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research programs instituted by its faculty, are influencing the young men who are attending the School of Commerce and Administration of the University and thus influencing the executives of tomorrow. Faculty members of the Department of Political Economy are lecturing at the School. Courses in the School dealing with the manifold problems which the executive faces in modern business and industry take the student into the development of today's business methods, and into specific phases of administration, including the manager's handling of labor problems, of risk, production, business law, and managerial accounting. The method of presentation of these studies is far more effective than those prevailing fifteen or even ten years ago; research plays an important part in the formulation of the principles taught here by the political economists.

Service to industrial enterprises is given by the department. The Western Electric Company, the Bell Telephone Company, Harp, Schaffner & Marx, and various public utility organizations throughout the country have called upon it for specialists to aid in organization.

With Professor Marshall should be mentioned James Lawrence Laughlin, Professor emeritus of this department.

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These are but a few instances of the contributions made by the University's Department of Political Economy to sound business and banking practices. The work of Professor Jacob Viner in taxation, and of Professor James A. Field in statistics should be noted, but other important works have been omitted. This Department edits the "Journal of Political Economy", which is published bi-monthly and is devoted primarily to the scientific study of economics, finance, and statistics.

2. POLITICAL SCIENCE.

In its Department of Political Science, the University of Chicago has been a constructive factor in research into the application of practical methods in civic and governmental affairs. Eighty per cent of all graduate work in political science the country over is done in this department of the University of Chicago. Under the direction of the head of the department, Professor Charles Edward Merriam, investigations have been made of the structure and workings of government, international law and diplomacy, and the part played by the individual in his civic obligations.

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Steps have been taken to develop budget systems in city, state and national government; to promote the city manager plan; to study the consolidation and centralization of state governments; and to improve methods in public administration.

One of the recent outstanding activities had been a study of voting in Chicago by Professor Merriam and Dr. Harold Foote Gosnell, an instructor in Political Science at the University. This work differs from conventional political science research in that it is not confined to an analysis of written and printed materials, but takes in the city as "a laboratory for studying a concrete political problem" and uses a particular election in Chicago.

Professor Merriam was instrumental in introducing the itemized budget system in Chicago's government, in establishing with others the Chicago Bureau of Public Efficiency, and in initiating the movement for city zoning. In the world war he succeeded in a diplomatic mission in Italy. He has done good work as a member of the National Institute of Public Administration and of other national bodies in analyzing problems of government.

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Another of the Political Science faculty, Professor Ernst Freund, is the author of "Police Power", frequently cited by the United States Supreme Court. He has studied principles of legislation for the American Law Institute and has also been advisor in local, state and national conferences on charter-making and other governmental problems.

Professor Quincy Wright is an authority on international law and relations and is editor of the "American Journal of International Law".

Among the graduates of the University's Department of Political Science is Dr. A. R. Hatton. Dr. Hatton has drafted some 200 city charters. The department has trained hundreds of other men and women for participation in public affairs. Walter F. Dodd, formerly of this department, was instrumental in founding the Legislative Reference Bureau of Illinois.

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3. HISTORY.

Within the last 50 years and more, especially within the last 30, almost every chapter of history has been re-written by the scientific historian bent on ascertaining the exact truth. American history has been made over. In this field of work, the University of Chicago, through its Department of History, has figured prominently. Within its walls in recent years nearly 50 per cent of all American graduate work in history has been done.

Professor Andrew C. McLaughlin, head of this department, recently observed:

"All social study depends on familiarity with the past. How much, or rather how little, do we know of how and why wars have begun, and above all what is the effect of war on the economic and the general social condition of peoples?"

Here Professor McLaughlin pointed out a sphere of research which will engage investigators in the Department of History. History will be explored to ascertain the psychological motives underlying war and how war has changed the environment of man. One phase of this research involves the diplomatic relations of nations.

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Professor McLaughlin has given to history many conspicuous works, including "The Courts, the Constitution and Parties", "Confederation and the Constitution", and "Steps in the Development of American Democracy". Professor William E. Dodd, author of "Woodrow Wilson and His Work", has contributed a notable volume on "The Cotton Kingdom". He is the leading writer on Southern history. Books and articles have been written by Professor Ferdinand Schevill on diverse subjects in European history including the Balkans, and by Professor James W. Thompson on comparative mediaeval institutions. Professor Marcus W. Jernegan's studies of the social and economic history of the American colonies are well known.

For thirty years this department has been training teachers and writers of history. Among the graduates who have gained reputations as scholars are:

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Julian P. Bretz,
Professor of History, Cornell University;
C. O. Paulin,
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4. PHILOSOPHY.

None of the five departments in the Social Science group at the University of Chicago has been more active in the last decade than that of Philosophy, of which Professor James H. Tufts is the head. In research work into the habits of thought, the morals, and the mental attitude of man, the department has gone into a wide field of inquiry.

Professor Tufts points out that little is known of the effect of present civilization upon the human stock; or of the effects of the present way of life upon the future of family and of government. To study the mental trends of the races, changes in men's desires, ideas and ideals is the function of philosophy in this generation.

One phase of this study will be as to the extent to which the new processes of scientific development have influenced man's sense of right and wrong, of sex and family morals.

Professor Tufts has collaborated with his predecessor, John Dewey, now of Columbia University, in writing "Ethics", a college text used in America and England, and translated into Japanese. He is also the author of "The Real Business of Living", used by many colleges.

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The Department of Philosophy edits "The International Journal of Ethics", a leading philosophical periodical.

Moreover, beyond the field of writing and teaching, the Philosophy faculty has been called upon for noteworthy undertakings in investigation and research. Professor Tufts was for two years the chairman of an arbitration board in the clothing industry in Chicago, in which he was succeeded by Professor Harry A. Millis, of the University's Department of Political Economy.

Aside from those upon its staff, the Department of Philosophy has numbered among its graduate doctors, professors of philosophy at Yale, Dartmouth, Bryn Mawr, Oberlin, Beloit, Pittsburgh, Butler, William and Mary, and Leland Stanford; at the state universities of Indiana, Oklahoma, Utah and West Virginia; and at Canton College, Peking, and Nanking Universities, China. It has sent many men and women to advanced positions in schools and colleges. Mrs. Helen Thompson Woolley, a graduate in Philosophy, is an authority in the psychology of children. Indeed, of the first six women to receive doctor's degrees in Philosophy at the University of Chicago, four have found places in "Who's Who in America".

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Under Professor Albion W. Small, head of the department, intensive research has been conducted into the methods of life and habits of this and other nations, into work and play as forms of human behavior, into "society", sports, politics, the church and general culture, as relating to the physical activities of man. Gang life, the sweat shop, the housing problem, gardens in cities, home ownership, neighborhood recreations, delinquency among children, water and drainage systems, health problems, immigration, the divorce problem, all come within the scope of sociology as comprehended in the extensive program of research in this department.

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One of the noteworthy researches of the University's Department of Sociology was conducted by the late Dr. Charles R. Henderson. He made a valuable study of humanitarian methods as applied to penal institutions. The City of Milwaukee took his advice in reconstructing its jail system. The Joliet Prison administration adopted methods suggested by Professor Henderson and approved by expert criminologists of the country.

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Since the retirement of Professor Starr the appointment of Dr. Fay Cooper Cole, formerly of the Field Museum of Chicago, has been made. Dr. Cole was one of the men instrumental in getting together the unique Philippine collection at the Field Museum. His studies of the natives of northwestern and northern Luzon, and of north-central Mindanao, are among the notable contributions to anthropology. Tinguian, Bukidnon and Ifugao culture has been brought to light through his researches.

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FOUR SUPPLEMENTARY AGENCIES.

1. Local Community Research Committee.

Aside from its five departments, the Social Science group directs the Local Community Research Committee, whose activity, beginning last year with investigation into living and working conditions in Chicago, demonstrated the need of co-operation in social study and the resources of the University of Chicago.

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3. School of Social Service Administration.

Another agency of immediate practical value to the people of Chicago and the Middle West is the Graduate School of Social Service Administration, one of the more recent additions to the University's schools, which was created for the purpose of giving professional scientific training to the men and women needed in the philanthropic and public charity fields. This service includes training in research and also original social investigation.

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Miss Edith Abbott, dean of the School, and Miss Sophonisba P. Breckinridge, a Dean in the Colleges of Arts, Literature and Science, have written extensively and have begun the publication of a series of authoritative text books.

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NEED OF A BUILDING FOR SOCIAL SCIENCES AT THE UNIVERSITY OF CHICAGO

If the social sciences are to assume responsibility for the program of research and civic and general education which the future demands, a more powerful center than any thus far created should be developed.

The University of Chicago is the logical institution to shoulder this responsibility. It has \$100,000 a year available for social research; it has started the work of the Local Community Research Committee under promising conditions; it has assembled a staff for social science research and education which could not be excelled in any part of the United States; it has, in brief, made a record in this field which is unmatched.

But the Social Service group should expand its physical facilities and place its departments under one roof, with ample room for research and for inter-communication of the five component parts, if it expects to hold the lead in this work. Each department, adhering to its own sphere of activity, should be so housed as to permit greater coordination with the other social sciences.

At the present time the five departments are scattered. The Department of Political Economy holds classes at the old Quadrangle Club, 58th Street and University Avenue, and at Cobb Hall; the Political Science Department at Harper Hall, Classics, Cobb Hall and the Law Building; History at Harper

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In the thirteen years that Harper Library has been open, the Social Science departments have lost a number of rooms which formerly were available for them. These losses are traced to the growth of the library and the need of space for administrative purposes. The lack of space to house the present staff and carry on existing undertakings adequately is a great handicap which will be recognized by any person who desires to inspect the accommodations.

Class rooms for undergraduate work are insufficient in number. There is only one Seminar room--a room adapted to the use of a small class engaged with the professor in investigation--but the most serious need is for office room and studies. Small rooms where the instructors may be consulted by their students are necessary. The class-rooms in which instruction is given are in constant use and are not suitable for private conferences with students. Furthermore, each member of the faculty in the Social Science group should have an office in which he can carry on his studies, his investigations, and his writing. For a reasonable degree of efficiency there must be a reasonable degree

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of opportunity to work effectively. The remarkable fact is that so much has been done with so little in the way of facilities.

The opportunity is therefore offered to the University of Chicago, whose history has been filled with accomplishment in all fields of science, to take an important advance step in the Social Sciences. To grasp that opportunity, the University proposes now to erect, as soon as funds are provided for it, a building devoted entirely to the Social Sciences. The departments of Political Economy, Political Science, Sociology and Anthropology, History, and Philosophy, will thus be placed under a single roof, in what will be virtually a great school of Social Science, the first of its kind in the world.

It is planned to erect this building between Harper Library and Foster Hall, the only space along the Midway front of the University now available. Here, joined directly to the east tower of the Library, the Social Science Building will complete one of the most impressive academic skylines in the world--a skyline in which its neighbors will be the great Albert Merritt Billings Hospital, the new Wieboldt Hall of Modern Languages, Harper Library, the University Chapel, Ida Noyes Hall, the buildings of the School of Education, and others.

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So placed, under the shadow of the Tower of the Library with its turrets and pinnacles and close beside the Law School Building, rich with tracery and carving, the architectural note sounded by the new Social Science building will be one of sober dignity.

Its continuity with the Harper Tower will appear in the windows, repeating their exquisite tracery. Above this series of windows, and presenting a subdued surface, will be the walls and windows of the second and third stories. These will serve as a relief between the graceful, flowering stonework below and the wide band of decoration above--the cornice enriched with a symbolic carving and the battlemented parapet, surmounted with the line of dormer windows.

This building is one of the most important units in the University's present program of development. It is to occupy a place of honor just next to Harper Memorial Library, extending eastward to Foster Hall. It will be one hundred eighty feet in length, four stories high and will contain 1,028,048 cubic feet.

To construct the first and larger unit of "Section A" would require \$450,000, to equip it \$50,000 and to provide a fund for its permanent maintenance and upkeep \$225,000; making the entire cost of "Section A" \$725,000. "Section B" would require \$170,000 to build, \$15,000 to equip and \$90,000 to provide a fund for its permanent maintenance and upkeep; making the entire cost \$275,000. "Sections A and B" together would require \$620,000 to build, \$65,000 to equip and \$315,000 to provide for their permanent maintenance and upkeep; making the total cost of both units \$1,000,000.

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ENDOWMENT OF DISTINGUISHED SERVICE PROFESSORSHIPS.

In addition to this imperative need for building space, the Social Science Departments at the University of Chicago also require funds for the endowment of instruction and research. These departments are to share in the fund of \$11,000,000 now being raised for this purpose, but their position will be further strengthened when the University is able to provide in their field one or more of the Distinguished Service Professorships which are now being established. These professorships are to carry an income of \$10,000 each and are to be awarded to outstanding teachers of the present staff or to others who can, from time to time, be secured. To endow one of these professorships would require \$200,000.

At least one Distinguished Service Professorship and preferably more, should be provided to be used in the general field of the Social Sciences or in particular departments within this field.

CONCLUSION

The city of Chicago has it in its power to continue in the lead of all the world in the field of the Social Sciences. The University of Chicago has already a commanding lead among the universities in helping to shape the destinies of man in the new environment of a new age. The

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APPENDIX

In the year ending June 30, 1925, thirty-six new Local Community Research projects were started and sixteen others continued by the Social Science group at the University of Chicago.

Following are the new subjects:

1. Care in Maternity and Infancy in Chicago and Cook County (Shaffner)
2. Child Labor Studies (Abbott, Breckinridge and Williams)
Study of Employment of Women and Children in Truck
Gardens in Chicago.
3. Adoption in Illinois (Nims).
4. Juvenile Detention Home Study.
5. The Juvenile Court (Wilson).
6. Begging in Chicago (Freund).
7. The Care, Treatment, and Cure of the Insane in Illinois (Burke).
8. The Growth of the City and its Constituent Local Areas
(Burgess and Palmer).
9. A Study of Social Forces and Trends in Settlement Areas
(Tibbitts).
10. The Hotel as an Index of Urban Life (Hayner).
11. A Study of the Behavior of Delinquent Boys (Shaw).
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14. The Ghetto: A Study of the Changing Jewish Community in American Urban Life (Wirth).
15. The Black Belt (Green).
16. The Mexicans in Chicago (Redfield).
17. Changing Ideals of Life as Reflected by Attitudes Toward Education (Hawthorn).
18. The Germans in Chicago (Townsend).
19. Chicago vs. Down State (Phillips).
20. Studies in Citizenships (Merriam - Gosnell).
21. Conditions of Municipal Employment in Chicago (White).
22. Municipal Reporting (Merriam).
23. Incomes and Standards of Living (Houghteling).
24. Development of the Labor Code in Illinois (Breckner).
25. The Chicago Federation of Labor (Bigham).
26. Ready Made Clothing Industry in Chicago (Halifant).
27. The Ladies Garment Industry in Chicago (Magee).
28. Chicago Strikes with Special Reference to the Problem of Policing (Myers).
29. Employers Associations in Chicago (Royse).
30. The Railroad Labor Board (Wolf).
31. Seasonality in Industry (Cahn).
32. Special Assessments in Chicago (Hahne).
33. The Development of State Banks and Trust Companies in Chicago (Thomas).
34. Old World Cultural Survivals (Frank)
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36. Recreational Facilities (Burgess).

Following are the projects which were continued from
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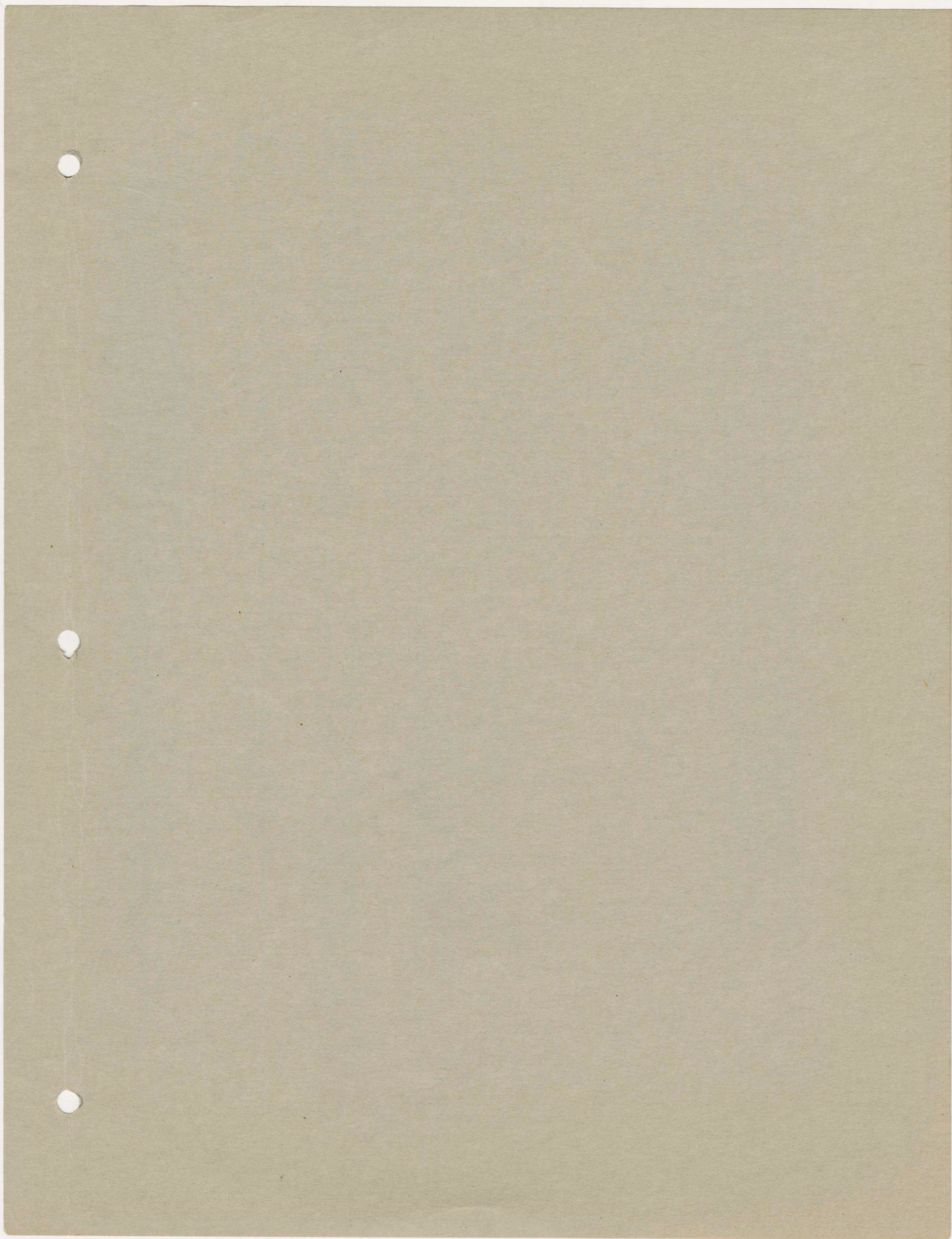
1. A Study of One Thousand Boys' Gangs (Thrasher).
2. A Study of Family Disintegration (Mowrer).
3. The Natural History of Vice Areas in Chicago (Reckless).
4. The Chain Store as an Index of Community Organization (Shideler).
5. The Automobile (Mueller).
6. Chicago Block Studies (McCluer).
7. Consumers Cooperation in Illinois (Warne).
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9. Population and Housing Conditions in Chicago (Abbott and Breckinridge).
10. Family Welfare Work in a Metropolitan Community (Breckinridge).
11. Immigration: Select Documents and Cases (Abbott).
12. Employment of Children in Street Trades.
13. The Lower North Side: A Study in Community Organization (Zerbaugh).
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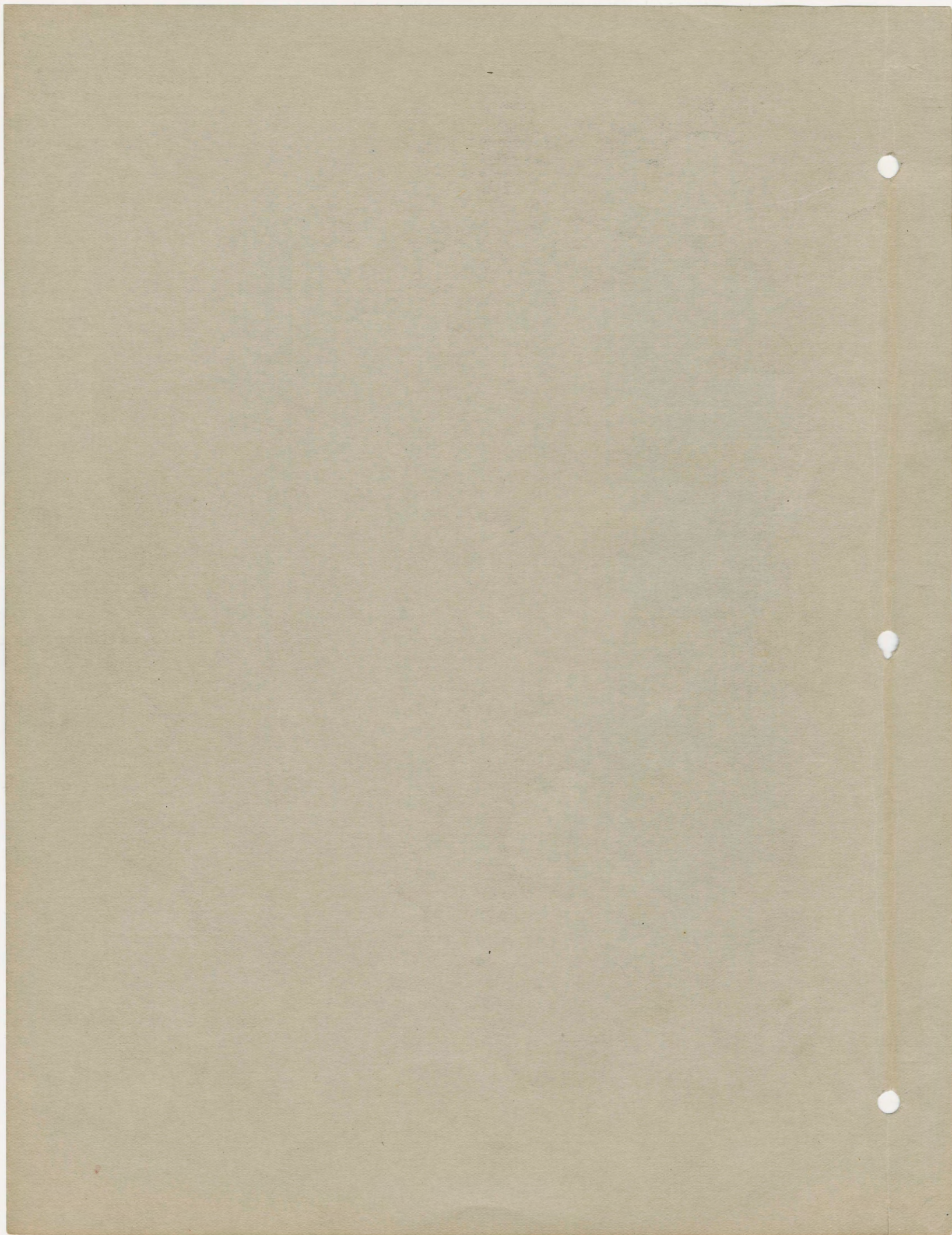
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Social Sciences
GSA

AN INSTITUTE OF POLITICS
FOR THE
UNIVERSITY OF CHICAGO

prepared by
President Buxton

Medicine
50 years
ago

Fifty years ago the Dean of the Harvard Medical School protested against introducing written examinations into the School on the ground that most of his medical students could scarcely read or write. Medical education in those days was on an extremely low level, and yet in this short half century medicine has taken astounding strides toward driving disease from the face of the earth.

Politics
today

Politics today may not be in the state that medicine was when the Harvard dean made his strange protest. But at least, it cannot be said that we have applied modern scientific and educational methods to politics as we have to medicine or law. We have our schools for doctors and lawyers. We are content to let our politicians just happen.

An Insti-
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There is now more than ever before an obvious need for an institution which shall apply modern teaching and research methods to politics. The time has come when politics should assume the dignity of a profession. The University of Chicago proposes to fill that need. In brief, it proposes to organize an "Institute of Politics."

Purpose

The fundamental purpose of the Institute would be the expansion of human knowledge in regard to political relations, the training of students in politics whether they are concentrating in this field or not, and the dissemination of political theory and

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At the present time, though most colleges and universities have their departments of political science, there is not in existence a complete school of politics such as the

University of Chicago contemplates. Johns Hopkins is planning a school of international law. Another eastern institution has just received a gift to start a school approximately like the one proposed for Chicago. The Institute held in Chicago in the summer of 1924, with the aid of the Harris Foundation; the Williams College Institute; the Iowa Commonwealth Conference of 1924; and the Clark University conferences on international relations held some years ago - these and similar conferences have covered but one plase of the work that a complete institute might perform.

Its
work

The work which the Institute of Politics of the University of Chicago would perform would fall into three major divisions;

Training for politics and for citizenship generally.

Investigation and research

Conferences and consultation.

The training would consist of two types; training of students contemplating political careers and training of students contemplating other careers but seeking some authoritative knowledge of politics.

The institute would train teachers and investigators in political science. This is already partially covered by the University but will unquestionably continue to be an increasingly large domain. Beyond this there is the developing field of training for specific public services as, for example, in the international

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world and in public administration. It is inevitable that in time our diplomatic and consular service, our tax administration, our civil service, our police and other lines of our administration will call for higher trained personnel, especially in positions of greatest responsibility. A well equipped institute might serve the purpose not only of training men to enter positions in the higher administrative service, but also of giving such training to those already occupying positions of some importance. If a center of the right type were established, men in administrative positions might be given leaves of absence for the purpose of special study at the Institute for particular topics, such as taxation or police or foreign service.

Training
in practical
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For the purpose of providing additional training in practical politics, the following special lines of work would be developed.

1. Practical political exercises in such work as canvassing precincts, visiting local political institutions, detailed study of local campaigns and problems.
2. Study and practice of parliamentary law. This would include the technical knowledge of the law governing parliamentary processes and also provide practice in actual parliamentary organization.
3. Students of both of these courses would be in close touch with the work of the Local Research Committee, and would be afforded opportunities for practical work in this connection.

2 Research

The most important work of the Institute as planned would be investigation and research. The political field is one of the most fertile and important in the domain of

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Many pieces of research and investigation await the attention of the political scientist. Following are a few promising specific types of inquiries in this field:

1. Government reporting, including standardization of reports and further measurement of the operations of government.
2. Electoral mechanisms and processes.
3. Police administration.
4. Financial administration.
5. Essential qualities of citizenship and citizenship training.
6. International organization.
7. Municipal relations.
8. Political psychology.

These are presented only as types of investigations which require the expenditure of considerable time and money and which promise valuable results. An appropriately equipped institute would be able to develop these and other projects on a scale never before realized. Out of these inquiries should come results of a very great value to government and society.

In connection with investigations of this kind, the institute would also serve as a fact-finding agency for other groups or institutions. Thus any association or institution might call upon

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A clearing house It would also be advisable to develop cooperation between the Institute and other similar institutions in the University or elsewhere. It is to be hoped that the Institute would, in fact, take the lead in bringing about cooperation between various investigating agencies throughout the country and in coordinating research as far as possible, thus eliminating duplication and waste, and making possible types of inquiry that otherwise would be difficult to bring about.

In connection with the practical political work, research would be done in a laboratory of political science. This laboratory would consist of a special room or rooms containing material necessary for practical experiments. There should be provided polling booths and sample ballots, governmental blanks and forms of all types, current material regarding the process of government, charts and maps and pictures. Such a room would provide the material and atmosphere favorable to political work.

3. Consultation and conference The Institute would have a large field for work as consultant with various governmental and civic agencies. There is a continuous demand, which the present staff of the University is never able to meet, for expert advice in municipal, state, county, national, and international relations. No university

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Another agency of large usefulness and promise lies in the holding of conferences to consider problems in the field of political relations. In these conferences students, responsible officials, and interested citizens might be called together for the purpose of interchanging experiences and opinions and of elaborating policies and developing problems. These conferences might extend for perhaps four weeks and be integrated with the teaching and research work of the University.

Examples of the fields in which conferences might well be utilized as a means of developing technique or raising problems and settling some of them are as follows:

- Non-voting
- Civil service
- Election laws and machinery
- Police administration
- Municipal finance
- Citizenship training
- Standardized administrative control
over finances.

It may also be noticed that it would be relatively easy to obtain financial support for conferences of this kind on a

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Facilities for conferences on political problems would make the University of Chicago a center for practical consideration of current questions and would bring to the University from all parts of the world many eminent practical specialists on such subjects as elections, public administration, and international affairs.

The students would necessarily be brought into contact with these men and with their discussion of problems, and this would tend to make their view of politics more intimate and concrete.

Organiza-
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The technical organization of the proposed Institute need not be discussed at length here. Presumably such an organization would be composed of instructors giving most of their time to such work and would be in charge of a responsible director who would give part time to administration, part time to teaching, and part time to research, depending on the needs of the occasion.

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For the proposed Institute, it would be necessary to have, in addition to the men now available, the following personnel:

International Law	two men of professorial rank
Municipal Relations	one man
Politics	one man
Citizenship	two men
Legislation	two men
Public Administration	two men
Political Psychology	two men
Government Reporting	two men
Public Law	one man
Research assistants	ten men of instructorial rank
(or student assistants twenty men)	

Cost The annual cost of operating the Institute of Politics over and above the present cost of operating existing divisions of the University which would be placed within the Institute would be \$205,000, for the following items:

	<u>Estimated Cost</u>
Stenographic, clerical research assistants and statistical service.....	\$35,000
Salary and expenses of men in outside travel and study.....	10,000
Expenses of outside men called in for conference and incidental expenses of conferences.....	30,000
Publication.....	10,000
Laboratory maintenance.....	5,000
Estimated expense of additional personnel	90,000
Increase of present salaries.....	10,000
Miscellaneous overhead expense	15,000
Total	\$ 205,000

This expenditure might be prorated among subjects in the following manner:

	<u>Estimated Cost</u>
International Affairs.....	50,000
Public Administration.....	35,000
Municipal Affairs.....	35,000
Politics and Citizenship	50,000
Legislation	35,000
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Increase of present salaries.....		10,000
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Total.....		\$205,000

This expenditure might be projected among subjects in the

following manner:
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Public Administration.....	25,000
Municipal Affairs.....	25,000
Politics and Citizenship.....	50,000
Legislation.....	25,000
Total.....	\$205,000

Endowment
necessary To provide, in full, for this increased expenditure by
the University would require an endowment of about
\$4,000,000.

Relation
to other
subjects These special courses and the special research work here
outlined would be based upon and related to a body of
undergraduate courses in Government and in related Social
Sciences, including Political Economy, History, Geography, and
Psychology. Graduate work in government would also be closely
related to a considerable group of graduate courses in these same
fields of Social Science, and also related to Law, Education, and
finally Public Health. For example, in the study of international
affairs, use would be made of certain courses in History, Economics
and Geography. In the study of administration, additional material
would be found in Law, Psychology, and Political Economy. In short,
the development of research here specified would be supported by a
wide range of other research and training facilities in additional
fields of Social Science, Law, and Education. In this manner it
would be possible to provide for the broadest possible training in
all branches of Social Science, and also make possible intensive work
in more minutely specialized phases of the study of government.

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MEMORANDUM ON CENTERS OF POLITICAL RESEARCH

Submitted to Raymond Fosdick at his request, by C. M. Menan

In accordance with your request, I have gone over carefully the memoranda and suggestions regarding various methods of organizing political research. These include the proposal for establishment of a research center at Western Reserve, the Walter Hines Page School of International Relations, the union of the National Institute of Public Administration with Columbia, the Brookings School of Economics and Government, and the possibility of a research center in Geneva.

It is of course inevitable and desirable that there shall be various important centers of political investigation, and the present problem is therefore how and where the most effective beginnings may be made. The present memorandum is an attempt to appraise the possibilities of several projects in the light of their usefulness for the purpose of facilitating most effectively the work of establishing a genuine science of government.

Western Reserve University

The City of Cleveland, Western Reserve University, and Dr. Hatton present an interesting suggestion for the development of municipal research in particular. Dr. Hatton is experienced, practical, open-minded and forward looking, and would be likely to develop a practical political program of significance and value. On the other hand, Western Reserve University is in large measure a college, without the research background of a University (with the exception of certain technical studies), and relatively little aid would be obtained from the University group as such.

The political science work of the institution is carried on at

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present by Dr. Hatton, who gives a small part of his time to University work, and Dr. Maxey. This staff might of course be enlarged, but at present is not adequate, and has not actually engaged in research on any considerable scale, apart from the large practical contacts of Dr. Hatton. It would not seem therefore that Western Reserve could be regarded as of prime importance in any large plan for the development of political research. It does appear, however, that an interesting experiment might be made at that point with a relatively small annual expenditure, with a view of seeing what development might actually be made under the inspiring auspices of Dr. Hatton.

The Walter Hines Page School of International Relations.

The proposed endowment of a million dollars for the development of the study of international relations is an important and significant project. Johns Hopkins University has the background for research work in this field, and its faculty would afford important contacts with various lines of modern social inquiry. The plans for the new work are not yet sufficiently matured to make possible any judgment as to the character of research projected, but it seems probable that the dominant influence of Johns Hopkins ^{will direct} the forces into lines which, although somewhat traditional in tendency will not be without significance. It does not seem likely, however, that a vigorous lead would be taken in the direction of the fundamentally new forms of international research demanded by modern conditions.

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National Institute of Public Administration and Columbia

The proposed combination of the National Institute of Public Administration and Columbia presents many interesting possibilities. Unquestionably Columbia has traditions of political training and inquiry, and possesses a research faculty and atmosphere of very great importance. It has occurred to me that it might be possible, and if possible desirable, to effect a union, more or less intimate, of Columbia with the National Institute of Public Administration, the important municipal work now being done by the Sage Foundation in regional planning and housing, the School of Social Work, the Institute of International Education, and perhaps other research agencies in New York. This would provide the nucleus of a very imposing school of politics and government, or even of social science in the larger sense of the term. At any rate there are engaging possibilities in this situation to which careful thought might well be given.

A serious difficulty is found, however, in the present personnel of the Columbia staff in government. Twenty years ago this was perhaps the most notable group of specialists in government to be found anywhere in the world with the possible exception of Berlin. Just now most of these older men have been lost and the gaps in the group leave a staff not adequate for a research problem of the type here under consideration. Perhaps this situation could be remedied, but taking the case as it is, the outlook is not as promising as it would have been a few years back.

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Whether in view of this, it would be wise at this time to merge the National Institute of Public Administration with Columbia seems open to serious question. It would be sounder policy, it seems to me, to await the time when the research tendencies of Columbia in the field of government are more definitely determined than at present.

Yet the National Institute of Public Administration is likely to suffer in the near future if its activities are confined to routine surveys and the establishment in various cities and states of standard methods of efficient government. As a "service station" alone the Institute is likely to be superseded by commercial efficiency companies or perhaps fall into a rut of its own. In order to avert this danger, it would be desirable to develop somewhat more fully the research side of the National Institute of Public Administration's activities, and make it possible to study new methods and devices as well as install established ones. If the National Institute of Public Administration were financed for a period of five years with an additional fund of say \$25,000 a year for research purposes, the future would be safeguarded, for a time, and meanwhile the direction of Columbia's interest would be determined.

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I have observed with great interest the development of the Brookings School and have discussed it at various times with Mr. Brookings, Mr. Harold G. Moulton, and other men in the school. The advantage of this institution lies not merely in the

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Important offsets are found, however, in the section of the School dealing with government. The economic work of the School is adequately staffed and is rapidly developing methods of its own, which probably, although not yet surely, will be those of technical research. At present the lines of advance toward popular education or toward scientific research are still to be drawn. But on the governmental side the School possesses a staff which seems to me unequal to the task of taking very vigorous leadership in the organization of governmental research. It does not seem the reasonable expectation of a prudent man to suppose that the present personnel can carry us far forward in the great task of developing political science. Perhaps this situation may be changed, but I am dealing with the facts as they are. I might incidentally raise the question whether it will be found easy to organize a significant staff without breaking down centers already established elsewhere.

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A second difficulty with the Brookings School lies in the lack of contact with a graduate university. One of the factors of the utmost importance in the development of the future politics is the value of contacts with other social disciplines and with those on the border such as psychology, and biology. These are wanting in Brookings and cannot be supplied except with the development of a great University not now in sight. To some extent this gap may be filled by contact with scientific experts in the various branches of the government in Washington; but on the whole these may not be found adequate substitutes for the research interests of a university group, and the daily and normal contacts of a university community.

For these reasons the development of the Brookings school is still problematical, depending (1) on personnel not now possessed, and (2) on the contacts that may or may not be developed as a substitute for the university research group. In any case the plans of the School at present call for the study of national government only and the problems that center mainly in the Capital City.

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The suggestion of an international center of political research located in Geneva, and perhaps in some relation with the mechanism of the League of Nations is a very interesting one and contains many important possibilities. Such an institute would have the advantage of relative freedom from local and

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National prejudice, and through the comparative method might be able to explore many aspects of political relations not now understood. By obtaining the cooperation of governments and scholars, it would be possible to assemble information otherwise unattainable and to effect an interchange of experiences that should be of very great significance. One of its largest services would be that of organization of information, organization of experience, and the organization of what I term political prudence, that is the judgments of the savants and statesmen in particular fields of government. Such a center would also have a dramatic value in fixing the attention of mankind upon the scientific study of government and upon the possibilities in this field of human activity. The importance of such a demonstration is by no means to be overlooked in surveying the probable or desirable course of political development.

To me it seems that a center of this type would be of very great value to political research, and I hope that an institution of this character may be set up in the not distant future. An initial expenditure of \$50,000 a year in this work would in all probability yield very valuable results. This would be particularly true if the active cooperation of governments and of other research centers were obtained and effectively utilized.

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Modest establishments in some of these centers would provide rallying points for the development of political research and their scholars could be brought together for central conference and interchange of ideas.

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In contemplating the establishment of governmental research on a large scale there are certain dangers that must be carefully avoided. The expenditure of large sums of money on stereotyped and conventional lines of inquiry probably would not produce very

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With specific reference to the University of Chicago, we have here a research institution with research equipment, traditions and spirit. The University is located in the center of the most powerful nation in the world at a point where there is a very keen political interest, and a wide field for radiation of influence. It may not be amiss to emphasize the significance of methods, projects and personnel in the University of Chicago. We have undertaken political research with new spirit and method, and we have undertaken certain types of projects which we believe are of great significance in the future development of the study of government. The personnel of our staff includes a group of men who have been especially interested in studying new methods and initiating new types of projects. This group is therefore in a position to carry on somewhat extensive types of modern political research in what might readily prove to be a very significant way. If it is desired, we should be glad to submit a supplementary memorandum

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outlining significant types of research for the next period of advance.

Some of the specific fields in which there are unusual prospects for notable achievement are as follows:

I. The establishment of a continuing basis of relationship between actual governing agencies and the groups engaged in scientific study of governmental problems. Some of these contacts now exist, but are found in a somewhat sporadic and intermittent form. They could be institutionalized and made continuously effective. An effectively staffed school of politics would command the respect of governing officials, and in time would become a center of conference and consultation between officials and research men.

II. Fundamental changes in methods of studying politics through the fusion of the new scientific methods and results with the older forms of political inquiry. We have inherited a system of political research from a period we have outgrown, and it is desirable and possible to reorganize and readapt our methods to meet the demands of the new age. This cannot be done in a year nor perhaps in one generation, but a systematic and persistent effort, without the necessity for too great attention to immediate results, will achieve the fusion of the old and the new in a modern form of political research.

III. Progress in establishing norms of civic education, objective tests of attainment, and methods of applying criteria determined. At the basis of all political difficulty lies the hap-hazard system of training for the tasks of politics. Neither the objectives of political education nor practical

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method of measuring attainment have been worked out except in the most rudimentary fashion. This is a field in which scientific method is likely to produce results of the farthest reaching character.

IV. Progress in public administration in the United States with special reference to the fields of elections, taxation and police. All these fields are in an utterly chaotic state in America, and very little systematic study is being given to them. A long time program of research and conferences should produce significant results in each of these directions. With 750,000 elective office, with seven billions in annual income, and with a very imperfect police system for 110,000,000 people, we have a practical problem of the first magnitude.

V. Progress in international research upon non-traditional lines. Large funds have been available for scientific international investigation, but these have chiefly been expended in directions that are characteristically non-modern. A new type of approach, utilizing the modern psychological and biological material available, and avoiding overemphasis upon the legalistic and formal inquiry, should produce results in which modern intelligence could figure more largely than it has hitherto done in international relations. Problems such as the civic training of various nations, scientific inquiry into the causes of war and the methods of controlling them, intensive study of international organization, are typical forms of inquiry indicated by the needs of our time.

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We believe there are certain notable advantages in the establishment of a School of Politics covering broadly the entire field, as distinguished from the local, national or international. In the first place, the foundation of a School of Politics of this type would have a dramatic quality in that it would emphasize the scientific aspects of politics, and express with the utmost clearness the idea of the relationship between science and government. This idea unfortunately is so remote from the present state of affairs, that it must be written large and vividly in order to make an impression upon the modern mind. As things now stand, science and politics seem to be extreme opposites, and in order to overcome this obsession so disastrous to present social organization, it is necessary to take the most drastic and impressive measures that are available.

Again, a school devoted to some one aspect of the field, such as the local, state, national or international, encounters from time to time obstacles that impede its progress and lead to very great embarrassment in the prosecution of research. Thus the New York Bureau of Municipal Research was blocked by a hostile city administration practically paralysing its activities. The Carnegie Peace Foundation encountered the Great War and was obliged to divert its activities by reason of that conflict in fields other than those of research. In the same way, the bureau devoted to national government, faithful in the performance of its duties, is likely sooner or later to encounter an unfavorable administration, which for a period

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of perhaps four years or even longer will greatly impede its forward movement. A School of Politics covering the field of political research in a more general way would be more flexible and adaptable, and if hindered in one direction could move in another, thus avoiding the stoppage and paralysis that has so often been an important factor in local agencies of various types.

Furthermore, the field of politics is in reality one field and cannot scientifically be divided along geographical lines into local, state, national and international. It is true this may be done to a certain extent for purposes of convenience. When, however, we go below the surface it is found that the fundamental problems of government are not primarily geographical in character, but are problems of human nature underlying various forms of political organization. Thus the problem of political education is not peculiar to any locality. The problem of public personnel runs through all types of government. The problems of political leadership, parties, public opinion, popular control, cut across the lines of the local and the international. As we go farther into the psychological and biological bases of politics, we shall probably find that the geographical divisions are less important than the political traits and attributes of political human nature. In other words, the traditional lines of the study of government have been faulty, and have tended to emphasize divisions which modern research in politics will probably not perpetuate.

These are some of the reasons why a unified School or Institute of Politics seems to be desirable, and why the segregation of geographical types of projects is likely to be less satisfactory

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Appendix

THE TASKS OF POLITICS

The objectives of politics may be briefly summarized under the following heads:

- I. The elimination of waste in politics.
- II. The release of political possibilities in human nature.

I. The great wastes which politics might avoid may be summed up as follows:

1. War
2. Revolutions
3. Imperfect adjustment of individuals and classes.

Typical situations causing enormous losses are the following:

1. Graft
2. Spoils
3. Exploitation
4. Inaction arising from inability to overcome inertia and deadlock
5. Instability arising from lack of equilibrium between balanced groups.
6. Clash between science and authority leading to disregard of and failure to assimilate quickly the results of modern science.

All of these lead to

Lowered productivity
Lowered good-feeling

each of which affects the other in making up the sum of human well-being.

II. The second great task of politics is that of releasing the constructive possibilities in human political nature.

Historically government has served a useful purpose, but has used largely agencies that now tend to be outworn, such as

Force
Fear
Custom
Selfish group interest
Magic, mumbo jumbo, prestige

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There are other larger possibilities, however, in the organization of human intelligence, in appreciation of the needs of social and political organization, in scientific adjustments of individuals and groups through the agencies of

Educational
Eugenics
Psychology
Biology.

Modern methods of government would unlock the constructive faculties of human nature and make possible miracles of achievement. In general, education and organization have long since ceased to rely on force, fear, magic or routine, and in proportion as we have been able to replace these factors by scientific analysis and reorganization, progress has been made. Politics is now groping its way in the dark but must learn the use of the agencies of modern civilization for its tasks.

It is not to be presumed that in the near future any system of political science can prevent war, revolution and imperfect adjustment, but the shock of these conflicts may gradually be minimized. Probably war can be prevented, revolutions reduced to remote possibilities, and mal-adjustments vastly reduced in number and intensity. At any rate these are the tasks and these are the tests of scientific politics.

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(First)

MEMORANDA ON A PROPOSED INSTITUTE OF GOVERNMENT RESEARCH
(or a similar title)

C. M. M. M.

A. Purpose and Scope

The fundamental purpose of the Institute should be the expansion of human knowledge in regard to political relations - the development of fundamental political science in the technical sense of the term. This is one of the most fertile and important fields in the domain of intellectual inquiry, but thus far has never been adequately cultivated. Particularly in view of the rapid advance of natural science and its inevitable relations to political affairs, it is extremely important that governmental relations should be studied with the greatest thoroughness and care. Along with governmental research provision could be made for rendering expert service and for conference in which the wisdom and prudence of the time might be assembled. A third field is that of vocational training and education.

I. Fundamental Research

This enumeration is designed only to indicate very broadly some of the larger fields in which very intensive inquiry needs to be made. Specific types of inquiries of particular promise in this field are the following:

1. Governmental reporting, including standardization of reports and further measurement of the operations of government.
2. Electoral mechanisms and processes.
3. Police administration.
4. Financial administration.
5. Essential qualities of citizenship and citizenship training.
6. International organization.
7. Municipal relations.
8. Political psychology.

(Final)

Continued

4. Purpose and Scope

The fundamental purpose of the Institute should be the expansion of human knowledge in regard to political relations - the development of fundamental political science in the technical sense of the term. This is one of the most fertile and important fields in the domain of intellectual inquiry, but thus far has never been adequately cultivated. Particularly in view of the rapid advance of natural science and its inevitable relations to political affairs, it is extremely important that governmental relations should be studied with the greatest thoroughness and care. Along with governmental research provision could be made for rendering expert services and for conference in which the wisdom and prudence of the time might be assembled. A third field is that of vocational training and education.

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These are presented only as types of investigations which require the expenditure of considerable time and money and which promise valuable results. An appropriately equipped institute would be able to develop these and other projects on a scale never before realized. Out of these inquiries should come results of a very great value to government and society.

In connection with investigations of this kind, an institute might also serve as a fact finding agency for other groups or institutions. Thus any local or other than local association or institution might call upon such an institute to develop for it the facts in regard to public personnel or elections. If, for example, the X Club wished to expend \$10,000 in the study of elections, this sum might be turned over to the institute for purposes of investigation, leaving the policy to be determined by the organization asking for facts.

It would be also possible to develop cooperation between such an institute and other similar institutions in the University or elsewhere. The institute might, in fact, take the lead in bringing about cooperation between various investigating agencies and in coordinating research as far as possible, thus eliminating duplication and waste, and making possible types of inquiry that would otherwise be difficult to bring about. In other words, a well equipped institute of this sort might take the lead in the developing of scientific research in this field.

2. Consultation and Conference

An institute of Government would have a large field for work as consultant with various governmental and civic agencies. There is a continuous demand, which our present staff is never able to meet, for expert advice in municipal, state, county, national, and international relations. No University or institution is now adequately staffed to do this consulting work without interrupting its other functions. If, for example, our expert in international affairs is called away to Washington or Paris, the local work suffers,

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Another agency of large usefulness and promise lies in the holding of conferences to consider problems in the field of political science. In these conferences students, responsible officials, interested citizens may be called together for the purpose of interchanging experiences and opinions and of elaborating policies and developing problems. These conferences might be extended for perhaps four weeks and be integrated with the teaching and research work of the University. The Institute held in the summer of 1924, with the aid of the Harris Foundation is a specific example of a type of conference that might be much more widely extended. The Williamstown Institute is a still more elaborate example of a conference in the field of international relations. Other cases are the Iowa Commonwealth Conference held in the summer of 1924, for the consideration of questions regarding elections and parties, and the Clark University conferences on International Relations some years ago.

Examples of the fields in which conferences might be well utilized as a means of developing technique or raising problems and settling some of them are as follows:

Non-voting

Civil service

Election laws and machinery

Police administration

Municipal finance

Citizenship training

Standardized administrative control over
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It may also be noted that it would be relatively easy to obtain financial support for conferences of this kind on a specific issue. Institutions or organizations interested in some special problem might be willing to contribute their influence and financial aid for the purpose of organizing and carrying through a conference in connection with a staff and research equipment of the University of Chicago. The possibilities of usefulness to the community in this field are exceedingly large and constitute a very great opportunity in the way of direct and practical service to the public and in the development of intellectual leaders and leadership.

3. Vocational Training and Education.

In this field comes the training of teachers and investigations in political science. This is already partially covered by the University, but will unquestionably continue to be an increasingly large domain. Beyond this there is the developing field of training for specific public services as, for example, in the international world and in public administration. It is inevitable that in time our diplomatic and consular service, our tax administration, our civil service, our police, and other lines of our administration will call for higher trained personnel, especially in positions of greatest responsibility. At present this field is limited and could not well be made the basis of a school of politics, but inevitably the number of such positions must increase. A well equipped institute might serve the purpose not only of training men to enter positions in the higher administrative service, but also of giving such training to those already occupying positions of some importance. If a center of the right type were established, men in administrative positions might be given leaves of absence for the purpose of special study at the Institute for particular topics, such as taxation or police or foreign service.

B. Organization

I. The technical organization of such an Institute as is proposed is

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4. Organization

1. The technical organization of such an institute as is proposed is

passed over temporarily except that presumably such an organization would be composed of instructors giving the majority of their time to such work and would be in charge of a responsible director who could give part time to administration, part time to teaching, and part time to research, depending on the needs of the occasion.

II. Personnel

For the purpose of such an Institute, it would be necessary to have in addition to the men now available the following personnel:

International Law	two men of professorial rank
Municipal Relations	one man
Citizenship	one man
Legislation	two men
Public Administration	two men
Political Psychology	two men
Governmental Reporting	two men
Public Law	one man
Research assistants	ten men of instructorial rank
or student assistants	twenty men.

Additional Items of Expenditure Estimated

Stenographic, clerical, and statistical service	-----	\$35,000
Salary and expenses of men in outside travel and study	--	10,000
Expenses of outside men called in for conference, and incidental expenses of conferences	-- -----	25,000
Publication	-----	10,000
Estimated expense of additional personnel	-----	75,000
Miscellaneous overhead expense	-----	15,000

Various units with which a plan might be developed in such manner as the following:

	<u>Estimated cost</u>
International Affairs	\$40,000
Public Administration	30,000
Municipal Affairs	30,000
Politics and Citizenship	30,000
Legislation	30,000

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This would add to the existing staff available for these subjects, two instructors of professorial rank; \$5,000 a year for conferences of officials and experts; \$15,000 a year for stenographic, clerical, statistical, and research assistants service, travelling expense, publication and general administration.

These special courses and the special research here outlined will be based upon and related to a body of undergraduate courses in government and in related social sciences, including Political Economy, History, Geography, and Psychology. Graduate work in government will also be closely related to a considerable group of graduate courses in these same fields of Social Science, and also related to Law, Education, and finally Public Health. For Example, in the study of international affairs use will be made of certain courses in History, Economics, and Geography. In the study of administration additional material will be found in Law, Psychology, and Political Economy. In short, the development of research here specified will be supported by a wide range of other research and training facilities in additional fields of Social Science, Law, Education. In this manner it will be possible to provide for the broadest possible training in all branches of Social Science, and also make possible the intensive work of more minutely specialized phases of the study of government.

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The reasons why such an institute should be located in the University are numerous and relate to personnel, libraries, research methods and standards. An institute of politics by virtue of the nature of governmental work involves contact and a wide range of interest and suggestions. It should be in contact with other social studies such as History, Economy, Statistics, Sociology, and Psychology. It should be in close relation with the study of Law, with Education, and with Public Health; for all these subjects are closely interwoven with the problems of government. Without intimate relation with these groups the study of politics and government is likely to be much less fruitful. In the same way, the study of government necessitates a very large library equipment, including a law library, social science library, and many other library services that are out of the question in a detached situation. Statistical and psychology laboratories should be connected with an institute of politics and this can be most effectively and economically done if the work is closely integrated with the University.

An institute of politics at the University of Chicago would have the advantage of being closely connected with a strong faculty of Social Sciences, an excellent Law School, a Department of Psychology, and with schools of Education and Public Health in which research is strongly emphasized. Chicago itself has a great municipal library containing material of very great value to students of government for the special reason that the city contains many types of social, industrial, and political developments. Further reason is found in the fact that the Political Science Department in Chicago has been interested in the organization and development of political research, and may be said to occupy a leading position in this respect. Mr. Merriam is President of the Social Science Research Council of the United States, Chairman of the Research Committee of the American Political Science Association, a Director and

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All science is one; but clearly the particular branches of science which can best serve man in mastering and shaping his social environment to the end of effective living together are the social sciences. They are the sciences which seek to understand social organization--to understand the framework, the fundamental processes, the driving forces, and the institutions of social living together--and to provide the data and principles upon which any true technology of shaping this social organization must be founded. If these social sciences can meet the responsibilities of such a task, this new attitude of man will be justified by its fruits. They must not fail if civilization is to endure.

The increase of interest in the field of the social sciences--by all odds the outstanding feature of recent educational developments--deserves better things from these sciences than have as yet resulted. Notwithstanding the hordes of students who take this work at all levels of our educational system; notwithstanding the recent vast proliferation of instructors, courses, and printed pages; notwithstanding the occasional true advances in spirit and technique, these sciences are still too largely a type of superior journalism rather than measured, tested, mature achievements which grow out of the use of scientific methodology.

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movement in the social sciences. The University of Chicago has studied the procedures and resources needed for its part of the task.

First, as regards the needed new spirit. It is essential that faculty and students alike should be imbued with the spirit of creative work, ^{with} the spirit of solving new problems in the scientific manner. At the undergraduate level this implies less attention to routine, factual, descriptive courses, and more zeal for breadth of vision, mastery of method, independence of thought, and deep boring at some challenging task--these, plus an enthusiasm for improvements in our social organization and understanding of opportunities for service. At the graduate level it implies these same things, with an added maturity of outlook that will result in a minimum of the routine "research" which has no significant purpose beyond that of providing a doctor's thesis and a maximum of true research consciously directed toward matters and methods of fundamental importance.

Second, as regards the appropriate organization. There are here at issue both the organization of the presentation of the social sciences and the administrative organization of this part of the University's work.

With respect to the administrative organization of the University, the future should have in store a central nucleus of constructive creative workers devoted to the development of fresh viewpoints and methods in this field--fired with a passion to understand the framework, the fundamental processes, the driving forces, and the institutions of social living together. It is conceivable that this central nucleus of scientists may continue to be grouped under orthodox classifications of economists, political scientists, sociologists, anthropologists, psychologists, historians, and philosophers, but perhaps not; and certainly if this orthodox grouping is continued it should carry only the implication that specialized points of view are being utilized in studying one and the same complex

movement in the social sciences. The University of Chicago has studied the

procedures and resources needed for its part of the task.

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this orthodox grouping is continued it should carry only the implication that specialized points of view are being utilized in studying one and the same complex

of social processes. Around the central nucleus--permeated by its spirit, utilizing its personnel, and enriching and challenging it by contacts with the realities of social living--should be a cluster of schools of social technology known today by such names as a law school, a school of business administration, a school of politics, and a school of social service administration. These schools of social technology should also be staffed with men alive with the scientific spirit, who are keenly aware that they also merely represent specialized points of view in studying one and the same social organization, and in this case attempting to shape it. The whole organization--central nucleus and cluster of applied schools--would thus be devoted to the development of true social science and to applying this social science to the art of living together well.

With respect to the organization of the presentation of the social sciences the present welter of miscellaneous formal factual courses dealing usually in a routine way with "problems of the day"--and thus often more concerned with pathological incidents in society than with its great fundamental processes--must yield to a functional arrangement in which a relatively small amount of formal instruction will open the student's mind to a preliminary understanding of the framework, the fundamental processes, the driving forces and the institution to equip the student with essential methodological tools. Then the student must move promptly into critical semi-creative and creative work, where formal class room instruction diminishes and finally disappears and where true analysis of problems may be undertaken. This organization of the presentation of the social sciences is designed to break down the compartments which have so often

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developed among the social sciences of American universities, and it is designed to challenge the creative interest of the competent undergraduate quite as much as it is to provide an opportunity for true graduate work. The essential point is this: the promotion of inventiveness in the social sciences depends in part upon really interesting a large number of competent persons in the task, and then making certain that these competent persons have a good equipment of content and method. Only thus can the needed fertility in combining and recombining of ideas occur. Only thus can the needed advance in the social sciences be assured.

It may perhaps be worth while to indicate that the foregoing statement of effective organization is by no means merely a counsel of perfection. During the last few years the Department of Economics and the School of Commerce and Administration at the University have worked out such an organization and it is now beginning to accomplish for this section of social science work the tasks here sketched for all the social sciences. The practicability of the program can hardly be questioned. The preliminary experimentation has been performed and we are ready for the general application of its findings.

Third, as regards methodology. Inventiveness, or fertility in combining and recombining ideas, is far more likely to take place at a rapid rate if many penetrating methods of work are in the quivers of the workers. Disregarding overlapping in classifications, the following methods have been fertile in social science work: historical method, observational method

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deductive method, and quantitative method. These methods should accordingly continue to be emphasized, but they should be supplemented by other types of method, such as the experimental method.

Furthermore, there should be thought-provoking combinations of the techniques of the various branches of the social sciences, such as would naturally take place in cooperative research or in cooperative granting of a doctorate higher in attainment than the present Ph.D. And, similarly, persons who have been disciplined in the techniques of other sciences (for example biology) impinging upon the social sciences should be encouraged to work at social science problems and thus carry over at many points into the social sciences keen techniques and methods. In brief, there should be increased attention to orthodox methods applied to the central issues in the various social sciences; and there should be even greater attention to orthodox methods and to new methods applied to the problems lying at the points where the social sciences impinge upon one another and upon other sciences. Thus will bridges be built by means of which new technique may be carried into the social sciences to the end that inventiveness may be promoted.

A new spirit, effective administrative organization, effective organization of the presentation of material, and more fertile methodology are the keynotes of the University's program for its work in the social sciences.

When one turns to a contemplation of what such a program means in the way of resources it at once becomes apparent that its full development calls for a scale of expenditures in the social sciences that has not yet been visualized in our academic institutions; but only thus can the necessary libraries, statistical machines and other equipment, experimental work, seminar rooms, contacts with reality, research facilities, and competent staff be

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secured; and only thus can a University play its part in enabling man to master and shape his social organization. The proposed type of creative work calls for large expenditures.

Fortunately, however, the project need not wait and should not wait for resources which would at once bring all aspects of it to fruition. What is needed in the immediate future is sufficient resources to enable the social sciences to be pointed in a new direction; a somewhat more remote future may be trusted both to bring the refinements of practice to bear upon the program and to secure such additional resources as may be justified by the fruits of the refined program.

A first need is felt to be a series of appointments of men thoroughly trained in basic techniques to bring their methods and temper of performance into the group of social science workers. The experience gained in the work for local community research has pointed clearly to the importance of this stimulation.

To secure the thorough co-operation which this program implies, it seems extremely important to provide a building for social science in order that the groups working on common problems may be in daily communication and in order that adequate space may be provided for the housing of these groups.

A fund for the promotion of the research projects is a most important feature of the program, and a fund to endow fellowships for graduate students to promote interest in a doctorate in social science which will combine the training of the several disciplines now divided by the departmental system.

The following is a statement of the financial implications of such a program:

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The following is a statement of the financial implications of such

a program

I	Endowment to support additions to the staff	\$1,000,000.
II	Social Science Building	1,100,000.
III	Endowment for Co-operative Research	2,000,000.
IV	Endowment for Fellowships	<u>300,000.</u>
	Total Capitalization	4,400,000.

- V An annual grant to support research over a seven year interval to match dollar for dollar funds raised elsewhere for this purpose, up to a maximum of \$50,000 yearly.

In brief indication of the type of appointment contemplated under additions to the staff, the following may be stated as examples:

First, a strong appointment on the quantitative side, for example, F. C. Mills of Columbia, or Holbrook Working of the Food Research Institute at Stanford;

Second, an appointment in technology and natural resources, for example, Mr. Tryon of the Bureau of Mines;

Third, in the field of psychology and social science, an appointment of the type of Dr. Elton Mayo of the Harvard School of Business or Dr. Josephine Gleason of the University of Pennsylvania;

Fourth, police and crime, - an appointment similar to that of Dr. Raymond Moley of Columbia University;

Fifth, economic history and historical method, - an appointment of the type of Gras of Minnesota;

Sixth, city planning, - an appointment of the type of Herbert Swan of Newark, New Jersey.

These fields and names are suggestive and the names are those of men already interested in the application of special techniques to social science. It is felt that extremely valuable results will be obtained by drawing into

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Fourth, police and crime, - an appointment similar to that of Dr. Raymond Wiley of Columbia University;
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social science men thoroughly trained in basic techniques, even though they have not had, up to the present, the application to the social science field. This, for example, may hold in the case of biology and psychology.

If the capitalization indicated above seems impossible an alternate method of support could consist of cutting item III - Endowment for Co-operative Research, from \$2,000,000 to \$1,000,000 and adding a grant of \$50,000 a year for seven years.

The scale of performance would be appreciably improved if addition to the above program were possible and \$400,000 could be added to item II for the cost of absorbing and remodeling Foster Hall to be used as an addition to a new social science building.

A vital need is that of increased salaries for many of the men now engaged in the work, but it is felt that the other needs are so important that this should not be brought up at the present time.

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RECOMMENDATIONS OF THE DEPARTMENT
OF HISTORY

With respect to the Expenditure of the Special Spelman
Grant of \$30,000.00 for Research in Social Science.

I. The Special Spelman grant should be used for research in a few large subjects of interest to the Social Science group as a whole, rather than for departmental studies or projects so narrow in their scope or so specialized in their character that most of the research falls in the field of one department.

II. The Department of History believes that the two following subjects are sufficiently broad to enable all the departments in the Social Science group to cooperate in a manner that will give each an opportunity to contribute the special knowledge of its members, their point of view and their technique to the solution of the problem. The Department does not believe that an exhaustive and significant contribution to knowledge can be made in these fields except by such cooperation.

- A. A comprehensive study of Immigration to America in its English, continental and American aspects. This includes among other topics a study of causes, groups, races, regulation, distribution, contributions, and in general the political, social and economic effects on American institutions and ideals.
- B. A comprehensive study of the causes of wars of an international character, according to the plan already proposed, with a comparative study of the reaction of American racial groups to such wars. Ex

By way of illustration the following more special types of studies of various aspects of immigration are suggested. A grant of \$5000 is requested to make a beginning of the study of these topics.

- a) One assistant to investigate English and European governmental policies in restricting or stimulating emigration, including the effects of such large factors as wars and the enclosure movement in England.
- b) One assistant to make a similar study of the colonial, state and national governments and also of local governments.

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- c) One assistant to investigate semi-public and private agencies of emigration from the old world and immigration into America, such as religious groups, aid societies, transportation companies and other similar agencies.
- d) One assistant to investigate the distribution of immigrants and methods of financing their taking up of land or entering into other occupations.
- e) One assistant to investigate all legislation, colonial, state, national and local respecting the political status of immigrants, such as naturalization policies, suffrage, alien restrictions, deportation etc.
- f) One assistant to investigate the social legislation enacted to safeguard the immigrant and community such as quarantine, criminals, defectives, undesirables, sick, etc.
- g) One assistant to investigate the types of old world social organizations introduced and their modifications as affected by environment.

Numerous other topics suggest themselves involving religious, educational, literary, cultural problems, the foreign language press, and in general, attitudes based on either inheritance or new environment.

IV. The Department of History believes that there is great danger in the possibility of dissipating the grant by too great attention to specialized topics which either do not readily fit into a large and important subject, or which will not enlist the interest of the social science group as a whole. The Department is not in sympathy with any plan that will not promote a very large degree of cooperation by all the departments for the solution of the problem. It strongly believes that the only way of making a striking contribution that will impress the Spelman trustees and induce them to endow social science on a large scale is through such a plan as suggested.

V. The Department believes also that the administration of this fund should be very carefully considered by a special committee of the Social Science group; that this group as a whole should be allowed to pass on recommendations; and that the funds be allocated not by departments but by subjects, and assigned to assistants best fitted to carry out the work, without regard to the particular department with which they are associated.

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Social Sciences
misc files

G-59

Social Sciences: Financial Support

Budget Basis, 1926 - 27

	Instruction	Extra Instruction (Summer Quarter)	Dept. Expense	Total
Philosophy	27,650	3,805		31,455
Psychology	21,230	4,111	1,600	26,941
Economics	48,650	5,476	1,750	55,876
Political Science	28,100	3,400	1,000	32,500
History	68,390	10,812	1,200	80,402
Sociology	51,863	6,256	2,000	40,119
	<u>225,863</u>	<u>55,860</u>	<u>7,550</u>	<u>287,773</u>
Law School Budget				95,776
School of Commerce and Administration				171,595
School of Social Service Administration				57,880
				<u>590,526</u>
Library Expense, 1926-27, Total: \$289,575.				
" " estimated total chargeable to Social Science				<u>100,000</u>
			Total -	<u>690,526</u>

Social Science
Library

G-24

Social Sciences: Financial Support

Budget Basis, 1926 - 27

Instruction Extra Instruction Dept. Expense Total		(Summer Quarter)	
Philosophy	27,850	2,805	21,485
Psychology	21,250	4,111	28,941
Economics	48,850	2,478	55,876
Political Science	28,100	2,400	32,500
History	68,290	10,812	80,402
Sociology	81,865	8,256	40,119
	<u>225,665</u>	<u>38,862</u>	<u>287,975</u>
Law School Budget			92,778
School of Commerce and Administration			171,282
School of Social Service Administration			57,880
			<u>890,526</u>
Library Expense, 1926-27, Total: \$288,575.			100,000
Estimated total chargeable to Social Science			890,526
Total -			

December 2, 1926

G5a

President Max Mason
University of Chicago
Faculty Exchange

My dear Mr. Mason:

Merely as a result of the incubating process to which we have all been subjected recently I have tried to clarify my thinking on the development of the social sciences by putting some matters down in black and white.

I am inflicting a copy of this upon you, the thing being entitled "The Development of the Social Sciences." In this brief statement two things are attempted.

1. A general statement of a profitable policy in the field of social science
2. A specific application of this general statement to a single department in order to see how the thing would work out in practice.

Yours very sincerely,

L. C. Marshall

LCM:MLH
Enclosure

CARBON COPY TO MR. F. C. WOODWARD

65a

December 2, 1936

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L. Marshall

LOUIS
MARSHALL

CARBON COPY TO MR. F. C. WOODWARD

THE DEVELOPMENT OF THE SOCIAL SCIENCES

How may we foster or facilitate the development of the social sciences?

A practical approach to the solution of the problem may be made by restating the problem so as to point out the obvious fact that the development of the social sciences depends largely upon the development of inventiveness and inventions in this field, the term "inventions" being used to cover the formulation of a generalization, the analysis of a problem, the establishment of an institution, or any other type of constructive work. As soon as the problem is stated as being one involving inventiveness and inventions the mind seems to be on somewhat familiar ground and it pushes on to practical suggestions. In this field, inventiveness and inventions will be fostered (a) if large numbers of persons become interested in the task, (b) if these persons approach the task with a good background of data on social matters, and (c) if promising methods of work are a part of their equipment.

(a) Interesting a large number of persons in the task. The benefit likely to follow from having a large number of persons interested in the task is partly the greater probability of finding inventors among a large number of persons than among a small number. Then, too, there is greater probability of fertile combination and recombinations of ideas when there are (many) ideas of many varying persons. It may, of course, be argued that a small number of brilliant persons will be more fertile in inventions than a large group of dullards; but surely it does not necessarily follow that interesting a large group of workers in the task will result in a selection of dullards--rather the reverse. And, after all, are we sure precisely in what brilliancy consists in this matter of inventiveness in social affairs? It is not safe to think in terms of having rigid standards of selection designed to include brilliant persons and to exclude those who are not brilliant; there are too many cases where the stone rejected by the builders has later performed significant service.

A considerable range of practical policies may be adopted to interest a large number of (competent) workers in the task of developing the social sciences. Such a matter as a reapportionment of time in the elementary schools so as to bring a larger number of persons into more vital contacts with the social studies might have a profound effect; as might also an effective type of adult education, an interesting and stimulating presentation of social studies at any level of instruction, a wise system of scholarships and fellowships, or a high quality of public prints--to cite only a few of the many possibilities.

(b) Providing interested persons with a good background of data on social matters. The benefit likely to follow from having many interested persons attack the development of the social sciences with a "good" background of data on social matters comes from the greater probability of fertility in combining and recombining ideas when there are many ideas than when ideas are few. It is not an evasion of a vital issue merely to assert that this background of data should be "good". Admittedly, some standards of this "goodness" may sometime need to be set up that will be different from current standards, but for purposes of the present argument it is more fruitful to allow everyone to make his own interpretation of the term "good" than to muddy the waters with a tedious discussion of possible standards.

THE DEVELOPMENT OF THE SOCIAL SCIENCES

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A practical approach to the solution of the problem may be made by regarding the problem as a point out the problem that the development of the social sciences depends largely upon the development of institutions and institutions in this field, the term "institutions" being used to cover the formation of a generalization, the analysis of a problem, the establishment of an institution, of any other type of constructive work. As soon as the problem is stated as being one involving inventiveness and inventing the mind alone is to be on somewhat familiar ground and it turns on to practical suggestions. In this field, inventiveness and inventing will be located (a) in large numbers of persons become interested in the task, (b) in large groups of persons, and (c) in a good background of data on social sciences.

(a) Investigating a large number of persons in the task. The benefits likely to follow from having a large number of persons interested in the task is that the greater probability of finding inventiveness among a large number of persons than among a small number. Then, too, there is greater probability of having a combination and recombination of ideas when there are (independently of many) varying persons. If, say, of course, he argued that a small number of brilliant persons will be more likely to invent than a large group of duller persons, it does not necessarily follow that interesting a large group of workers in the task will result in a selection of brilliant--rather the reverse. And, if we are sure precisely in what brilliant persons consist in this matter of inventiveness in social affairs, it is not safe to talk in terms of having a small number of brilliant persons destined to include brilliant persons and to exclude those who are not brilliant; there are too many cases where the stars rejected by the public have later performed significant services.

A considerable range of practical policies may be adopted to increase a large number of (potential) workers in the task of developing the social sciences. Such a matter as a reorganization of time in the elementary schools so as to bring a larger number of persons into more vital contact with the social sciences is a practical effort; it might also be an effective type of training in the social sciences, a wide system of scholarships and fellowships, or a high quality of public spirit--to cite only a few of the many possibilities.

(b) Providing interested persons with a good background of data on social sciences. The benefits likely to follow from having many interested persons attack the development of the social sciences with a "good" background of data on social sciences comes from the greater probability of fertility in combining and recombining ideas when there are many ideas than when there are few. It is not an evasion of a vital issue merely to assert that this background of data should be "good". Admittedly, some standards of this "goodness" may be set up that will be different from current standards, but for purposes of the present argument it is more fruitful to allow everyone to use his own interpretation of the term "good" than to muddy the waters with a tedious discussion of possible standards.

A considerable range of practical policies may be worked out for making certain that these interested persons approach the task with a "good" background of data on social matters. Indeed the policies mentioned in a preceding paragraph (under "a") have application here also, and there are in addition such devices as schemes for encouraging "competent" persons to go on to advanced study, gateway courses designed to affect the quality of the data, or joint seminars designed to affect at a later stage this matter of quality. And this also is but the beginning of a list of possibilities.

(c) Employing effective methods of work. Experience indicates that if inventiveness is to be stimulated, it is essential that "method" be emphasized. Disregarding overlapping in classification, it may be said that the following methods have been established to be fertile in social science work; historical method, quantitative method, deductive method, and observational method. These methods should accordingly continue to be emphasized but they should be supplemented by other types of method, as for example by experimental method. The essential point is this: combining and recombining of ideas is far more likely to be fruitful and far more likely to take place at a rapid rate if many penetrating methods of work are in the quiver of the worker.

A statement of the practical policies which give promise of fruitfulness in this matter of method may appropriately cover three items; first, definite types of method should be studied, refined, and applied qua method; second, persons who have been schooled in the methods of other sciences which touch the borderlands of the social sciences should be encouraged to work in social science problems as a means of carrying over at many points into the social sciences keen techniques and methods; third, there should be thought--provoking comparisons and combinations of varying techniques and methods, such as would take place in cooperative research.

It goes almost without saying that in the development of the social sciences research activities must be strongly emphasized. But if the best results are to be secured there should be a minimum of the dull hackneyed routine "research" which has no significant purpose beyond that of providing a doctor's thesis, and there should be a maximum of true research that is consciously directed toward inventiveness and inventions.

This view of ways to facilitate the development of the social sciences may be given sharpness by asking: what are appropriate lines of policy for a given branch of the social sciences in the specific care of a University that (wisely or unwisely as the case may be) has become departmentalized?

A University Department of Economics under such circumstances may appropriately seek to encourage inventiveness in the following ways:

1. It should maintain a lively interest in elementary and secondary school movements designed to increase the number of interested persons, to give these interested persons good social data, and to start work along lines of effective method. The amount of resources which should actually be thrown into this work will vary with circumstances.
2. It should have a corresponding attitude in the field of collegiate education, both as regards types of activities and extent of participation.

1. The first task of the research is to determine the nature of the problem. This involves a careful study of the literature on the subject, and a consultation with experts in the field. The next step is to formulate a hypothesis, which is a statement of the expected results of the research. This hypothesis is then tested by collecting data and analyzing it. The final step is to draw conclusions from the results of the research.

2. The second task of the research is to determine the methods to be used. This involves a careful study of the literature on the subject, and a consultation with experts in the field. The next step is to formulate a hypothesis, which is a statement of the expected results of the research. This hypothesis is then tested by collecting data and analyzing it. The final step is to draw conclusions from the results of the research.

3. The third task of the research is to determine the results of the research. This involves a careful study of the literature on the subject, and a consultation with experts in the field. The next step is to formulate a hypothesis, which is a statement of the expected results of the research. This hypothesis is then tested by collecting data and analyzing it. The final step is to draw conclusions from the results of the research.

4. The fourth task of the research is to determine the conclusions of the research. This involves a careful study of the literature on the subject, and a consultation with experts in the field. The next step is to formulate a hypothesis, which is a statement of the expected results of the research. This hypothesis is then tested by collecting data and analyzing it. The final step is to draw conclusions from the results of the research.

5. The fifth task of the research is to determine the conclusions of the research. This involves a careful study of the literature on the subject, and a consultation with experts in the field. The next step is to formulate a hypothesis, which is a statement of the expected results of the research. This hypothesis is then tested by collecting data and analyzing it. The final step is to draw conclusions from the results of the research.

6. The sixth task of the research is to determine the conclusions of the research. This involves a careful study of the literature on the subject, and a consultation with experts in the field. The next step is to formulate a hypothesis, which is a statement of the expected results of the research. This hypothesis is then tested by collecting data and analyzing it. The final step is to draw conclusions from the results of the research.

7. The seventh task of the research is to determine the conclusions of the research. This involves a careful study of the literature on the subject, and a consultation with experts in the field. The next step is to formulate a hypothesis, which is a statement of the expected results of the research. This hypothesis is then tested by collecting data and analyzing it. The final step is to draw conclusions from the results of the research.

8. The eighth task of the research is to determine the conclusions of the research. This involves a careful study of the literature on the subject, and a consultation with experts in the field. The next step is to formulate a hypothesis, which is a statement of the expected results of the research. This hypothesis is then tested by collecting data and analyzing it. The final step is to draw conclusions from the results of the research.

3. It should organize its staff with the thought of stimulating inventiveness primarily in mind. Specifically, this means the following, assuming the availability of competent personnel:

- A. There should be a person or a group competent in the work cited in 1 and 2 above.
- B. There should be a group competent to do creative work in the subject matters which have seemed fruitful in our past experience. This group should not be too complacent concerning past achievements, and should be eager to make new connections and to come into contact with new techniques and methods.

The subject matters referred to are such as these:

Economic Theory

The financial system and financial administration

Labor and personnel administration

The market and the administration of marketing

Risk and its administration

Transportation and communication, including public utilities.

Government finance and its administration

Population and the standard of living

Social direction and control of economic activity

Agricultural Economics

- C. Somewhere in the department there should be persons skilled in the generally accepted methods of the field and blessed with the ability to interest others in these methods. This statement refers particularly to:

The theory and application of quantitative method

Historical method and its applications method.

and opportunities should be sought for the use of experimental/

- D. There should be persons, skilled in the methods used in other fields, who would be earnestly engaged in utilizing these methods in work in Economics. Specifically, this includes:

A person trained in both economics and law who is interested in legal-economic relationships.

A person trained in both economics and the earth sciences who is interested in the economic aspects of natural resources.

A person trained in both economics and the physical sciences who is interested in the economics of technology.

A person trained in both economics and biology who is interested in so-called human biology.

A person trained in both economics and psychology who is interested in the psychological aspects of economics.

An anthropologist or some other person whose mind ranges over many of the contacts of economics with other sciences.

A person interested in discovering the basic processes in administration.

Note: It is not argued that one person is likely to be found who will be inventive in two fields, although that may occasionally happen. It is not argued that a lawyer, an earth scientist or a psychologist should be detached from their fields to work in economics with the task assigned of being creative in both fields. Such persons should usually be primarily interested in economics, but possessed of competent method in the other field and capable of maintaining liaison connection with the creative thinkers of that other field.

4. It has perhaps been sufficiently implied, if not explicitly stated, that every member of the department should have a passion for creative work--for fostering inventiveness.

The foregoing discussion of appropriate policies for a department of economics should not have the result of drawing the whole picture out of perspective. This particular discussion is merely an illustration of what the fostering of inventiveness might well mean (but not necessarily mean) in a University. A quite different development would presumably be appropriate in a different type of institution. Even as regards universities, the illustration presented assumed an institution in which the social sciences had been definitely departmentalized. A different development would presumably be appropriate in a university in which the social science work had not been broken up into departments. Finally, even as regards a departmentalized situation, an illustration which suggests an appropriate development in but one department is subject to modification when the matter has been thought through in a similar way for the other departments; for it goes almost without saying that there should be the most cordial relationship among the departments and the most intensive cross-fertilization of ideas.

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of economics.

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subjects.

A person interested in discovering the basic processes
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It is not enough that one person is trained in
economics and the other in psychology. The fields of
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in such a manner that a person should be trained
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Social Sciences

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MEMORANDUM ON PROPOSED PUBLIC MANAGEMENT SERVICE

At Lawrence, Kansas, there is now located the secretariat of the League of Kansas Municipalities, of the International City Managers' Association, and of the American Municipal Association (an organization including twenty state leagues of municipalities). This secretariat maintains an information bureau rendering service to the managers and to the leagues, and also publishes a journal formerly called The City Manager Magazine, but now called Public Management. Last week an offer was made by Mr. Eastman of Rochester, New York, of \$25,000 a year for a period of five years conditioned on the raising of \$25,000 ^{a year} for a similar period--this fund to be used for the development of service and research aid to the managers and the leagues, and also for the development of the periodical known as Public Management. It seems entirely probable that \$25,000 a year in addition to the \$25,000 offered by Mr. Eastman can be raised by the City Managers. Such a unit, if established, would constitute a center and clearing house of information and research on municipal affairs. Requests for information from city managers and other officials would constantly be coming in, special pieces of research for their benefit would be conducted, and special studies made of particular problems in various cities. As the city managers are the most promising group in the governmental field in the United States, in that they are making a special effort to professionalize their service, the proposed agency would be at the very center of the movement for the technical development of public administration and city government in America.

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The ~~location of the~~ proposed unit will probably be moved from Lawrence and the question of a new location is now pending. It has been suggested that the new location might be made at Cleveland, Ohio, in connection with Western Reserve University and with Manager Hopkins of Cleveland, who is at the same time a trustee of Western Reserve. Active efforts are being made in Cleveland to raise the funds necessary for the purpose of locating the new unit in that city. A proposal has also been made to Northwestern University and is now being considered there, according to my information. The plan was also presented to Mr. Merriam and Mr. White on Sunday, November 28th, by Dr. Hatton and Mr. Stutz, acting for the various secretariats concerned (Mr. Merriam is already a member of the Research Committee of the City Managers' Association). The proposed transfer of the secretariats would involve an expense of approximately \$20,000 a year for a five year period and one payment of \$15,000 to cover the expense of moving the staff and records. The amount of \$20,000 a year for five years which would be needed for the unit to move from Lawrence is made up of the following items: (1) increased cost of printing owing to the fact that the secretariats have special arrangements with the public printer in Kansas; (2) assumption of the whole burden of the secretariat now borne in considerable part by the Kansas League of Municipalities, but hereafter to be carried by the new unit; (3) certain adjustments of salary to meet the increased living conditions in a larger city like Chicago or Cleveland. Their moving cost of \$15,000 is made up of traveling expenses of the staff, and partly made up of new furniture and equipment, and partly of adjustments to be made

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In addition to the figures above given it will be necessary in the new location to provide quarters for the new unit. The new institution might conceivably be housed near the campus of the University in some building formerly occupied as a private house. Such a plan is in fact now under consideration in Cleveland.

The advantages of locating such an institute near the University of Chicago are very obvious, particularly in view of the established work of the Local Community Research Committee, the proposed enlargement of the University's program of social research, and the projected development of a school of political research. The new unit would become the research and publication center of the most promising group of public officials in America, the managers, and also of the leagues of municipalities in twenty states. It would be possible for the University to use some of the experts employed in the new unit for lectures or other purposes, and on the other hand it would be possible for Public Management to make some use of our experts in government, administration, economics, statistics, and so on. It would put the University group in immed-

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Under the terms of Mr. Eastman's gift, the editor of Public Management would be Professor A. R. Hatton of Western Reserve University, author of the city charter of Cleveland and a member of the City Council. Professor Hatton took his doctorate at the University of Chicago some years ago and has been advisor of the National Municipal League on charter drafting in the United States. He is perhaps the most expert person in the country in the technical drafting of charters and has probably more intimate contacts with city officials of all types than anyone else. Mr. Statz, acting manager of the various secretariats, is a University of Chicago who did one year's graduate work at the University. He is a man of excellent executive ability and great facility in organizing and developing an institution. Both these men are very friendly to the University of Chicago and I think if their own personal preferences were consulted, they would be glad to have the new unit located near the University of Chicago. It is proposed that one of the men on their staff should be Mr. Edy, now city manager of Berkeley, and according to Dr. White who has just been studying city managers perhaps

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The control of the proposed Public Management would be in the hands of two men appointed by the City Managers' Association, two by the Government Research Conference (an organization of the Municipal Research Bureau of the United States); and a fifth man appointed by these four. Presumably if the organization were located near the University of Chicago some of these five men would be University of Chicago men. On the whole it seems to me that the establishment of Public Management near the University of Chicago would constitute a very important advance toward the development of the University's work in social science. From the point of view of prestige it would strengthen the University's position in this field. From the point of view of practical service to the community it would greatly enlarge our opportunities for usefulness, and from the point of view of scientific research it would put us in immediate touch with the most significant of the problems in municipal government. From the point of view of personnel, it would enrich our group by the addition of a set of men of practical contacts as well as theoretical.

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