

March 2, 1936.

Professor George E. Bates,
Harbor School of Business Administration,
Soldiers Field,
Boston, Massachusetts.

Dear George:

When I was in New Haven last Friday, Zuckert came in about the combined course. He stated that he had been talking to most of the twelve men tentatively signed up for Harvard next year and that all of them, with the possible exception of two, were getting farther and farther away from the idea of going up. He stated that prospects look very black and urged that something be done forthwith. I got in touch with James Grafton Rogers, summarized the situation, and asked Zuckert to have a talk with Rogers. I told Rogers that perhaps you and he could do something about it the next time you were down. As you know, I have always taken the position that I would not try to force the boys into it. Nevertheless, I always did a selling job, falling short of applying real pressure. I think when you were down this week, it would be desirable for you to take some time with Professor Rogers, discussing the whole problem with him. I am not quite sure if he appreciates what we're up against. As you know, I have a deep and abiding faith in the experiment. I would hate very much to see it collapse due to inadequate salesmanship at the Yale end. I think Professor Rogers can swing the boys into line if he once gets the prospective on it and fully appreciate what is involved.

I realize that the job is essentially a Yale job rather than the Harvard job, but I think you can be a real service in getting Rogers underway. If, after if you have talked to him, you feel that something is more in needed, we may be able to turn the big guns of Underhill Moore loose on the boys. Confidentially, I would prefer to have Rogers do it.

Yours faithfully,