

THOUGHTS ON MEDICAL MISSIONS AND THE SPIRIT AND TEACHING OF JESUS

By

A Member of the Rockefeller Foundation.

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Happily, we are not first in the field. Many and various missionary societies of America and Europe, both English and Continental, have preceded us. Hundreds of physicians are now practicing in China under the auspices of these societies. Their patients number tens of thousands, perhaps hundreds of thousands annually. As rapidly as possible hospitals have been and are being established, in some cases fairly well equipped but all of them very needy. Half a score or more of medical colleges have been started, partially manned and equipped, and these colleges are being availed of by hundreds of Chinese students, with such preparation, more or less adequate, as circumstances have admitted. The Missionary Boards have been most zealous in medical missions and have done everything possible with the limited resources at their

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disposal toward making this work effective. With these societies and with the work already undertaken by them, our plan from the first has contemplated the closest and most sympathetic cooperation. We desire to supplement the work of the Missionary Boards where it is incomplete, to multiply it where it is inadequate, and always to engraft our additions in an entirely vital way. We cannot expect, even did we desire it, that the societies would materially change their principles or methods, except as they may be self-moved to do so by experience and observation. But the medical work of the missionary organizations is confined to a limited area, other medical work is being done by boards not strictly missionary, and the Foundation itself, in carrying out its comprehensive plans, will be likely to establish and man new medical schools and hospitals and to support these from its own funds, perhaps wholly. In choosing its agents, physicians and nurses, what shall be the principle of selection? The Foundation should, I think, be careful to select only persons who are sympathetic with the missionary spirit and motive, persons of sound sense and high character, who have dedicated themselves unreservedly to medical ministry in China and who are thoroughly qualified for their work professionally. Beyond these qualifications, the Foundation should undertake to impose no tests of a doctrinal nature, such as may be thought necessary or desirable by missionary boards for their own medical missionaries or agents.

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We believe it to be the highest duty and privilege of all men to cherish the spirit of Jesus and ever to live and act in that spirit. The desire of evangelistic Christians to communicate the spirit of Jesus to the Chinese and to the whole world, we share to the full. We share with the missionary boards also their conviction that the teaching of Jesus must be imparted to the Chinese through preaching and by all other proper agencies of communicating truth. But while all this we fully accept, so powerful is the appeal of this vast, weltering, voiceless anguish of millions in China almost wholly unrelieved, that we must try to perform a healing ministry, even though the Chinese do not accept our faith. And we cannot forbid, we are bound to welcome all qualified persons as co-laborers in this relief who share with us this feeling. If physicians, surgeons, nurses, with the spirit of the Samaritan, dedicate themselves to the service and are well qualified to dress the wounds of the sufferers and to help them to the inn, we cannot deny them the opportunity; and we cannot deny ourselves the humbler service of furnishing, if need be, the oil, the wine, the bandages, the beast, the inn, the pence, and the support - wherever necessary - of the Samaritan himself.

Jesus himself, while he combined the healing and the teaching ministry, did not habitually, if indeed ever, heal men or feed men, even miraculously, with any ulterior end, however high. The Great Teacher loved men and compassionated the multitude too much and too truly to impose any limitation or condition on such bodily ministrations as he could offer. It is

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this simplicity and detachment which gives to his healing ministry its peculiar spiritual beauty.

Let us examine a little more closely the teaching of Jesus. We have alluded to the story of the Good Samaritan. The story is sometimes placed on the periphery of the teaching of Jesus, if there be one, and interpreted with many qualifications. I find the story, on the contrary, to be throbbing in the very heart of our Lord, and I freely and gladly accept all its necessary implications, without reserve. The thoughtful reader cannot overlook the solemn, even awful, question to which this story of our Lord was the answer. "What shall I do to inherit eternal life?" "Two things," replied Jesus, "the second of which is, Love thy neighbor as thyself." But what is this love to one's neighbor and how is it to be exercised? The answer to such a question cannot be on the periphery of things, it must be pivotal. The picture of the Samaritan, therefore, was not lightly drawn and the characters are not accidental; they are all of the essence. The man who pours in the oil, he whose spirit breathes the eternal life, was named a Samaritan in order to show that this spirit may live in the breast of a hated heretic and would be exercised towards his enemies. The two men who passed by in cold indifference are named, the one a Levite and the other a priest, to show that this spirit may be wanting in the leaders of a current orthodoxy and may fail of exercise even toward countrymen. The spirit of the eternal life is, in other words, the spirit of love that ministers to our fellows, even though

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they be enemies, and finds in that ministration a sufficing end, though it be only a menial service to bodily suffering. Such a spirit of love may be found even in an alien faith, and indeed we may find that spirit first in a man who to us at least is a heretic and a Samaritan.

Among the masterpieces of Jesus which tell the same story - for this ideal of love runs like a golden thread through the whole teaching of Jesus - the picture of the Good Samaritan does not stand alone, perhaps it is not even chief. Christ came to another moment for illustration no less impressive. He describes the last judgment and lays down with due solemnity the central principle upon which all men will be judged in the last day. Let us turn to that picture. Who, now, are these favored ones, found worthy to stand on the right hand? Just Good Samaritans, every one. They have fed the hungry, given drink to the thirsty, clothed the naked, housed the shelterless, ministered to the sick, visited the imprisoned. No soul have they saved. They have just ministered to the suffering bodies of human beings, and these quite evidently the neglected, the outcast, the helpless, the criminal, who can offer no return. So far were these people on the right hand from having any ulterior end, however high, in these ministrations, that they have not even perceived that the sufferers whom they have relieved were brethren of the Master. "When saw we THEE sick and visited THEE?" My emphasis is, I believe, exegetically correct. If

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there are those who study this judgment scene with disappointment, if there be any who are inclined to say, "Is this all?" I would say, Alas, this is already too much. Who of us shall stand a test of love like that, the severest test which heaven can contrive? For it demands a love that ministers to bodies, instead of the minds or souls of men, even the bodies of enemies, the neglected, the abandoned, the outcast, the criminal, and does it though the service end in the ministrations themselves.

Does Jesus in this judgment story exclude the love which teaches, which preaches, which evangelizes peoples and nations? Very far from that. He has described a depth and quality of love which embraces these loftier ministrations and higher ends as the greater love and sacrifice include the lesser. The love which teaches and preaches the Gospel, at home or abroad, in ancient or modern times, may be accompanied by very little sacrifice, may be easily simulated, may and often does obtain selfish rewards. The Gospel was preached, even in the time of Paul as we learn, from no higher motive than envy and strife. Propheying or preaching is never in the teaching of Jesus or his apostles ^{made} a test of fidelity, ~~because it offered rewards to self-seeking; so that~~ Christ often warned his disciples against those who prophesy in his name, and in his name cast out devils, and in his name do many wonderful works, but to whom in the last day he will say, "I never knew you." The love of the Samaritan, however, the love of those who stand on the right hand in the

last day, self-moved to works of lowliest service to the humblest people, to outcasts, incapable of the smallest return, such love cannot be simulated and is in truth love at its purest and its highest - an embracing love, a love which once in a human heart includes all teaching, all evangelism, all human service. Who of us does not know it to be quite possible for a missionary to preach the gospel in China during the whole of a long life, or even unflinchingly to face a martyr's death, who yet has not that quality of love which would gladly stoop, if need be, to wash the feet of an outcast Chinaman or to dress a loathsome wound?

Once the attention is directed to Christ's test of love, one cannot but perceive that the Foundation could not find warrant in his teaching or in his example for refusing the cooperation of such workers as are willing to dedicate their lives to relieve the bodily sufferings of the Chinese, even though not qualified to teach or preach the Gospel.

The evangelization of China and the world are ends great and high. No human imagination can compass their importance. And it is for this reason perhaps that we are apt to forget how different is Heaven's assessment of values from that of earth. It is not by the amount of service which we perform or the extent and value of our achievements that we are appraised on high. However great, these things count in Heaven's measurements for nothing at all. The appraisements of Heaven are based, not on the magnitude, but on the disinterestedness of the service. The

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laborers who went into the vineyard at the eleventh hour each received his penny, because his service had been just as willing as the service of those who had been hired in the first hour and who had borne the heat and burden of the day; and the widow who put into the treasury the two mites which made a farthing, but which were all she had, even all her living, put in more we are told, than they all. We may not forbid the loving service of the Samaritan physician; we may not refuse to accept the two mites of the widow, even though she be wholly incapable of preaching or teaching the Word or bringing souls into the Kingdom.

And so, acting in the spirit of the Great Teacher, and obedient to his teaching, we may extend our sympathy and, in so far as possible, our aid, to all competent physicians and nurses in China who are dedicated to this medical ministration, whether they are working under the auspices of any of the American or European missionary societies, however diverse the creeds of those societies, or however rigidly those creeds may be interpreted by them, or whether the physicians and nurses are working under boards denominationally independent. Our only requirement need be one which will be fully granted by all, this, namely, that where the Foundation pays for full-time medical service, full time service shall be rendered within the usual and ordinary meaning of these words.

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Rockefeller Foundation

Telegram

Article morning papers might be construed, and has been, that Rockefeller Foundation intends to cope with, and can from its own great resources meet, the starvation situation existing in Belgium. Collections are being made in Chicago of funds to be sent to Belgium for the same purpose. The impression that the Rockefeller Foundation can, and will alone, even with its great income, meet the existing situation, might considerably diminish other subscriptions or turn them into channels having less powerful assistance. But if the intention of the Rockefeller Fund Trustees is simply to accumulate help with its great resources and ^{with} its wisdom and equipment face the terrible situation, the fact that the Trustees intend to do this will stamp the crisis with added importance, and lead others to consider still more seriously the importance of also helping. The Rockefeller Foundation intends to do all that it can, and will put its best resources and machinery into effect, but it has no idea that it can alone and unaided by other humanitarian

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THE UNIVERSITY OF CHICAGO

DATE August 18, 1938

TO Miss Irene Carter

DEPARTMENT Office of the President

FROM W. H. Spencer

DEPARTMENT School of Business

IN RE:

I thank you very much for the opportunity to read Mr. Laughlin's statement and the statement on "An Institute for Government Research." I found them both interesting and stimulating in view of developments which have occurred since their preparation.

I trust that you will pardon my delay in returning them.

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Mr. Langhlin's suggestions
Dec. 2, 1913

i.

General Policy:

Assuming that the purpose of the Rockefeller Foundation is in general the betterment of mankind, it is obvious that practical results can be obtained only by concentration on a few particular and pivotal means to accomplish the general end; and that a scattering effort on many schemes, no matter how attractive, would result in little serious accomplishment. Accompanying most gains in civil and moral progress - if not ever a condition precedent to them - has been the freedom from poverty and the possession of enough comfort to allow the mind to dwell on things other than the mere necessities of life. Cobden once refused to subscribe to a Dissenters' Chapel on the ground that they must first be relieved from starvation before they would turn to spiritual things. The examination of matters touching the material well-being of the unsatisfied classes seems to underlie all concrete measures of relief. The analysis of economic and social forces seems to be fundamental to all questions of health physical and moral; or, at least, the two should go hand in hand. Looking years ahead, final success will depend largely on concentration

The Long Road to Freedom
Vol. 1, 1942

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upon what is fundamental and pivotal rather than upon the transitional.

Consequently, economic and social conditions are so obviously fundamental to gains in political and moral progress that there is not much room for mistake. Education, for instance, gets a permanent hold on a community only after it has acquired the economic productive power to support it. Therefore, the general end of the betterment of mankind is to be rightly approached through the amelioration of economic and social conditions; and the social generally reflect the economic. The economic problem is the fundamental one out of which all other social and moral problems have grown. Economics covers the relations of man to nature; the social sciences the relations of man to man, which generally arise in regard to things economic, like human wants, property, etc. The practical problem, then, before the Rockefeller Foundation seems to be the determination of the definite economic and social questions which can be most fruitfully studied and progress in which will have the most effect in enlarging the durable satisfactions of the less fortunate classes. A few definite questions should be chosen on which concentration can take place. Later, experience and time will naturally determine the expansion of the work.

ii.

In describing the concrete means of accomplishing the general end, it must be remembered that the division of labor, which allows a separate and intensive study of economic and social matters, is scarcely a generation old in this country. It should, therefore, hardly be a matter of surprise that the general public is untrained on these questions and is subject to sudden and destructive gusts of passion and misunderstanding. So there have not been the means nor the men to go deeply into investigation and to disseminate the scientific work of specialists to the general public. A sane public depends on a system of sane education.

There is a great difference between the process of arriving at scientific results, and the effective machinery by which these results are made part of a nation's thinking. The carp must be caught, before it can be cooked; investigative results in the past, and new ones yet to come, must be had before any distribution can take place. Sanity must first appear in taking account of what is worth distributing. Moreover, the dissemination of economic results is a far different thing from that of medical research; in the latter a single publication carries a discovery to all who may put it into practice;

in the former, the practitioners are the individual units of more than 90,000,000 of people. It remains true, however, that the agencies for distributing results are today vastly superior and more numerous than those available a century ago.

Hence, two separate departments of activity must be created, but worked together, in order to accomplish any real success:

(a) An Institute for Social Research, which should provide the place, the means, and the men for the first really serious work of investigation ever undertaken here or abroad on anything but an individual scale. This research must be carried on

(1) by members of the Institute, or

(2) by extra-mural research guided and aided by the Institute.

(b) Organized effort, by the Institute, to present in popular form the results of scientific research, to stimulate an interest in economic and social studies, to encourage good teaching, and in general to create a ~~super~~ ^{higher} attitude on these subjects by the general public.

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lishing.

iii.

An institution established for research uninfluenced by politics or business gain may be outlined as follows:

THE INSTITUTE FOR SOCIAL RESEARCH

-o-o-o-o-o-o-o-

THE ROCKEFELLER FOUNDATION

1. Members of the Institute.

In Charge of special investigations and in residence at the Institute. Membership should be made the highest prizes in this field, - what the Supreme Court is to the legal profession.

2. Corresponding Members of the Institute.

Investigators at home and abroad elected to absent membership because of meritorious work. Investigative forces all over the world thus connected closely with the Institute, and given certain privileges.

3. Associates.

Permanent investigators.

4. Fellows.

Picked young men, chosen by competitive tests, showing capacity for investigation, and serving a term of three years.

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Permanent Investigators.

5. Fellows.

Most young men, chosen by competitive tests, should capacity

for investigation, and serving a term of three years.

5. Administrative staff.

Business Manager
Librarian, cataloguers, etc.
Linguist
Cartographer
Instructor in English
Travelling Examiners

The members of the Institute must obviously be few in number and should be chosen only after the greatest caution. To each would be given what is practically a research professorship. In such positions there lurks a possible danger of barrenness due to a sense of permanent security. And yet highly-gifted men cannot do important work without freedom from financial worry, exclusive use of their time in an absorbing task, and the ability to command clerical, stenographic and statistical assistance. Elections of members, therefore, should depend not only on known evidences of ability in investigation, and a definite scientific objective, but also on enterprise, energy, and character.

Extra-Mural Research.

There may be, however, many students in various institutions and countries who are ripe for investigations of value, yet who are overwhelmed by routine work or lacking in the means to obtain materials or needed help. Investigation at first hand of matters not obtained from books requires personal use of a

from books requires the sole use of a man's time, and ^{or} more_{less} travel and expense. Instead of a research stipend for one man on an indefinite tenure, it is possible that one fund distributed among many men, on a short tenure, may give greater practical results. It should be the aim of the Institute to ascertain the facts, and discriminate between good and indifferent cases. It may happen that a would-be investigator may be innocently self-deceived about his own capacity or the value of his proposed investigation.

The possibilities of extra-mural research are almost unlimited, especially when we consider how wide is the field of Social Research. Legitimate possibilities, however, will develop in connection with productive scholars all over the world. In many countries promising work is going on with inadequate means and limited by lack of co-operation. One of the most practical ways of raising the character of the work in the Institute at home, and of strengthening the esprit de corps of all workers in this field, would be the establishment of Branches or Co-operative Agencies, not only in this country, but in other countries, in South America, Africa, Australia, the Orient, as well as in Europe. Exchange of materials, a clearing-house of results (as well as of hopes), a division of labor on subjects of world-wide interest, and the sharing of experience, would be a mutual gain. Moreover, it may be worth while

to have from time to time a Congress of real investigators in Social Research at the Institute.

to have been able to find a number of real investigators in London.

Research at the Institute.

iv.

Extra-Mural Activities.

Research is fundamental to any permanent service of the Institute to the world; but results of research, no matter how valuable intrinsically, if locked up in the scientific nomenclature, and incomprehensible to the average man, are of little service, especially in a Democracy. One of the first objects of the Institute should be dissemination of truth in a form easily understood, and by well-thought-out machinery. It is clear that, in every community, there are those who are influential in affecting public opinion. It should be the aim to reach these first; to trouble the stream at its source. In the long run the masses will be effectively reached only through those who think constructively and through those who absorb constructive thinking and translate it for the public.

Moreover, energetic efforts should be made to stimulate the general study and correct understanding of economic and social questions. The interest is now alive and keen: it needs directive thinking.

Likewise, more than now exists, a career should be provided for the ablest young men in this field; otherwise investigation and directive thinking will tend to be ^{come} anaemic.

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constructively and through those who exhibit constructive thinking and
translate it for the public.

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general study and correct understanding of economic and social questions.

The interest is now alive and keen; it needs effective thinking.
Thinking, more than now, is needed; a career should be provided
for the highest young men in this field; otherwise investigation and di-
rective thinking will tend to be unproductive.

Some practical suggestions may be offered for carrying out the general aim of these extra-mural activities:

i. Publications

1. Monographs on special studies
2. Books
3. Bulletins, describing the work of the Institute, etc., etc., sent to a selected list.

ii. Selected bibliographies and readings on Problems of the Day.

iii. Series of graphic charts for class-room use. Laboratory methods of teaching, and the introduction of a minimum standard of economic courses.

iv. Development of lectures in local centers. This is probably to great a task to undertake directly.

v. Presentation to smaller colleges and schools of selected libraries in this subject.

vi. Awards for good teaching.

vii. Gold medals of the Institute to undergraduate scholars in economic and social studies in certain colleges and universities.

viii. Scholarships to picked men going to larger institutions.

ix. Bourses, or Travelling Fellowships, whenever a special case is shown.

These practical suggestions may be offered for carrying out

the general aim of these other-worldly activities:

I. Publications

1. Monographs on special subjects

2. Books

3. Leaflets, descriptive of the work of the Institute, etc., etc.

sent to a selected list.

II. Selected Bible verses and readings from the Bible.

III. Series of graphic charts for classroom use, laboratory

methods of teaching, and the introduction of a minimum course

and of economic courses.

IV. Development of lectures in local centers. This is probably

to great a task to undertake directly.

V. Presentation to smaller colleges and schools of selected li-

braries in this subject.

VI. Awards for good teaching.

VII. Gift books of the Institute to outstanding scholars in eco-

nomics and social studies in certain colleges and universities.

VIII. Scholarships to placed men going to foreign institutions.

IX. Burses, or traveling fellowships, whenever a special case is

shown.

x. The establishment of courses of scientific lectures in New York (and possibly elsewhere) somewhat after the example of the Lowell Lectures in Boston. These might be extended to include popular noon-day lectures in business centers.

xi. Crowning from time to time the most distinguished work in this field by a Gold Medal, with a stipend, after the manner of scientific societies like the Royal Institution in England, or after the manner of the Nobel Prizes.

Under iii. of this list, it would be possible to establish a standard as to the minimum requirement for a course in economics in any college, as regards subjects covered, quality of work, and time given to it. Thus, the efficiency of teaching throughout the country could be elevated just as it has been in medical work. A great service could in this way be rendered.

2. The establishment of courses of scientific lectures in New York

(and possibly elsewhere) somewhat after the example of the

London lectures in 1851. These might be extended to include

popular non-technical lectures in business centers.

3. Drawing from time to time the best distinguished work in this

field by a bold, able, able, after the manner of

scientific societies like the Royal Institution in England, or after

the manner of the Royal Society.

Under all of this list, it would be possible to establish a university

as to the minimum requirement for a course in sciences in any college,

as regards subjects covered, quality of work, and time given to it.

Thus, the efficiency of teaching throughout the country could be est-

ablished just as it has been in England. A great service could be

thus rendered.

v.

Inasmuch as success must depend on concentration of investigation on some definite subjects which are pivotal to our progress, a few topics may be briefly mentioned as possible inquiries:

1. Prices, their movements, and causes.

This study should cover the causes of high prices; gold production; effects on prices of an increase in money wages; efficiency of production; and a comparative study of the causative forces in foreign countries.

2. Means of raising the level of comfort of the working classes.

An inductive study of all the known experiments for accomplishing this end: e.g., The Poor Colonies, The Work of the Salvation Army at Hadley in England, the methods of the Catholic Church, the Industrial Institute~~267~~, Social Settlements, Philanthropic Agencies, etc., etc.

In each case the causes of success, or failure, to be examined and tested.

3. Industrial Liberty.

Inasmuch as success must depend on organization of itself-
ation as some definite subjects which are pivotal to our program, a
few factors may be briefly mentioned as possible limitations:

1. Finance, their movement, and season.

This study should cover the season of high tourist traffic.

Production; effects of price of an increase in money.

Import; efficiency of production; and a comparative study of

the competitive factors in foreign countries.

2. Means of raising the level of output of the existing classes.

An intensive study of all the known experiments for in-

creasing the output of the poor colonies, the work of

the National Army of Industry in England, the efforts of

the Catholic Church, the Industrial Institute, Social

Collegiate, Philadelphia's Academy, etc., etc.

In each case the reasons for success, or failure, to be ex-

plained and stated.

3. Industrial Liberty.

A study of the evolution of industrial freedom to the individual laborer out of the subjection and restrictions of former conditions. A part of the study of civil liberty, and constitutionalism, - political equality; industrial inequality, etc., etc.

4. The Function of Capital in Industry†

This subject should historically develop the origin of capital; its aid to man in the struggle against nature; allowing division of labor, long-time production, and modern aid to efficiency; its enlargement of consuming power; and effect on civilization, etc., etc.

5. The Modern Industrial Evolution.

Since 1870-80 we have been in the midst of the greatest changes in the methods and organization of industry, in progress of invention and improvements in industry, in transportation and the like, ever known in history. This study should analyze this extraordinary evolution and examine worldwide causes during the last 40 years.

A study of the evolution of industrial freedom to the individual laborer out of the subjection and restrictions of former conditions. A part of the study of civil liberty, and constitutionalism, - political equality; industrial inequality, etc., etc.

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vi.

Organization.

1. Director of the Institute.

Executive head, himself capable of conducting investigation.

2. Board of Directors of the Institute.

To pass on questions of general policy. In control over expenditure of all income. An Executive Committee of 3 or 5 for interim purposes, if Board meets only once a month, or quarterly.

3. Cabinet for Director.

An advisory Body on investigations, containing either members of Institute, or anyone outside, to be appointed by the Directors.

It is not clear that the organization should have legal incorporation, at the start. Probably not, until its success and standing warranted a permanent existence. The Board's financial power would be confined to the expenditure of such income as was granted it by the Rockefeller Foundation. On the other hand, much is to be said in favor of its independence regarding investigations irrespective of income.

The Directorate should be made up of men of large

Organization

1. Director of the Institute.
The Director shall be responsible for the general management of the Institute.
2. Board of Directors of the Institute.
The Board of Directors shall be responsible for the general management of the Institute.
3. Executive Committee of the Institute.
The Executive Committee shall be responsible for the general management of the Institute.
4. Advisory Board.
The Advisory Board shall be responsible for the general management of the Institute.

General for Director

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to the expenditure of such income as was granted it by the Rockefeller
Foundation. On the other hand, much is to be said in favor of its in-
dependence regarding investments irrespective of income.

The Directorate should be made up of men of large vision, of those who perceive clearly the social problems of the day, rather than men of mere financial experience. Some names are here suggested tentatively:

Geo. E. Vincent, President/ University of Minnesota
Harry A. Wheeler, President/ Chamber of Commerce of U.S.
Walter H. Page, Ambassador to Court of St. James
Arthur T. Hadley, President/ Yale University
Robert Bacon, Corporation of Harvard University
Harry Pratt Judson, President/ University of Chicago
Jerome D. Green 0)
Starr J. Murphy)
F. T. Gates (Rockefeller Foundation
John D. Rockefeller, Jr.)
Director of Institute, ex officio

vii.

Budget

At the beginning, only necessary items need be included as follows:

(1) Director of Institute	\$10,000
Travelling, entertainment, etc.	2,000
Secretary, stationery, etc.	1,500

(2) Members of Institute	
Say three, at \$8000	24,000

(3) Expenses to each, \$2000	6,000
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(4) Associates

(5) Fellows	
Five, at average of \$1200	<u>6,000</u>

\$49,500

Administration:

(6) Business Manager	4,000
(7) Librarian (Woman) also, not	2,000
Aids, etc.	2,000

(8)

(9)

(10)

(11) Travelling Examiners	<u>5,000</u>
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(12)

<u>13,000</u>
\$62,500

Initial Outlay:

(13) Library	50,000
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(14) Buildings, offices, etc.	<u>200,000</u>
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<u>250,000</u>
\$312,500

vii.

Budget

At the beginning only necessary items need be included as

follows:

- (1) Director of Institute \$10,000
- Traveling, entertainment, etc. 2,000
- Secretary, stenographer, etc. 1,500
- (2) Members of Institute 24,000
- Pay three, at \$8000
- (3) Expenses to each, \$2000 6,000

(4) Association

- (5) Fellowships 8,000
- Five, at average of \$1600

\$48,500

Administration:

- (6) Business Manager 4,000
- (7) Librarian (woman) extra, meals 2,000
- Libra, etc. 2,000
- (8)
- (9)
- (10)
- (11) Traveling expenses 2,000
- (12)

13,000
\$62,500

Initial Outlay:

- (13) Library 20,000
 - (14) Buildings, offices, etc. 300,000
- 320,000
\$312,500

.. As time and experience demand, the budget might be expanded, somewhat as follows:

A. Intra-Mural

(1) Director of Institute	\$10,000	
Travelling, etc.	2,000	
Secretary, etc.	1,500	
(2) Members of Institute		
Say five, at \$8,000	40,000	
(3) Expenses to each, \$2,000	10,000	
(4) Associates		
Say five, at \$3,000	15,000	
(5) Twenty Fellows	<u>24,000</u>	\$102,500

Administration:

(6) Business Manager	4,000	
(7) Chief Librarian	\$5,000	
Assistant	2,000	
Cataloguing, etc.	2,000	
Binding	<u>1,500</u>	
	10,500	
(8) Linguist	2,000	
(9) English instructor, etc.	2,000	
(10) Cartographer	1,500	
(11) Travelling Examiners	5,000	
(12) Maintenance, Refectory, etc.	10,000	
(13) Annual allowance for collecting materials, books, etc.	<u>15,000</u>	
		50,000
		<u>\$152,500</u>

(14) Extension of buildings (?)

As this and experience demand, the budget might be expanded.

presented as follows:

A. Institutional

10,000	(1) Director of Institution
5,000	Administrative, etc.
1,500	Library, etc.
10,000	(2) Director of Institution
5,000	Administrative, etc.
10,000	(3) Director of Institution
10,000	Administrative, etc.
10,000	(4) Director of Institution
10,000	Administrative, etc.
10,000	(5) Director of Institution
10,000	Administrative, etc.
10,000	(6) Director of Institution
10,000	Administrative, etc.
10,000	(7) Director of Institution
10,000	Administrative, etc.
10,000	(8) Director of Institution
10,000	Administrative, etc.
10,000	(9) Director of Institution
10,000	Administrative, etc.
10,000	(10) Director of Institution
10,000	Administrative, etc.
10,000	(11) Director of Institution
10,000	Administrative, etc.
10,000	(12) Director of Institution
10,000	Administrative, etc.
10,000	(13) Director of Institution
10,000	Administrative, etc.
10,000	(14) Director of Institution
10,000	Administrative, etc.

B. Extra-Mural

(1) Publications	\$5,000	
(2) Under Library expend.		
(3) Charts		
Probably sold at cost		
(4)		
(5) Libraries distributed	3,000	
(6) 3 medals for teaching	300	
(7) 10 Gold Medals	100	
(8) 10 Scholarships, at \$200	2,000	
(9) 5 Travelling Fellowships at \$1200	6,000	
(10) Course of 12 lectures \$1200; if 3 in season	3,600	
(11) Special Gold Medal of In- stitute with stipend of \$2,000-\$3,000	3,100	
(12) Research Fund for extra- mural investigations	<u>15,000</u>	
		\$38,100
(13) Special Deficiency Fund to cover misc. items		<u>10,000</u>
		\$48,000

H. H. H. H.

- (1) ...
- (2) ...
- (3) ...
- (4) ...
- (5) ...
- (6) ...
- (7) ...
- (8) ...
- (9) ...
- (10) ...
- (11) ...
- (12) ...

\$38,100

10,000

\$48,000

(13) Special ...

It thus appears that, independent of housing and offices, the Institute might be inaugurated with an annual budget of from \$60,000 to \$70,000, and a grant outright for collections of materials, or books. The cost of buildings is an item to be discussed by itself and in connection with the best site.

With normal growth, the budget, independent of buildings, would soon increase to about \$200,000. Perhaps, in view of the desirable connection with investigative agencies in other countries, and of probable expenses which cannot always be foreseen, it would not be wise to enter upon the plan without a later annual budget of as much as \$300,000 to \$500,000. This sum would be independent of land, buildings and maintenance.

It does appear that, independent of housing and other

the Institute might be inaugurated with an amount, subject of from

\$50,000 to \$70,000, and a lower amount for satisfaction of materials

or paper. The cost of building is no less to be discussed by itself

and in connection with the past also.

With normal growth, the Institute, independent of building,

would soon increase to about \$200,000. Further, in view of the desirable

connection with investigation agencies in other countries, and of prob-

able expansion with time, always to be considered, it would not be wise

to enter upon the plan without a fairly ample budget of at least \$500,000 to \$600,000.

This sum would be independent of land, build-

ings and maintenance.

viii.

The Site.

At first it appeared that the Institute ought not to be placed in, or near, New York. This idea arose from a desire to avoid any suspicion that might arise from placing an institution founded by capitalists in the financial centre of the country. The obvious alternative was Washington, which, on the other hand, involved political considerations, and the admission that for three or four months the climate would stop all serious work. It is finally to be observed that suspicion would not be avoided whatever the site; and that such considerations, at the most, are of a temporary character, and ought not to affect permanent arrangements. No matter where it is placed the Institute must justify itself by the quality and significance of its work. Moreover, if the highly desirable connections be made with investigative agencies in other countries, New York would not only be the site easiest of access, but most central. In addition, it must continue to furnish in large measure a laboratory of vital economic and social facts.

111.

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This Prospectus is addressed only to the gentlemen whose names appear in it and is to be held in STRICT CONFIDENCE

AN INSTITUTE FOR GOVERNMENT RESEARCH

An Association of Citizens for Co-operating with Public Officials in the Scientific Study of Business Methods with a View to Promoting Efficiency in the National Government and Advancing the Science of Administration

The government of the American people is the largest and technically the most complex business undertaking to which the genius of a nation has ever addressed itself. As an organization it is made up of several thousand supplementary public corporations, the only binding element in which is a common citizenship. Each of these corporations has its own special problems, its own capital, revenues and expenditures. The cohesion, stability and growth of each depend not upon imposed authority, but upon the skill and integrity of elected officials and the quality of popular intelligence.

The annual cost of operating these many public corporate enterprises is approximately \$3,000,000,000—of which \$1,000,000,000 is spent through our largest single public corporation, the "Government of the United States," in the common service of the nation-wide constituency. No question before the people of the United States is of more insistent practical importance than this: How can the citizens exercise intelligent and effective control over their joint public enterprise?

TESTS OF EFFICIENCY IN PUBLIC BUSINESS.

Notoriously, the citizens of the United States keep more closely and intelligently in touch with their joint private business than with their joint public business. The reason commonly assigned for this is that private business is conducted for profit. This means that the owners of private business aim to sell goods and services *to others* at a price above cost. The net results of management in private business are regularly brought to the attention of the owners by dividends declared. Dividends are at least a rough and a regularly applied test of management.

But this test is lacking in public business. Public business is organized and maintained by the citizenship to furnish goods and services without profit *to themselves*. For this they incorporate, for this they select managers, for this they jointly

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But this test is lacking in public business. Public business is organized and
maintained by the citizenship to furnish goods and services without profit to them-
selves. For this they incorporate, for this they select managers, for this they jointly

contribute capital and raise revenue for current expenses. Charges for public services are made, not for the sake of profits, but for public reasons. They are either regulative in purpose or used as a way of distributing the cost of the things for which the government is organized and maintained. The government—the joint business of the citizens—declares no dividends.

How, then, can the citizens keep check upon the efficiency of public management?

To be sure, dividends in private business are only an indication, not an exact test. Essentially the tests of efficient management in private and public business are the same. In both cases the efficiency of management must be determined by an analysis of

1. Methods of buying and contracting.
2. Methods of work—combining labor and material for service and production.
3. Price and rate making—or charges for services rendered and goods distributed.

But proprietors of modern private business have developed special instruments adapted to making these exact tests; generally speaking, citizens have not. Without such instruments, the citizens as proprietors can have no intelligent or effective control over the management of their joint business. The need for the development and use of instruments of precision for testing the efficiency of public business is pressing and imperative.

OBLIGATIONS OF DEMOCRATIC CITIZENSHIP.

While much has been said about the faults and failures of individuals chosen to manage public business, little has been said of the responsibility of the ordinary citizen for inefficiency and corruption in government. Citizens occupy a place of unique importance under our constitution. They are the organizers of public business; they are the owners of the state. Upon them rests the privilege of determining what their government shall do; and they directly select their own business agents. These privileges involve the obligation of giving intelligent support and co-operation to the public officers who serve them well and of denying support to those who prove incompetent or unfaithful. And how can these obligations be met without accurate knowledge of all the relevant facts? When a citizen votes without such exact knowledge—without knowing the conditions surrounding each office or branch of governmental business to which a manager is to be elected—he helps to confuse and demoralize public business, he fails of his obligations as a citizen—he is a party to incompetence and corruption when these exist.

It is for the purpose of enabling citizens to supply themselves and the public officials representing them with exact information about the conditions, methods and results in the management of their government, so that they may more effectively co-operate in making their joint enterprise an efficient instrument for public service, that the Institute for Governmental Research, an association of citizens, has been established.

PROPOSED WORK AND ORGANIZATION OF THE INSTITUTE.

During the last eight years about twenty local agencies of citizen inquiry have been established. The purpose of each of these has been to provide the means of collecting and making available the essential facts about the business of a particular city or state. Each has been supported locally and has had for its purpose *co-operation with officials* in improving local conditions. Altogether, these agencies have spent not less than \$1,500,000. This has been the cost of obtaining exact information about public undertakings to which citizens have contributed not less than \$1,500,000,000—an insurance against ignorance that has cost 1/10 of 1 per cent. The effectiveness of these non-partisan citizen efforts has been attested by officials as well as by non-official public-spirited men in many places, such as New York, Philadelphia, Chicago, Cincinnati, Milwaukee, and Minneapolis. If local agencies were established in each city and state, still this would leave two large fields unoccupied. The present opportunity for the Institute of Government Research may be stated as follows:

1. There is now no provision whereby citizens may independently inquire into the organization, the activities, methods and results of the national government;
2. There is now no adequate means for bringing together the best thought and experience on the many subjects of management common to many public undertakings.

The aim of the Institute is to provide adequate funds to maintain a national or central agency for non-partisan, scientific inquiry, for a period of years, the results of which will be available to citizens and to officials alike.

In issuing its prospectus or call for incorporation the committee on organization set forth the following as conditions which must be met:

1. There must be a board of trustees or sponsors of acknowledged position in the community, conspicuously and unquestionably free from political bias or ulterior aims;
2. Adequate financial support must be provided to conduct inquiries and co-operate effectively over a period of years;
3. A staff must be employed of the highest ability to be found in the country.

ADVANTAGES OF NON-OFFICIAL INQUIRY INTO THE WORK OF GOVERNMENT.

The question has been asked, "Why not have this done officially?" The reason is that citizenship itself, the great, moving, determining force of democratic government, is non-official. The demand for the facts needed for guidance in co-operation with officials and as a basis for the exercise of judgment with respect to official acts is non-partisan. There is need not only for a non-official, but for a non-partisan agency as well. An official agency is either dominated by a partisan majority or is limited by conditions that depend on party support. This conclusion is confirmed by experience. Nearly every official agency that has been created in response to citizen demand for giving to citizens and to officials a full statement of facts has either been rendered ineffective by its official contact or has been discontinued altogether through change in party control. This is so natural a result as hardly to justify complaint. Official agencies have found it expedient, if not necessary, to

take into account the effect on public opinion of critical appraisal of conditions and results; such agencies, therefore, find it hard to be frank, especially at times when there is the greatest need for a full and true statement of facts.

The advantages of an amply supported, non-official, as compared with an official institution, for collecting the data needed for a full understanding of many phases of governmental enterprise may be summarized as follows:

1. It would not depend on appropriations by a party-controlled legislature; it would, therefore, have the necessary independence and assurance of continuity;
2. Party-controlled appropriations being unnecessary, the organization would not be identified in the public mind with the party in power;
3. Control by a board which is free from partisan bias would leave the staff unhampered to pursue their inquiries and would enable the Institute at all times and under all circumstances to continue its work along approved lines;
4. Even if an official agency might survive changes in party control, its co-operation might be less welcome to one administration than to another;
5. If recommended changes in organization or methods of doing business should require legislation, such proposals would have a better chance for non-partisan consideration and would be more likely to obtain non-partisan support from the public;
6. Perhaps the most important advantage possessed by a private organization backed by citizens who had no interest in the undertaking except to promote efficiency in the public service, would be the evidence thus afforded of the support which the opinion of the country stands ready to give to every public servant who devotes himself ably and conscientiously to the improvement of the service.

REASONS WHY PUBLIC SERVANTS WELCOME CITIZEN CO-OPERATION.

One of the conditions to be dealt with is what has been called "the ingratitude of a republic." Under ordinary conditions employees of our government are made to feel a certain isolation from the public at large. It often seems to them as if the public did not care whether they did their work well or badly. Hence, the strong tendency to regard a government appointment primarily as a "job," and to see personal advantage in conciliating those upon whose favors security of employment depends, instead of making a record for efficient service. The existence of such an organization as the Institute for Government Research, it is thought, may become an influence to stimulate fidelity and professional ambition in public employees, by assuring those who serve the public well that the citizenship of the country is back of them. The official attitude toward those agencies which have been incorporated has varied at different times and in different localities, but at no time has hostility operated as a barrier to success. The reasons are obvious:

1. No administration could have anything to gain by obstructing a responsibly conducted non-partisan agency whose power was clearly limited to investigation, recommendation and advice, and whose suggestions would stand or fall by their inherent merit, when by taking advantage of these suggestions the administration would have the credit for constructive improvements.
2. The material which a hostile administration could legally withhold and the restrictions which it could legally place upon the range of investigation would be of limited importance; while it might well hesitate to compromise itself before the public by any action that could be interpreted as an effort to conceal.

3. The experience of the bureaus of municipal research has been that even the most narrow-minded or corrupt opposition often yields before the friendly and co-operative spirit of the disinterested investigator whose dominant motive is not to expose wrong and hold the wrong-doer up to public opprobrium, but rather to accomplish improvements in the service, and to help the responsible officials to make a better record. Where inefficiency is directly connected with corruption obstacles may still arise; but the investigator has a powerful weapon in the knowledge he can gain in fields where his work is not restricted, and even the corrupt official usually finds that it pays to keep on good terms with him. The truth of this statement has been repeatedly confirmed.

BOARD OF TRUSTEES.

The following gentlemen have expressed their willingness to serve as a Board of Trustees for the Institute for Government Research upon its incorporation under the laws of the District of Columbia:

EDWIN A. ALDERMAN, Charlottesville.
ROBERT S. BROOKINGS, St. Louis, Mo.
JAMES F. CURTIS, Boston, Mass.
R. FULTON CUTTING, New York, N. Y.
CLEVELAND H. DODGE, New York, N. Y.
CHARLES W. ELIOT, Cambridge, Mass.
RAYMOND B. FOSDICK, New York, N. Y.
FELIX FRANKFURTER, Cambridge, Mass.
ARTHUR T. HADLEY, New Haven.

A. LAWRENCE LOWELL, Cambridge.
GEORGE MCANENY, New York.
CHARLES P. NEILL, New York.
MARTIN A. RYERSON, Chicago.
FREDERICK STRAUSS, New York, N. Y.
THEODORE N. VAIL, New York, N. Y.
CHARLES R. VAN HISE, Madison, Wis.
ROBERT S. WOODWARD, Washington, D. C.
FRANK J. GOODNOW, Baltimore, Md.

The function of the above Board is to assume the general responsibility for the programme of work to be adopted, and to act as guarantors of the serious and disinterested purpose by which the Institute will be controlled. To aid them in the discharge of this heavy responsibility, the Trustees will appoint from their number an Executive Committee of five whose duty it will be to meet in Washington at least once a month, and to exercise an active control over the operations of the paid staff. For this purpose the traveling expenses of the Committee will be paid by the Institute.

SALARIED STAFF.

Dr. Frederick A. Cleveland, Director of the Commission on Efficiency and Economy appointed by President Taft, and Director of the New York Bureau of Municipal Research will probably be available as Director of the Institute for Government Research at Washington, and in case of his appointment it is proposed to associate with him as Directors three or four men who are experts along special lines, each to have a group of trained investigators working under him. It is proposed that the salaries of the Director and Associate Directors shall be such as to secure the services of the best men in the country—men of such ability as to command the respect of government officials of all grades. The Institute will have to be prepared at all times to justify its own activities and expenditures, and it will be a fair target for criticism from many different quarters. *It is of the very essence of the whole undertaking that the Institute shall enlist men who are competent to scrutinize all the processes of government and to make constructive*

3. The experience of the Bureau of Municipal Research has been that even the most narrow-minded or corrupt opposition often yields before the friendly and co-operative spirit of the interested investigator. These abundant motives are not to expose wrong and hold the wrong-doer up to public opprobrium, but rather to accomplish improvements in the service, and to help the responsible officials to make a better record. Where inefficiency is directly connected with corruption obstacles may well arise; but the interest gained by a powerful weapon in the knowledge he can gain in fields where his work is not restricted, and even the corrupt official usually finds that it pays to keep on good terms with him. The truth of this statement has been repeatedly confirmed.

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The following gentlemen have expressed their willingness to serve as a Board of Trustees for the Institute for Government Research upon its incorporation under the laws of the District of Columbia:

ARTHUR T. HANCOCK, New Haven, Conn.	FRANK J. HANCOCK, Baltimore, Md.
ROBERT S. HARRINGTON, Cambridge, Mass.	ROBERT S. HARRINGTON, Washington, D. C.
CHARLES W. ELLIOT, Cambridge, Mass.	CHARLES W. ELLIOT, Van Ness, Wash. D. C.
CLEVELAND H. DODGE, New York, N. Y.	CLEVELAND H. DODGE, New York, N. Y.
W. ELLIOT CUTLER, New York, N. Y.	MARTIN A. RYAN, Chicago, Ill.
JAMES E. COOPER, Boston, Mass.	CHARLES F. VANCE, New York, N. Y.
ROBERT S. HARRINGTON, St. Louis, Mo.	GEORGE HARRINGTON, New York, N. Y.
JOHN A. HARRINGTON, Philadelphia, Pa.	A. J. HARRINGTON, New York, N. Y.

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suggestions for their improvement. It will be the chief concern of the Executive Committee to see that the expectations of the Trustees and the public in this respect are rigidly fulfilled.

THE WORK TO BE DONE.

The precise direction which the labors of the staff shall take at the outset will be determined by the Trustees after a preliminary survey and recommendations by the Director. It has, however, seemed to some of the promoters of the Institute that studies leading toward the adoption of an intelligent and up-to-date budget system by the national government were so clearly at the threshold of almost all conceivable problems of efficiency that such studies should be among the first to be undertaken. To this end a preliminary fund of \$25,000 has already been subscribed, and is being expended largely in securing for the subsequent use of the Institute the data furnished by the budgets of the leading European nations. Important material of this kind was collected during the early part of the past summer under the direction of Dr. Cleveland and Professor W. F. Willoughby, and will shortly be available. A large amount of data secured by the Commission on Efficiency and Economy will also be available.

FINANCIAL SUPPORT.

As already stated above, it is essential to the success of the Institute that its continuity be assured for a term of years. This is necessary for two reasons: first, in order that there may be sufficient time to accomplish both thorough investigation and constructive recommendation; second, in order to offer a satisfactory tenure to the most responsible members of the salaried staff.

Assurances of support already received justify the expectation that the Director and Associate Directors may shortly be enlisted for preliminary studies and that around them as a nucleus, as additional funds are provided, the constructive work of the Institute may soon be begun and steadily developed. For this constructive work an ultimate annual expenditure of \$150,000 is anticipated.

Attached hereto are a proposed Certificate of Incorporation under the laws of the District of Columbia and a draft of suggested By-Laws.

(Signed CHARLES D. NORTON,
ANSON PHELPS STOKES,
JEROME D. GREENE,
Committee on Organization

New York, November 10, 1914.

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FINANCIAL SUPPORT

As already stated above, it is essential to the success of the Institute that its continuity be assured for a term of years. This is necessary for two reasons: first, in order that there may be sufficient time to accomplish both thorough investigation and constructive recommendation; second, in order to offer a satisfactory tenure to the most responsible members of the related staff.

Assurances of support already received justify the expectation that the Director and Associate Directors may shortly be called for preliminary studies and that around them as a nucleus, as additional funds are provided, the constructive work of the Institute may soon be begun and steadily developed. For this constructive work an ultimate annual expenditure of \$25,000 is anticipated.

Attached hereto are a proposed Certificate of Incorporation under the laws of the District of Columbia and a draft of suggested By-Laws.

CHARLES D. W. WALKER
ARTHUR B. STORRE
JEROME D. GREENE
Committee on Organization

New York, November 10, 1914

DRAFT

CERTIFICATE OF INCORPORATION
of
INSTITUTE OF GOVERNMENT RESEARCH

THIS IS TO CERTIFY that the undersigned, all being persons of full age and citizens of the United States of America, and the majority being citizens of the District of Columbia, desiring to associate ourselves for scientific, literary and educational purposes, and to that end to form a body politic and corporate under the code of law of the District of Columbia and the amendments thereto and all other laws of the United States of America for the government of said District, do hereby make, sign, acknowledge and file this certificate stating as follows, viz:

First: The name or title of such society or corporation shall be "Institute of Government Research," by which name or title it shall be known in law.

Second: The existence of such society or corporation shall be perpetual.

Third: The particular business and objects of such society or corporation are as follows:

1. To conduct scientific inquiries into the forms of organization and the manner of operation of governmental bodies in the United States of America, whether created under the constitution or laws of the United States or under the constitution or laws of any state therein; including the powers, duties, limitations and qualifications of officers, the methods of technique employed, the character of results obtained, and the conditions affecting the efficiency and welfare of governmental officers and employees; and also into the extent to which the needs of communities in any part of the United States or in foreign countries, are being met by governmental agencies.

2. To carry on or assist scientific investigations in the theory and practice of government and to co-operate for such purposes with governments, universities, colleges, technical schools, learned societies, private agencies and individuals.

3. To prepare and publish in the form of reports or otherwise the results of its inquiries and investigations, and to publish or republish documents and other matter of interest to political science.

4. To maintain a library for the use of persons engaged in research or in practical work relating to government.

5. To hold meetings and conduct lectures to promote the objects of the corporation.

6. To acquire by gift, grant, purchase, devise or bequest, and to hold and to sell, convey, expend or otherwise dispose of such real and personal property either within or without the District of Columbia as the purposes and objects of the corporation shall require.

Fourth: The number of the trustees of the corporation shall be _____, and the following are the names and addresses of the trustees who are to serve during the first year of the existence of the corporation and until the election and qualification of their successors:

[Names of Trustees to be inserted.]

IN WITNESS WHEREOF, we have hereunto set our hands and seals this _____ day of _____, 1914.

[Signatures of three incorporators to be added.]

UNITED STATES OF AMERICA, }
DISTRICT OF COLUMBIA. } ss:

On this _____ day of _____, 1914, before me personally appeared _____ to me personally known and known to me to be the individuals described in and who executed the foregoing instrument, and acknowledged to me that they executed the same for the uses and purposes therein mentioned.

DRAFT

CERTIFICATE OF INCORPORATION

of

INSTITUTE OF GOVERNMENT RESEARCH

That we, the undersigned, all being persons of full age and citizens of the United States of America, and the majority being citizens of the District of Columbia, desiring to associate ourselves for scientific, literary and educational purposes, and to that end to form a body politic and corporate under the code of law of the District of Columbia and the amendments thereto and all other laws of the United States of America for the government of said District, do hereby make, sign, acknowledge and file this certificate stating as follows:

First: The name of this society or corporation shall be "Institute of Government Research" and its name or title shall be known as such.

Second: The existence of such society or corporation shall be perpetual.

Third: The particular business and objects of such society or corporation are as follows:

1. To conduct scientific inquiries into the forms of organization and the manner of operation of government bodies in the United States of America, whether located under the constitution or laws of the United States or under the constitution or laws of any state, territory, or possession, including the powers, duties, functions and qualifications of officers, the methods of technique employed, the character of results obtained, and the conditions affecting the efficiency and welfare of governmental officers and employees, and also into the extent to which the needs of communities in any part of the United States or in foreign countries are being met by government agencies.

2. To carry on or assist scientific investigations in the theory and practice of government and to co-operate with such purposes with government, universities, colleges, technical schools, learned societies, private business and individuals.

3. To prepare and submit in the form of reports or otherwise the results of its inquiries and investigations, and to publish or publish documents and other matters of interest to political science.

4. To maintain a library for the use of persons engaged in research or in practical work relating to government.

5. To hold meetings and conduct business in pursuance of the objects of the corporation.

6. To acquire by gift, grant, purchase, devise or bequest, and to hold and to sell, convey, expend or otherwise dispose of such real and personal property either within or without the District of Columbia as the purposes and objects of the corporation shall require.

Fourth: The number of the trustees of the corporation shall be the number and names of the trustees who are in office during the first year of the existence of the corporation and until the election and qualification of their successors:

[Names of trustees to be inserted]

We, the undersigned, do hereby declare that our hands and seals this day of 1914.

[Signatures of three incorporators to be signed]

UNITED STATES OF AMERICA
DISTRICT OF COLUMBIA

On this day of 1914, before me personally appeared to me personally known and known to me to be the individuals described in and who executed the foregoing instrument and acknowledged to me that they executed the same for the uses and purposes therein mentioned.

BY-LAWS
OF THE
INSTITUTE OF GOVERNMENT RESEARCH

Section 1.—OFFICE.

The principal office of the corporation shall be in the City of Washington, District of Columbia, at such place as may be fixed from time to time by the Trustees.

Section 2.—MEMBERSHIP.

The members of the corporation shall consist of the persons named in the Certificate of Incorporation as the first Trustees of the corporation, and their respective successors elected from time to time. Any person elected a Trustee shall thereupon become a member of the corporation and shall cease to be such member on ceasing to be a trustee.

Section 3.—TRUSTEES.

The trustees shall have complete management and control of the property and business of the corporation. One-third of the original trustees shall hold office for a period of one year; one-third shall hold office for a period of two years; and one-third shall hold office for a period of three years. Each trustee who shall thereafter be elected shall hold office for a term of three years.

Any trustee may resign by submitting his resignation in writing, to be effective when accepted by the Board of Trustees; and any trustee may be removed by a vote of two-thirds of the remaining members of the Board.

Vacancies in the Board of Trustees may be filled by the Board at any meeting.

Section 4.—MEETINGS.

The trustees shall hold an annual meeting at the office of the corporation in Washington at ten o'clock in the forenoon on the third Friday of October in each year, or such other date as shall be designated by the board, for the presentation of annual reports, election of officers and committees, and any other business that shall be brought before the meeting. The Board may also provide for the holding of other stated meetings; and special meetings may be called at any time by resolution of the Board of Trustees, or by the Chairman, or by any seven members acting jointly. All meetings shall be held at the office of the corporation in Washington unless otherwise provided by the Board of Trustees.

Section 5.—NOTICES.

Notice of the time, place and purpose of all meetings of the corporation shall be given at least seven days in advance of the meeting; and the notice of any special meetings of the corporation shall specify the objects thereof or the subjects to be considered thereat, and the business of such special meeting shall be confined to the matters specified in the notice therefor.

Notices required by these by-laws, or otherwise, for the purposes of the corporation shall be in writing, and shall be either delivered personally or mailed to the members of the corporation at their last known address as the same shall appear on the records of the corporation.

Section 6.—QUORUM AND ORDER OF BUSINESS.

A majority of the Trustees shall constitute a quorum for the transaction of business at any meeting, and the act of a majority of a quorum shall be the act of the Board of Trustees.

The order of business at all meetings shall be as follows:

1. Roll call.
2. Proof of proper notice of meeting.
3. Reading of minutes of previous meeting.
4. Reports of officers.
5. Reports of committees.
6. Unfinished business.
7. New business.

BY-LAWS
OF THE
INSTITUTE OF GOVERNMENT RESEARCH

Section 1--OFFICE

The principal office of the corporation shall be in the City of Washington, District of Columbia, at such place as may be fixed from time to time by the Trustees.

Section 2--MEMBERSHIP

The members of the corporation shall consist of the persons named in the Certificate of Incorporation as the first Trustees of the corporation, and their respective successors elected from time to time. Any person elected a Trustee shall thereupon become a member of the corporation and shall cease to be such member on ceasing to be a Trustee.

Section 3--TRUSTEES

The Trustees shall have complete management and control of the property and business of the corporation. One-third of the original Trustees shall hold office for a period of one year; one-third shall hold office for a period of two years; and one-third shall hold office for a period of three years. Like Trustees who shall thereafter be elected shall hold office for a term of three years.

Any Trustee may resign by submitting his resignation in writing to be effective when accepted by the Board of Trustees; and any Trustee may be removed by a vote of two-thirds of the remaining members of the Board.

Vacancies in the Board of Trustees may be filled by the Board at any meeting.

Section 4--MEETINGS

The Trustees shall hold an annual meeting at the office of the corporation in Washington at ten o'clock in the forenoon on the third Friday of October in each year, or such other date as shall be designated by the Board for the presentation of annual reports, election of officers and committees, and any other business that shall be brought before the meeting. The Board may also provide for the holding of other stated meetings; and special meetings may be called at any time by resolution of the Board of Trustees or by the Chairman or by any seven members acting jointly. All meetings shall be held at the office of the corporation in Washington unless otherwise provided by the Board of Trustees.

Section 5--NOTICES

Notice of the time, place and purpose of all meetings of the corporation shall be given at least seven days in advance of the meeting; and the notice of any special meeting of the corporation shall specify the objects thereof on the subject to be considered thereat; and the business of such special meeting shall be confined to the matters specified in the notice therefor.

Notices required by these by-laws or otherwise for the purpose of the corporation shall be in writing and shall be either delivered personally or mailed to the members of the corporation at their last known address or the same shall appear in the records of the corporation.

Section 6--PROGRAM AND ORDER OF BUSINESS

A majority of the Trustees shall constitute a quorum for the transaction of business at any meeting, and the act of a majority of a quorum shall be the act of the Board of Trustees. The order of business at all meetings shall be as follows:

1. Roll call.
2. First of prior notice of meeting.
3. Reading of minutes of previous meeting.
4. Reports of officers.
5. Reports of committees.
6. Unfinished business.
7. New business.

The Board of Trustees may adopt such rules and regulations for the conduct of their meetings and the management of the affairs of the corporation as they may deem proper, not inconsistent with the laws of the United States and the code of law of the District of Columbia, the Certificate of Incorporation, or these by-laws.

Section 7.—OFFICERS.

The Trustees shall at the annual meeting elect from among their numbers a Chairman, a Vice-Chairman and a Treasurer, and shall also elect a Secretary who may or may not be a member of the Board, and one or more Directors, as hereinafter provided, who shall not be members of the Board. Such officers shall hold office for one year and until their successors are elected and have qualified. The Board may also elect an Executive Committee of five members, who shall be empowered to act for the Board of Trustees on all matters in the interval between meetings of the Board. The Board may also appoint or elect an Assistant Secretary, an Assistant Treasurer, and such other officers, agents or committees as they may see fit.

Section 8.—DUTIES OF THE SECRETARY.

The Secretary shall send out all notices of meetings and keep the records of meetings of the Board of Trustees and of the corporation, and shall have the custody of all other corporate records, as well as of the corporate seal, and shall affix and attach the seal of the corporation where the same is required; he shall also perform such other duties as may be imposed upon him by the Board of Trustees.

Section 9.—DUTIES OF TREASURER.

It shall be the duty of the Treasurer to have the care and custody of all the funds and property of the corporation which may come into his hands. He shall enter, or cause to be entered, in proper books of account to be kept for that purpose, full and accurate account of all moneys received and paid out on account of the corporation. He shall render a statement of his accounts to the Trustees or to the Executive Committee as may be required, and shall make a report at each regular meeting of the Trustees. He shall at all reasonable times exhibit his books and accounts to any Trustee upon application at the office of the corporation during business hours. He shall perform all acts incident to the position of Treasurer and such other duties as may be imposed upon him by the Board of Trustees.

The Treasurer may be required to give a bond for the faithful performance of his duties in such sum as the Board of Trustees may require.

Section 10.—FINANCIAL ADMINISTRATION.

All checks and orders for the payment of money shall be signed by the Treasurer, or an Assistant Treasurer, and countersigned by the Chairman, or Vice Chairman, of the Board of Trustees, or a designated member of the Executive Committee; provided, however, that a current expense account of not to exceed \$5,000 on deposit at any one time may be opened in such depository as the Board of Trustees or the Executive Committee shall designate, which account shall be subject to drafts upon the signature of such person as may be authorized, such drafts to be considered as an advance or charge against such person until the amount is accounted for by vouchers approved by the Treasurer, and by return of any remaining unexpended balance. The person authorized to draw against such current expense account shall be under bond approved by the Treasurer, and the Chairman, Vice Chairman, or member of the Executive Committee, for the faithful administration thereof.

No bills shall be paid or expenditures made other than those which have been incurred or authorized pursuant to a resolution of the Trustees or under the authority of the Executive Committee.

The securities of the corporation and evidences of its property shall be deposited in such manner and under such safeguards as the Trustees or the Executive Committee shall designate, and access shall be had thereto only by the Treasurer accompanied by one or more members of the Executive Committee.

The Executive Committee at least one month prior to the annual meeting in each year shall cause the accounts of the corporation to be audited by a skilled accountant, and shall submit to the annual meeting of the Board a full financial statement which shall include the expenditures of the last ensuing fiscal year.

The fiscal year of the corporation shall commence on the first day of September in each year.

The Board of Directors may elect such officers and regulate the conduct of their meetings and the management of the affairs of the corporation in any way not inconsistent with the laws of the United States and the rules of law of the District of Columbia, the Constitution of the District of Columbia, or the laws of the District of Columbia.

Section 4. OFFICERS.

The Directors shall at the annual meeting elect from among their number a Chairman, a Vice-Chairman, and a Secretary, and shall also elect a Treasurer, who may or may not be a member of the Board. Such officers shall hold office for one year and until their successors are elected and have qualified. The Board may also elect an Executive Committee of five members, who shall be empowered to act for the Board of Directors in all matters in the interval between meetings of the Board. The Board may also elect one or more committees, each of three or more members, and such other officers and agents as may be deemed necessary for the proper management of the corporation.

Section 5. DUTIES OF THE SECRETARY.

The Secretary shall keep and maintain a correct and true record of all proceedings of the Board of Directors and of the corporation, and shall cause to be entered in such record a full and true statement of the corporate assets and liabilities, and shall also cause to be entered in such record a full and true statement of the corporate income and expenses, and shall also cause to be entered in such record a full and true statement of the corporate dividends and other distributions of assets.

Section 6. DUTIES OF THE TREASURER.

It shall be the duty of the Treasurer to have the true and correct statement of all assets and liabilities of the corporation, and to have the same entered in the books of the corporation. He shall also have the duty of causing to be entered in such books a full and true statement of the corporate income and expenses, and shall also cause to be entered in such books a full and true statement of the corporate dividends and other distributions of assets. He shall also have the duty of causing to be entered in such books a full and true statement of the corporate assets and liabilities, and shall also cause to be entered in such books a full and true statement of the corporate income and expenses.

The Treasurer shall be authorized to give a bond for the faithful performance of his duties in such sum as the Board of Directors may determine.

Section 7. FINANCIAL ACCOUNTING.

All books and records of the corporation shall be kept in the books of the corporation, and shall be subject to the audit of the Board of Directors at any time. The Board of Directors shall also have the duty of causing to be entered in such books a full and true statement of the corporate assets and liabilities, and shall also cause to be entered in such books a full and true statement of the corporate income and expenses. The Board of Directors shall also have the duty of causing to be entered in such books a full and true statement of the corporate dividends and other distributions of assets.

No bill shall be paid or expenditure made until it has been audited and approved by the Board of Directors.

The accounts of the corporation and of the officers and agents of the corporation shall be subject to the audit of the Board of Directors at any time.

The Board of Directors shall have the duty of causing to be entered in the books of the corporation a full and true statement of the corporate assets and liabilities, and shall also cause to be entered in such books a full and true statement of the corporate income and expenses.

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Section 11.—DIRECTORS.

The scientific and other work of the Institute shall be carried on under the management and direction of one or more directors, to be appointed by the Board of Trustees or by the Executive Committee, subject to the approval of the Board, who shall fix their compensation. In case there be more than one director, the Board of Trustees shall designate one who shall act as managing director and who shall be responsible to the Board of Trustees for performing all of the formal requirements laid upon the directors such as the making of work-assignments, the signing of contracts entered into by the corporation, the approval of allotments of appropriations, made by the Board of Trustees for the conduct of the work, the employment of members of staff and other persons, and the fixing of the compensation of employees other than the directors.

Section 12.—SEAL.

The seal of the corporation shall have inscribed thereon the following:

[Add inscription on seal.]

Section 13.—AMENDMENTS.

These by-laws may be altered or amended by the vote of a majority of the Trustees in office at any regular meeting of the Board of Trustees or at any annual meeting of the corporation, provided that written notice of the proposed action has been sent to each member at least seven days in advance of the meeting, stating specifically the amendment proposed.

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Section 12.—SEAL.

The seal of the corporation shall have inscribed thereon the following:

[Add inscription on seal.]

Section 13.—AMENDMENTS.

Laws may be altered or amended by the vote of a majority of the Trustees in office at any regular meeting of the Board of Trustees or at any special meeting of the corporation, provided that written notice of the proposed action has been sent to each member at least seven days in advance of the meeting stating specifically the amendment proposed.