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## Memorial Dr. Emory Richard Johnson

Solomon S. Huebner PhD

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VE. Johnson, Dr. - ...

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M E M O R I A L

Dr. Emory Richard Johnson

March 22, 1864 - March 6, 1950

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*Proposed  
for American  
Physiological Society*

I EARLY EDUCATIONAL PREPARATION

Emory Richard Johnson, the youngest of eight children, was born near the town of Waupun, Wisconsin, on March 22, 1864. His parents, Eli and Angeline (Nichols) Johnson, who were tillers of the soil, moved to Wisconsin from Buffalo, New York, in 1848, and came from a long lineage extending back to early colonial days.

Early in life, the young son had a desire to become a teacher, and to prepare for such a career spent three years at the Oshkosh State Normal School in Wisconsin. Following this, in 1883, he entered the University of Wisconsin, but owing to interruptions occasioned at intervals by the need to earn necessary funds to continue his studies, graduated in 1888 with the degree of Bachelor of Letters. Three years later he received from the same University the degree of Master of Letters. Following his graduation, he served for two years as principal of the high and graded schools of Boscobel, Wisconsin.

Following the obtaining of his master's degree, Dr. Johnson decided definitely to prepare for a teaching career in a university. He therefore entered Johns Hopkins to study history under Professor Herbert B. Adams, and economics under Professor Richard T. Ely. Next he continued his postgraduate work at the German universities of Halle, Munich, and Berlin. At the University of Halle he made the intimate acquaintance of Professor Edmund J. James, who induced him to go to the University of Pennsylvania for a third year of postgraduate work and for possible later instruction in the field of transportation and

commerce. As a result of this program, Dr. Johnson received his Ph.D. degree from the University of Pennsylvania in 1893, and immediately thereafter began his extraordinarily notable teaching career at that institution in the field of transportation and commerce. He soon reached the rank of Professor in transportation and commerce in 1902, and served brilliantly in that capacity until his retirement from the University of Pennsylvania as Professor Emeritus in 1934.

## II AS A TEACHER AND EDUCATIONAL ADMINISTRATOR

Dr. Johnson always liked teaching, and throughout the last half of his long teaching career was instrumental in attracting many students of transportation and commerce to the University of Pennsylvania from all sections of the United States as well as from Japan, China, and other oriental countries. As a teacher he commanded universal respect as a pioneer in his field, and his efforts were devoted to the development of new courses in transportation and commerce, the authorship of much needed textbooks in a new field, the building up of a new and expanding department of instruction in a rapidly growing collegiate school of business, and the pursuit of research and public service in his chosen area of interest.

In 1919, Dr. Johnson was appointed Dean of the Wharton School and held this position for fourteen years until 1933, a year before his retirement. The appointment was acclaimed by the entire faculty of the School as a well-deserved recognition of his outstanding ability as a teacher, of his public service, of his writings in his chosen field, and of his success in attracting students. During his administration as Dean many notable achievements are attributable to his efforts, namely, a definite and appropriate educational

policy for a school of higher business education, a program of service to the School's alumni and the public, a new effective organization for the rapidly growing School by way of educational committees and administrative departments, the organization within the School of a Graduate Division in Business Administration leading to the degree of Master of Business Administration, the organization and development of the specialized Lippincott Library of the Wharton School, and the Convocation on the Fiftieth Anniversary of the Wharton School in 1931. During his Deanship he was also elected president of the Association of Collegiate Schools of Business in 1920-1921.

III AS A LEADER IN CREATIVE THOUGHT IN THE  
FIELD OF TRANSPORTATION AND COMMERCE.

While essentially devoted to teaching, Dr. Johnson's work, throughout nearly all of his career, took him outside of the classroom to serve both government and private business as investigator, adviser, and witness. Often he expressed the view to me that a university teacher should regard the non-academic outside world, within <sup>the</sup> ~~his~~ area of <sup>his</sup> specialization, as a field for public service and further acquisition of knowledge. He so impressed this thought upon me, at an early age, that I could not help but follow his example to the best of my ability.

During his first five academic years, Dr. Johnson completed two transportation investigations for the United States Department of Labor, one concerning relief departments established by various railroad systems (1895), and the other on relief plans established by railroad brotherhoods (1896). In 1899 he was appointed a member of the Isthmian Canal Commission to study ~~the~~ alternative <sup>of</sup> routes for the proposed interoceanic canal, and later, in 1911, he was again

asked to make another study of Panama Canal traffic and tolls, and the measure-<sup>19</sup>ment of vessels. During World War I he served as Assistant Director of the Bureau of Transportation of the War Trade Board. He was also a member of the Railroad Committee of the United States Chamber of Commerce in 1916, and later served as consultant to the National Transportation Conference. These are but a few of his many appointments by the Government and by private concerns, to make investigations or to serve as adviser or witness. He also served for two years (1913-15) as a member of the newly created Public Service Commission of Pennsylvania. During the period between 1895 and 1937 he wrote or collaborated in a dozen important/<sup>GOVERNMENT</sup> reports upon problems relating to transportation and commerce.

Largely because of his active public service, Dr. Johnson received many notable honors. The National Institute of Social Science, which he served as president from 1918 to 1922, awarded him its Presentation Medal and later its Gold Medal. In 1915 he was elected to membership in the American Philosophical Society, and between 1924 and 1938 prepared for the Society eight important papers dealing with transportation. In 1926 he made an extensive trip to Japan and China as a representative of the University of Pennsylvania, and was signally honored by the University alumni and the Japanese and Chinese governments. It should be added that as early as 1913 the University of Pennsylvania conferred upon him the honorary degree of Doctor of Science in recognition of his distinguished public service and leadership in the educational field.

IV LITERARY CONTRIBUTIONS

Despite his many other activities in the fields of teaching, educational administration, and public service, Dr. Johnson was a prolific writer of books and articles in his chosen field of transportation and commerce. Mention has already been made of the dozen important Government reports he contributed solely or in collaboration with others. But he was also the author of much needed textbooks in his new educational field. His first textbook on "American Railway Transportation" was published in 1903, and thereafter seventeen additional textbooks and other volumes were written, about half of which were prepared in double or triple collaboration with his departmental colleagues. During 1901 to 1914, he also served as editor of the Annals of the American Academy of Political and Social Sciences, and during this editorship, as well as later, contributed many articles to the volumes of the Annals. A compilation of his chief books is shown in the list attached to this Memorial.

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(see next page)

## V AS A PERSONALITY

It is always difficult to pass judgment upon a human being as regards character, fundamental motives, and personal relations. But I shall express my sincere convictions based upon an intimate acquaintance with Dr. Johnson over a period of forty-six years, extending from the time of my arrival at the University of Pennsylvania in the fall of 1903 to the time of his death.

It was my good fortune to begin my teaching career under the preceptorship of Dr. Johnson. My early acquaintance soon ripened into a warm and lasting friendship. Throughout my long friendship I could not help but recognize in him the following personal attributes: a charming personality always taking pleasure in being helpful to others, a zeal for service, a liking for teaching, and an enjoyment of personal relations with faculty associates and students, and an exceptional ability to think clearly and to express his thoughts lucidly.

Dr. Johnson's manner was always modest and reserved, but kindly. He manifested the courtesies of a cultured gentleman. In his advisory relations to associates he was wholehearted and loyal. He was never impetuous in reaching an important decision for either himself or his friends. Instead, he took his time to contemplate matters of importance. With respect to every serious problem he always chose to take the forward look, to discount the future by considering fully the pros and cons, and to regard the final objectives as the outstanding factor. Concerning these ~~characteristics~~ characteristics the writer of this Memorial is certain, because of his constant association with Dr. Johnson in the development of his early teaching program, the establishment of the first department of insurance in any American university, and in the creation (from 1913

to 1927) of The American College of Life Underwriters. Always, Dr. Johnson's advice and help were wholehearted, sincere and dependable. Always his advice was to have a national point of view and not merely a local. But above all, and this could be only too clear to all his associates, ~~Dr. Johnson~~<sup>he</sup> was ethical to the highest degree in all of his professional actions. As occasion required he had no hesitancy to apply ethical principles to individuals when he was sure of his facts. Dr. Johnson will long be remembered by all who associated with him closely, because his warmth of personality and his high standard of professional ethics and thoroughness endeared him to friends and associates.

Prepared by Dr. S. S. Huebner  
for the American Philosophical Society's  
Year Book

November 9, 1950



LIST OF PUBLISHED WRITINGS

OF

EMORY R. JOHNSON

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(PREPARED BY G. LLOYD WILSON )

1. Textbooks and Other Major Volumes:

American Railway Transportation, 1903.

Ocean and Inland Waterway Transportation, 1906.

Elements of Transportation, 1909.

Railroad Traffic and Rates, (two volumes) in collaboration with Grover G. Huebner, 1911.

History of Domestic and Foreign Commerce, in collaboration with T. W. Van Metre, G. G. Huebner and D. S. Manchett, 1915.

The Panama Canal and Commerce, 1916.

Principles of Railroad Transportation, in collaboration with T. W. Van Metre, 1916.

Principles of Ocean Transportation, in collaboration with G. G. Huebner, 1918.

The Railroad Freight Service, with the same collaborator, 1926.

Interpretations, a volume of essays, 1928.

Principles of Transportation, in collaboration with G. G. Huebner and G. Lloyd Wilson, 1928.

The Wharton School: Its First Fifty Years, 1881-1931, 1931.

Transportation by Water, in collaboration with G. G. Huebner and A. K. Henry, 1935.

Government Regulation of Transportation, 1938.

Transportation: Economic Principles and Practices, in collaboration with G. G. Huebner and G. Lloyd Wilson, 1940.

Life of a University Professor: An Autobiography, 1943.

The Railroads and Public Welfare, 1944.

Transport Facilities, Services and Policies, 1947.

2. Government Reports:

Railway Relief Departments, (U. S. Department of Labor)  
1895-1897.

Relief Departments of Railroad Brotherhoods and Cruisers,  
(U. S. Department of Labor), 1898.

Report on Industrial and Commercial Value of the Isthmian  
Canal, (to Isthmian Canal Commission), 1904.

Waterways Policy and Its Results in Europe, (National  
Waterways Commission), 1909.

Panama Canal Traffic and Tolls, (U. S. War Department),  
1912, with collaboration by G. G. Huebner.

Measurement of Vessels for Panama Canal, (as Special Com-  
missioner for Panama Canal Traffic and Tolls), 1913, with  
collaboration by G. G. Huebner.

Ocean Rates and Terminal Charges, (U. S. Shipping Board),  
1919, (under direction of C. O. Ruggles).

Preferential Railroad Rates on Imports and Exports at  
United States Ports and Their Relation to Tariff Duties,  
(U. S. Tariff Commission), 1922, (with collaboration by  
G. G. Huebner, R. L. Kramer, W. J. McComb and G. H.  
Parater).

Economic Result of a Trans-Florida Ship Canal: Tolls,  
Traffic and Revenue, (Board of Review Trans-Florida  
Ocean-Ship Canal Project), 1934.

Panama Canal Tolls and Vessel Measurement Rules, (Special  
Committee to Investigate Panama Canal Tolls and Measure-  
ment Rules), 1937, (in collaboration with G. R. Rock and  
A. J. Weaver.