
The administrative organization of the California Institute of Technology 1940
A lesson from the depression undated
Issues in the presidential campaign ca. 1940

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Articles
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German industry under Allied bombing undated
More precious than gold undated
Preparedness for the production of military aircraft undated
Coronation odyssey 1953
Germany emerges as a European power undated
The architect and construction for business 1954
Foreign students: their academic troubles and culture shock undated
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- Untitled undated
- Engineering training for business management undated
- Government reorganization and the New Deal government agencies undated
- We can avoid business depressions undated
- The Soviet Union 1931-1983

Box 8, Folder 8

Course lecture notes. Articles by others. Econ 100: The art of management by Vannevar Bush 1965-1966

Box 8, Folder 9

Course lecture notes. Articles by others. Econ 100: Why depressions are extinct by Gottfried Haberler 1962

Box 8, Folder 10

Course lecture notes. Articles by others. Econ 21 and 100: General sociology by Pareto 1933

Box 8, Folder 11

Course lecture notes. Articles by others. Econ 21 and 100: Louis Rader lectures 1963-1964

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Course lecture notes. Articles by others. Econ 101: G. F. Warren's theory ca. 1929

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Course lecture notes. Economic courses. Correspondence: Kinard, William C. 1949

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Course lecture notes. Economic courses. Correspondence 1937, 1946, 1948-1949

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Course lecture notes. Economic courses. Econ 100: Lecture notes 1965-1968

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Course lecture notes. Economic courses. Econ 100: Lecture notes 1965-1966, undated

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Course lecture notes. Economic courses. Econ 100: Lecture notes 1967-1969

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Course lecture notes. Economic courses. Econ 100: Common market 1962

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Series 3. Wartime Papers

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War Dept. Procurement Planning prepared by the Exension Course Division, The Army Industrial College 1940

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Industrial Mobilization prepared by the Extension Course Division, The Army Industrial College 1940

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Courses at Harvard: Industrial Management and Mobilization Sep 1941

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Courses at Harvard: Lockheed Aircraft Corp. ca. 1942

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Radio broadcasts by members of Harvard's American Defense Effort ca. 1942

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Air Materiel Command: Lockheed Aircraft Corp. 1943

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Air Materiel Command: Timm Aircraft Corp. 1943-1944

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Air Materiel Command: Hammond Aircraft Co. 1944

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Air Materiel Command. Western Procurement District: Douglas Aircraft (1) 1943

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Air Materiel Command. Western Procurement District: Douglas Aircraft (2) 1943

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Air Materiel Command. Western Procurement District: Expediting assignments, general 1943-1944

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Air Materiel Command. Western Procurement District: Los Angeles area study 1944

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Air Materiel Command. Western Procurement District: subcontractors to aircraft companies (1) 1943

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Air Materiel Command. Western Procurement District: Workload survey 1943-1944

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Air Materiel Command. Western Procurement District: Historical office 1945

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Air Materiel Command. Wright Field: Hickok Electrical Co. 1942-1943
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Series 4. Postwar, Special Advisor to Air Materiel Command

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   From Industrial Mobilization to War Production Autumn 1942
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Box 14, Folder 5  Douglas Aircraft Company. Industrial Mobilization Plan, Phase #1 Study, Heavy Transport Aircraft 1946
Box 14, Folder 6  Industrial Preparedness in Aircraft Industry by H. N. Gilbert
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   Industrial Preparedness in the Aircraft Industry 1947
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| Box 15, Folder 5 | Harvard Business School. Course material: Business Economics 1929 |
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