My dear President Burton:

I return herewith two letters, one from Professor Jernegan, and one from Professor Webster, referring to the development of our work in International Politics. While we have made progress in this field recently, we are still very seriously limited in men and resources. It is very necessary that our work be extended if we are to keep pace with the course of events politically and scientifically.

Very sincerely yours,

Charles E. Merriam
Please

1. Dispose of as you think best.
2. Answer and retain in your files.
3. Answer and return with carbon of reply for our files.
4. Return with answer on President's stationery for him to sign.
5. Return
   a) With information called for in writing.
   b) Comment in writing.
6. Return and arrange for personal interview.
7. Follow through—and report.
8. Initial and return (sent for information only).
9. Accept
   Decline.
10. Send to
    with
    covering letter.
11. File under
12. Make
    Send to
March 24, 1925

President Ernest D. Burton
University of Chicago
Chicago, Illinois

My dear President Burton:

Some weeks since, Professor Charles K. Webster of the University College of Wales, Aberystwyth, delivered a lecture at the University of Chicago, on History as an Applied Science. At a dinner given him by members of the social science group, he explained the character of the Chair of International Politics which he holds. I think that it is very desirable to have chairs of history and politics at the University of Chicago similar to the one in question, perhaps in connection with the proposed school of politics. Professor Webster kindly agreed to write out the plan and the enclosed letter to Professor Schmitt is the result.

I am also enclosing a clipping concerning the million dollar Milton bequest to Harvard. I cannot think of any type of gift that would be likely to promote research more rapidly and extensively than one of this character, and I hope that a similar gift will come to the University of Chicago.

Very truly yours,

[Signature]
Copy of a letter from Charles K. Webster, Professor of International Politics in the University College of Wales, Aberystwyth.

Feb. 23, 1925

My dear Schmitt:

I am very glad to know that some of your colleagues think that a Chair of International Politics similar to the one which I occupy might be established at the University of Chicago. Its founder hopes that other rich men in other countries would follow his example. I was myself invited to assist in drawing up the Trust Deeds and so discussed with the special committee which drew them up (including Gilbert Murray and W.G.S. Adams) the terms of the appointment. If you desire it I have no doubt that Colonel David Davies would send you a copy of the Deed.

Briefly (1) the object of the Chair is defined as the study of "political science in its application to international relations with special reference to the best means of promoting peace between nations."

The holder is of course left entirely free to hold what views his knowledge and conscience dictate of the League or any other institution.

(2) He is expected (though the provisions are not binding absolutely and can be adjusted) to spend 1 term at Aberystwyth:
   1 term in a foreign country engaged in research;
   1 term at any University either in Britain or in a foreign country which cares to invite him.

He is paid full time, and there is also a special travelling fund. It is possible, therefore, for me to lecture at Warsaw (where I have been) or Vienna (where I have promised to go) without being any charge on institutions which obviously could not pay me sufficient to cover the expenses of such a visit.

(3) At Aberystwyth there is a permanent Lecturer who in this country (U.S.A.) would have the status of an Assistant or Associate Professor. International Politics is part of the curriculum. There have also been funds for Research Studentships, and a special Library has been organized. Any funds that I can save out of the travelling allowances can be used for these purposes. During the 2½ years during which I have occupied the Chair there have been about 10 students, including 1 Frenchman and 2 Japanese. Several of these have held studentships.

(4) There is a special Committee which appoints to the Chair and to which I report yearly. It includes Gilbert Murray, W.G.S. Adams,
Ormsby Gore, Sir Arthur Hardinge and 3 representatives of the College. This is, however, not a necessary, though I think very valuable, part of the machinery. It enables a wide view to be taken of the duties of the Chair.

(5) I ought perhaps to add that I can only be dismissed if the Committee and the College agree, and then of course only for bad behaviour clearly proved. Of course we are all in the greatest harmony, and I have received every possible encouragement from all.

Let me know if there is anything else on which I can give you information.

Yours sincerely,

CHARLES K. WEBSTER.
April 21, 1925.

My dear Mr. Jernegan:

President Burton has asked that I thank you for your letter of March 24th with a copy of Professor Webster's letter. He hopes to be able to give the matter serious consideration.

Very truly yours,

William E. Scott (signed)

Mr. M. W. Jernegan.
WES: S
HARVARD RESEARCH
ALLOTTED $54,000

21 of Faculty Will Share Income of $1,000,000 Milton Estate
Now Available.

RANGE OF STUDIES IS WIDE

Authors Will Be Enabled to Com-
plete Scientific, Literary and
Historical Works.

Special to The New York Times.
Cambridge, July 25.—Milton
estates, by provisions of the will of William M. Milton, will give
an income of his $1,000,000 estate, now transferred
from the University to Harvard, through the death of his widow, twenti-
eth-century scholar and teacher, who was awarded a bequest in the
will for the encouragement of research. In this, second
bequest, those engaged in the University in the
arts and sciences will share.

The university announced today that the income will be distributed to
awarded to the following members of the Faculty:

Edward Channing, Professor of
Ancient and Modern History, for
two years, for research assistance and
to make search of records in Washington and
in Europe to complete his "History of the United States,"
of which the first volume has been
issued.

Charles H. Haskins, Professor of
History and Political Science, for
two years, to complete the biographical history of the
Romans and to continue his work in "Studies in the History of
Medieval Institutions," for which he received a Guggenheim
travel grant three years ago.

Robert S. Lynd, Professor of
Sociology, for one year, to continue
his research in the southern states on
southern Negroes and to publish his studies under the title of "The
Southern Negroes.

Frederick E. Bartlett, Professor of
History, for one year, to con-
clude a history of the United States
for the period from 1800 to 1850.

Arthur W. H. Balfour, Assistant
Professor of Economics, for one year, to con-
clude the second volume of his book, "History of Political
Thought in the 19th Century," which he
began in 1913 in American History, with in-
vestigations in the economic and political
aspects of the Reform period and an
analysis in determinant factors of
the "Age of Reform.

The income will be distributed to

A. B. Moore, Professor of
Astronomy, for work in the
photograph of large size, with optical
telescopes in Harvard and in Madeira
Island, for research dealing with the
spectral analysis of stars and nebulae.

G. B. Frederick, Professor of
Chemistry, for one year, to assist in
organizing publications upon the density of gases,
in finding atomic weights of the noble gases.

James B. Conant, Assistant
Professor of Chemistry, for one year, to
investigate a fibrous substance which he
found in cotton, using various organic, biological and electric
chemistry, for which he received a Hark-
ard College Scholarship for one year.

C. S. Brown, Assistant
Professor of Medicine, for one year, to
investigate certain blood disorders and
conduct a study of hemoglobin.

William F. Prentice, Director
of the Hale Observatory, for one
year, to continue his research on the
atmospheric phosphorescence of the
atmosphere by light.

K. O. McAdie, Director of the
Smithsonian Institution, for one
year, to continue the investigation of the
atmospheric phosphorescence of the
atmosphere by light.

Instructor in Psychology, for one year, to purchase
somes scientific apparatus.

C. L. Chaffin, Associate Professor of
Sociology, for one year, to assist in the
investigation of the social and cultural
forces that influence the economic
behavior of the European worker.

W. H. Masters, Instructor in
Psychology, for one year, to carry on researches in
the psychology of color vision.

Henry D. Ladd, Assistant
Professor of English, for one year, to
continue his research in the social
psychology of literature.

William S. Ferguson, Professor of
American History, for one year, to study the chemistry of paint
pigments and the history of pa-
in the collections of the
The income will also be distributed to

E. H. Corwin, Assistant
Professor of Chemistry, for one year, to
study the electrical conductivity of
solutions of various substances.

William P. McComb, Professor
of Natural History, for one year, to
continue his research in the comparison of
the fossil and living forms of marine
organisms in the southern states.

C. S. Brown, Assistant
Professor of Medicine, for one year, to
continue his research in the extent of
the American-Japanese War.

C. F. D. Mears, Associate
Professor of Mathematics, for one year, to continue his
research in the foundations of
mathematics.

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E. H. Corwin, Assistant
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Professor of Medicine, for one year, to
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the American-Japanese War.

C. F. D. Mears, Associate
Professor of Mathematics, for one year, to continue his
research in the foundations of
mathematics.
PLANE WILL TOW TARGET
Fortress Monroe Demonstration
Also Will Include Use of Machine Guns

WIBUR'S CLAIMS AT STAKE

Secretary Contends That Riffles Can
Protect Battalions From Attack by Flieges.

Special to The New York Times.
WASHINGTON, March 5. - Latest
flight will be made today by gun-planes
from the ground, which have been
developed by the Navy Department,
Assistant Chief of the Army Air
Service, and a demonstration will be
conducted at a target practice to
morning at Fortress Monroe. Members of
officers of the army and navy and others have been invited to the demonstration.
Army and Navy officials contend that an
invader's fleet and shore batteries will be
defended by their zone of operation. Secretary
Wibur of the Navy Department recently
formed that anti-aircraft guns would
fospose a serious menace to the little
planes.

General Mitchell and auditors who
fought in the World War testified a few
weeks ago before the Congress that their esteemed anti-aircraft
batteries, and had little trouble in
firing on the German fleet. Congress
Sailor Frank B. S. of the Cong-

The goats will go to Langley Field
tomorrow morning to begin various and
firing planes, and then to return to
formation firing, gliding target demonstra-
tion, and several demonstrations of
parachute flare demonstration.

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formation firing, gliding target demonstra-
tion, and several demonstrations of
parachute flare demonstration.
May 11, 1925.

My dear Dr. Rose:

Let me thank you heartily for your kind letter with reference to my illness. It is certainly a case of very bad judgment for a man to throw himself out of his task at a moment like this. But my associates are rallying to the situation in such way that I am hoping they will more than make up for my indiscretion.

There came to me a day or two ago a note from Mr. Merriam to Mr. Tufts which impels me to say a word or two to you. Mr. Merriam and I have been for months pondering over the possibility of a School of Politics at the University of Chicago. Mr. Merriam has talked the matter over with Mr. Fosdick and I got the impression that Mr. Fosdick may presently bring the matter to your attention. If so, I want to say just two or three things about it.

1) One of the strongest convictions that I have is that there ought to be somewhere in America a School of Politics of the most comprehensive scope, and of the highest possible character. We have developed in America Schools of Engineering, Schools of Medicine, Schools of Education, and Schools of Theology. It seems to me a matter of obvious and extreme folly that in the greatest Republic in the world we
May 11, 1938

Mr. Director:

Let me thank you heartily for your kind letter with reference to my illness. It is certainly a case of very bad judgment for a man to show himself out of the pocket a moment like this, but my associates are really in the situation in such a way that I am hoping they will more than make up for my indiscretion.

There came to me a few or two ago a note from Mr. Weitzen to Mr. Taussig which impelled me to say a word or two as to a possibility of a School of Public Health at the University of Chicago. Mr. Weitzen has talked the matter over with Mr. Postick and I got the impression that Mr. Postick may present a prize matter to your attention. I do so want to say that two or three names that I have in mind that I will use that amount of someone in America a School of Public Health of considerable scope. We have developed in America 600 schools of medicine, schools of education and schools of theology. It seems to me a matter of course and experience rather than in the greatest Republic in the world we
have never created a thoroughly organized and effective School of Politics.

2) I feel that this school ought eventually to cover the whole range of politics - municipal, national, international. The isolation of any one of these from the rest would be as unwise as the attempt to develop a school of medicine without planning to include also a department of surgery.

3) The school ought to be in my judgment both a school of research and a professional school. In other words, a school not only for the solution of problems, but for the development of men adequately equipped to begin a political career. The case is entirely analogous to the school of medicine.

4) All the elements of such a school should be concentrated at one point. Local investigative institutes there may be; but no number of such isolated units can take the place or do the work of one comprehensive school.

5) Such a school must be part of a University which is itself built on broad lines and with high ideals. Politics is so related to all the aspects of life and branches of science that an isolated school, however comprehensive in its own plans, must suffer severely from such isolation.

6) Make such allowance as you must for my prejudice,
have never attempted a thoroughgoing organization and effective school of politics.

(2) I feel that the school cannot effectively to can-

the whole range of politics - municipal, national, inter-

ational. The isolation of any one of these from the rest

would be as injurious as the attempt to develop a school of

medicine without planning to integrate also a department of

surgery.

(3) The school cannot to be in my judgment part a school

of research and a professional school. In other words, a

school not only for the solution of problems, but for the

development of new methodologies embarking to begin a practical

career. The case in point is the evolution of the school of

medicine.

(4) All the elements of such a school cannot be con-

certed at one point. Local insufficiencies inherent in the

may be put on number of such isolated units can take the

place of the work of one comprehensive school.

(5) Such a school must be part of a university which is

integrated as part of the sciences and with high ideals. Politics is

an integral to the sciences of life and science of society

which must materialize from such isolation.

(6) Make such allowance as you must for outlying
but let me express the honest conviction that the best possible place in America for such a school is at the University of Chicago. If there is to be for the present but one such school — and until we have one thoroughly good one it would not be wise to attempt to establish more — it ought to be centrally located. This general consideration in favor of a central location is re-enforced by the fact that it is pre-eminently the centre of the country that needs to be trained to think politically, and especially internationally. The Atlantic coast is near enough to Europe, and the Pacific coast near enough to Asia, to be constantly reminded at least of the fact that America must sustain political relations to other parts of the world. In the great central area, of which Chicago is the largest and perhaps also the most influential city, it is easier to forget the outside world, and to think mainly in terms of domestic relations and of commercial prosperity unaffected by the condition of the rest of the world.

Of course I recognize that such a school cannot be produced by a wave of the hand. My conviction, however, is strong that the plan of the school, subject to further correction by experience, should be worked out at the outset quite comprehensively, and when sufficiently matured, announced to the public, in order that people who are interested, as I think many will be, in the development of such a school, may know what the University of Chicago is planning, and perhaps
alderas and not at Coilhoven. Should not agree on this.

I don't see why we would want to wait until then, so if it's okay with you, I think we should proceed with the planning immediately. Let's meet again next week to discuss further details and finalize our strategy. This is an urgent matter, and we need to act quickly.
direct their gifts there rather than bestow them under conditions which would simply give us many disconnected and inadequate efforts instead of the comprehensive school that we ought to have.

Of course neither you nor I will forget that this is only one of many things that we have in mind to do, and I am not at the moment entering into questions of order and precedence, or trying to show what things should be done first.

I may, however, call attention to the fact that the major part at least of the process necessary to develop a school of politics would consist simply in the strengthening of our existing departments of historical and social sciences, which is in any case desirable, as a part of our general policy of the betterment of what we already possess, and that most of the rest of the process of producing such a school would consist in organizing groups of courses from a professional point of view, and calling attention of student and the public generally to the existence and importance of the work we are offering or planning to offer.

It is proper I think also to add that there has already come to us from various sources such expressions of interest in the proposal, that if the plan were definitely formulated and announced it would probably draw to its support from sources that would be unresponsive, or at least less responsive, to appeals of the University for other parts of its work.

Very sincerely yours,

Ernest D. Burton.

Dr. Wickliffe Rose,
The General Education Board,
New York City.

ED8:CB
Great effort gives the better form performance under con-
ditions which would simplify even as many deficiencies and in-
adequate articles inserted of the complicated school that we
ought to have.

Of course we don't yet, but I will hang onto this
is only one of many things that we have to think about,
and I am not of the moment entering into discussion of other and
positive, or trying to show what changes should be done later.
I may, however, call attention to the fact that the
method part at least of the process necessary to develop a school
met at some point naturally simply in the development of our
existing governmental officials and social situations; which is
likely some satisfactory as a part of our general policy of the
perpetual or what we might possess, and what sort of the
process of locating or creating such a school, would seem to
be of the process of locating such a school, or a process of locat-
ing and selecting sections of academic and the parts essentially to the
existence and importance of the work we are attending or planning
for after.

It is harder I think said to say that these are simply
come to us from various sources, and expressions of interest in
the question, that is the plan we are gradually committing
enough to making property given to the support from sources
that money be recognized at least have been recognized
of those of the University for other parts of the work.

Very sincerely yours,

[Signature]

Mr. Wm. W. Rose
The General Education Board
New York City
Dear President Burton:

We have had no word as yet from Mr. Fosdick concerning the School of Politics. In the meantime I am glad to have your letter of May 11th covering the subject. This will serve as a concrete basis for consideration of the project when it does come to our attention.

The thing that most delights me is this indication of your being able to take up business again. I hope very much you are not going to overdo it.

This brings you our very best wishes for a speedy recovery.

Sincerely yours,

[Signature]

President Ernest D. Burton
University of Chicago
Chicago
Illinois

WR:DEC
Dear President Kennedy:

In the event that you may be interested in the report of the Joint Committee on the State of the Union, I wish to say that the Committee will make a recommendation concerning the program which it has come to an agreement that the Joint Committee must make its report to the Senate and the House of Representatives.

In the Joint Committee on the State of the Union, I hope very much that you will also be present at the joint session of the Senate and the House of Representatives. I hope to come to an agreement.

Yours truly,

[Signature]

Secretary of State
May 26, 1925.

My dear Dr. Rose:

This will acknowledge your letter of May 14th to President Burton. You will doubtless be interested to know that this Office has just received word from the Hospital that the President's condition, following his second operation performed today, is very satisfactory considering the nature of the case.

Very truly yours,

William E. Scott (signed)

Secretary to the President.

Dr. Wicliffe Rose,
General Education Board,
61 Broadway,
New York City, New York.

WES:S
The University of Chicago

CHICAGO, ILLINOIS

Office of the President

May 14, 1925.

My dear Mr. Tufts:

I am returning you herewith the letters of Mr. Merriam and a copy of a letter, which in view of them, I have recently written to Dr. Rose.

May I suggest that, after looking over this letter, you let Mr. Merriam see it and then return it to my office for filing.

Very truly yours,

[Signature]

Mr. J. H. Tufts,
The University of Chicago.

EDB: CB
My dear President Burton:

On April 27th I had an extended interview with Mr. Raymond Fosdick of New York regarding the proposed School of Politics. I have talked this over with Mr. Arnett and with Dean Tufts, and am submitting to you the following memorandum.

Mr. Fosdick is greatly interested in the proposal, which he says is the most important plan of this kind that has been presented to them. The plan and the memorandum on Political Research prepared for Mr. Fosdick at his request is being carefully read by Dr. Flexner and Dr. Rose, and is being given serious consideration. Mr. Fosdick remarked that there were only two places where such a School could be established, either the University of Chicago or Johns Hopkins. He is evidently impressed with the establishment of Johns Hopkins on a strictly research basis, but of course the development of politics there has not been very pronounced, although Dr. Goodnow was eminently qualified to carry such a program through. Mr. Fosdick said that he had always been very friendly and sympathetic to the University of Chicago.

Mr. Fosdick raised a number of very shrewd questions, one of which was whether we were in a position to develop all the lines of work indicated in the plan. I called his attention to the possibilities of development of Public Administration through Dr. White; and of International Affairs through Dr. Wright. I have sent him the three recent monographs prepared by Dr. White, two for the National Research Council and one for Mayor Dever. He raised the question whether the University of Chicago was the ideal place for a study of International Relations. My reply was that the ideal place was Geneva, as stated in my previous memorandum, but that strategically Chicago was important because it lay in the center of the country where it is fundamentally important that interest be directed to the urgent problems of international relations.

I have no idea what the outcome may be, but at any rate the subject is still under very serious consideration.
My dear Mr. President Foster:

I have been a student of the University of Chicago for the past five years and have had the opportunity to work closely with the faculty and administration. I have always found the intellectual atmosphere and the quality of education to be exceptional.

I am writing to express my concern about the recent changes in the University's funding. The decline in donations and grants has had a significant impact on the financial stability of the institution. I believe it is crucial that we find a solution to this problem in order to ensure the continued success of the University.

I am currently working on a project that could potentially provide a source of revenue. I am interested in exploring this possibility further and am willing to dedicate my time and energy to this endeavor. I hope that you will consider this proposal and that we can work together to find a solution.

Thank you for your time and consideration.

Sincerely,

[Signature]
President Burton

May 1, 1925.

I saw my brother, John C. Merriam in Washington, and learned from him, as you doubtless know, that Dr. Rose is one of the most influential men in that group. I do not know him, and I have no special means of access, but possibly there may be ways of approach of which I do not know.

I understood from Mr. Fosdick that after Dr. Flexner and Dr. Rose had completed their examination of our proposal, the subject would then be taken up with Mr. Rockefeller.

With very best wishes for your speedy recovery, I am

Very sincerely yours,

Charles E. Merriam

Charles E. Merriam

Copy to Mr. Swift
May 17th

Dear Mr. Swift,

I saw my doctor today. He is a weeping sorrow that if I were to lose my life I would not know him and I would not know how to feel.

I have been told that my condition is not serious, but the nature of the disease may be. The subject may be taken for granted with all the precautions.

With very best wishes for your speedy recovery.

Very sincerely yours,

[Signature]

President Parker
My dear President Burton:

In re School of Politics I have to report that just before leaving for New York last week, a representative of Mr. Edwin Hurley called upon me. He had been delegated by Mr. Hurley to work over Mr. Hurley's ideas with regard to a course in practical politics. Mr. Hurley's representative, Mr. Lewis, is a young chap teaching in the Grammar School, and planning, as he says, to take a correspondence course in Comparative Government, one of our Freshman courses.

He informed me confidentially that Mr. Hurley had called in a newspaper reporter, who had prepared six lessons or lectures on Politics in very crude form, and that he, Mr. Lewis, had been asked to work them over. While he was talking with me, he received a telephone message stating that he was not to show me the six lessons or lectures, and doubtless the record shows that he did not.

This indicates apparently that Mr. Hurley has not a very clear idea of his course of action. Nevertheless he is deeply interested in Politics, and there is no knowing what line he may take. Mr. Walter S. Rogers, who is coming here for the first term of the Summer Quarter, knows Mr. Hurley very intimately, and may be able to help us. Mr. Rogers, you may remember, was for many years a Secretary, and is still a confidential representative of Mr. Charles H. Crane.

With very best wishes, I am

Very sincerely yours,

Charles E. Merriam

Copy to Mr. Swift

Charles E. Merriam
The University of Chicago
Department of Political Science

April 7, 1989

My dear Professor Wilson:

I am in receipt of your letter of April 7th, 1989, and I appreciate the opportunity to reply to your questions about the changes in our department and the broader implications of these changes for political science as a discipline.

I believe that the current state of political science is one of crisis, and I am concerned that our field is not doing enough to address these challenges. As you know, political science is facing a crisis of relevance, and we must take steps to ensure that our discipline remains relevant to the needs of society.

In my opinion, the crisis is not confined to political science alone. It is part of a broader crisis of knowledge and scholarship, and we must work together to address this crisis.

I am confident that we can find a way out of this crisis, but we must act quickly. We must make the necessary changes to our curriculum and our research agenda to ensure that political science remains a relevant and important discipline.

Thank you for your interest in this issue, and I look forward to discussing these matters further with you.

With warm regards,

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

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.

1. 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.
Memorandum on the Proposed Institute of Governmental Education

A Proviso for Help

The important purpose of the Institute would be for

exposure of current knowledge in relation to political education - the
government of responsible governmental politics across the community

evidence of the facts. This is one of the most fertile and important

calls to the promotion of intellectual development, and since every

never been sufficiently emphasized. Particularly in view of the

inherent value of national education and the intellectual development

political science. It is extremely important that Government

the present emphasis with the greatest seriousness and

case. When with Governmental education movements can be made for

improve the public service and the government in order to aid the Welfare

and improve at the time right of education. A salary which is that

of additional training and education.

In Governmental Education

This memorandum is general only to indicate very briefly

some of the factors which might be important in having

special types of institutes at particular phases in the

IJ the following:

1. Governmental services, Information

2. Preparation of reports and paper

3. Measurement of the operation of

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, 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 also be possible to develop cooperation between such
In connection with transactions of this kind as such is concerned with the exchange of commodities. The main object of such transactions is to exchange commodities. It is for example, that X and Y agree to exchange 10,000 in the scale of operation, this sum might be transferred to the productive for purposes of the organization.

If money were to be passed to another organization, please mark...
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 otherwise would 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; and many other instances might be cited. In order to meet the legitimate community demands for services of men who are expert in various branches of governmental activity, a staff is needed with a personnel large enough to make possible the detachment of one or more members without interfering with the research work of the University or with its teaching functions.

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, interested citizens may be called together for the purpose of interchanging experiences and opinions and of elaborating policies and
an institution may offer training in such university or
affiliation. The institution might, in fact, take the lead in initiating
a sport cooperation between various institutions according to
its affiliation agreements as far as possible, these affiliation agreements
may serve as a guide for the institution. Such a policy may
also contribute to point sport. In other words, a well-coordinated
institute of this sort might serve the lead in the development of
cooperation in the

S. Conclusions and Comments

In instances of government money being a factor fairly to work
as co-ordinated within various governmental and civic agencies.
There is a continuing demand, which is becoming more evident in
the sport sphere in ministries, states, counties, and national
authorities. Therefore, it is necessary to have a sport training
program that is closely bound to the

importance of sport training to the development of the

state. For example, the sport in training activities in

national sports, it is obvious to the many, the first factor, is

an excellent way to work toward the future. In order to meet this

objective, training might be offered. It is obvious, then, that

communities demand for service do not meet the need for a balanced

program to make possible the development of one or more

members of sport

involvement with the necessary work at the university or with the

same institution.

Further research on large universities and programs there to

policies of a cooperative to connect programs in the field of physical

recreation. In these cooperation agencies, cooperation activities,

In the interest of the many, it may be sensible to the sign of future

community experiences may influence a cooperative policy and
developing problems. These conferences might extend 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 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 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
The purpose of the program is to facilitate the transition of new employees to the workforce. The University of New Mexico is the primary recipient of a grant of approximately $50,000 from the National Science Foundation. The grant will be used to develop a new model for training new employees. The model will be tested in a pilot program at the University of New Mexico. The pilot program will be conducted in collaboration with the local community colleges and the New Mexico Department of Employment Security.

Examples of the types of training that will be offered include:

- Non-credit courses
- Credit courses
- Technical courses
- Office management

The program will be evaluated to assess its effectiveness and to determine its impact on the community. It is hoped that the program will be successful in preparing new employees for the workforce.

In addition to the training programs, the University of New Mexico is also committed to providing on-going support to new employees. This support will include career counseling, job placement assistance, and access to local resources. The University hopes that these efforts will help new employees to succeed in the workforce.

The University of New Mexico is committed to preparing new employees for success in the workforce. The program will provide the necessary skills and support to ensure that new employees are well-prepared to enter the workforce.
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 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 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**

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.
In the way of granting and promoting services to the public, one in the
philosophy of Intercultural liaison and development of Olympics and
renovating the Games.

8.
In this field access the training or research and uncertainty
in political science. This is largely partially covered by the Unit
activity, part will manifestly continue to an increasing larger
audience. Hence this theme in the development of training of
society, having a theme or 'Sports science' in the international
working society proving services as an example, in the international
many and in policy elaboration. It is inevitable that in time an obligatory
and in policy elaboration, can tax administration, can (or does services, can
police and other theme of state administration with call for proper criteria,
be permanent, especially in position of greater responsibility. Of a
breathless height is limited and cannot not move to make the part of a
secret of politics, part in which the nation's moment of top standing world
increase. A well elaborating initiative might save the problem not only
of training men to sector positions in the higher administrative services,
part also of giving more training to these people occupying positions
of some importance. It is a center of the fight to make satisfactorily
in administrative positions might be given job or exposure for the
purpose of exposing many of the institutes to participate. Now as
commission or policy or service

9.
The commission or service of many an institute as in playground
is heavily over-compensated except that permanently many an organization
may go on compactness or institutes giving the example of great fame to
work more and many to in apathy of a disciplined diversity, and also
give part time to administration, part time to commerce, any part time
for recreation, beginning on the need of the occasion.
II. Personnel.

For the purposes 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: $55,000
- 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:

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<thead>
<tr>
<th>Estimated cost</th>
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<tbody>
<tr>
<td>$40,000</td>
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<td>30,000</td>
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<td>30,000</td>
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<tr>
<td>25,000</td>
</tr>
<tr>
<td>$9,000</td>
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<td>30,000</td>
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</tbody>
</table>

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, statis-
itical and research assistants service, travelling expense, publication and general administration.

These special courses and the special research work 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, and 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 in more minutely specialized phases of the study of government.
In more minute occupational phases of the staff of Government.

There are no comments on the special training work here.

In Government and in related social sciences, including Political Economy, History, Geography, and Psychology. Graduate work in Government, History, Geography, and Psychology. May also be open to a contemplate group of graduate students in these fields. The study of law, economics, and political science. For example, in the study of economic and political science.

Materials will be given in law, economics, and political science. In social and economic sciences and training facilities in social science. Law, political science. The manner of which.