or member of the Teaching Association to the American Educational Research Association.

(4) One member of the Teaching Association to the American Psychological Association.

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(20) One member of the Teaching Association to the American Psychological Association.
10. Members by appointment of universities and members by appointment of other representative organizations shall serve for five-year terms, except that the initial appointments in order of confirmation shall be divided into five equal, or approximately equal groups, to serve five, four, three, two, and one year from the date of the first annual meeting, respectively.

The initial appointments of members by university appointment shall be made to fill terms corresponding to those now held by members-at-large who are on the faculties of the universities, mentioned above, and whose terms as members-at-large, shall expire when the respective universities shall have made nominations except in the case of the two members-at-large who are serving as directors of research.

11. In case of initial appointments, and in case any member shall by death, resignation, incapacity to act, or otherwise, cease to be a member during his term, the Executive Committee shall have power to provide for nominations which if made shall be acted upon by the members of the corporation either in meeting, or in the discretion of the Executive Committee by mail ballot.
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To improve the opportunity of universities and members
of the profession to obtain research assistance, we
suggest that the universities and members
in question be given a similar privilege of
receiving from the university a request for
research assistance in the field of the

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January 15, 1928

Dear Mr. Marshall:

Thank you very much for sending your memorandum of progress in Economics and Business during the autumn quarter 1927. I am very glad to see it and think it is a fine idea to prepare and send it in. I hope you will give a similar memorandum whenever it seems wise to you, for we shall appreciate it.

Sincerely yours,

Max Mason

President

Mr. L. C. Marshall
Faculty Exchange
Dear Mr. Mercer,

Thank you very much for sending your manuscript of progress in ecology and entomology and bringing the summer dinner at Poets and I am very glad to see it. I think it is a fine idea to propose a similar these in summer or autumn and may come to your meeting. My apologies if I am not able to attend.

Sincerely,

Wm. Mead

President

[Illegible]
January 13, 1928

Memorandum To: Messrs. Mason and Woodward
From: Mr. L. C. Marshall

It occurs to me that you might be interested in the accompanying summary of things accomplished or well under way during the autumn quarter, 1927. I omit all advertising and selling talk.

L. C. Marshall
January 15, 1933

RE: R. M. Hackett and Company

Received:

It occurs to me that you might be interested in the
recommendation contained in the National Committee's
final report relative to the anti-union activities of the
I.O.M. I am forwarding you a copy of that same letter.

[Signature]

R. M. Hackett

[Letterhead]
ECONOMICS AND BUSINESS

Things Accomplished or Well Under Way During Autumn Quarter

1927

1) A promising beginning of cooperative action with the Law School.

2) A promising beginning of making members of the staff sophisticated with respect to "method" - in part, accomplished through weekly meetings.

3) A marked stimulation of many members of the staff in the direction of creative work. Everyone who would respond has had his hopes and wishes with respect to research projects carefully worked over and several projects were launched.

4) A decided "knitting together" of the research and instructional activities of the staff around the "industries and Commodities" idea.

Note: Such items as 2, 3, 4, above are paving the way for a daring and institutional project - an Institute of Business Research - if competent men can be made available.

5. A thinking through of the range of "tool-skill and tool-knowledge" courses needed to prepare for mature, creative work in Economics and Business. At present, this looks like a highly promising lead.

6. A small beginning at the task of making better contacts with down town.

7. A beginning at the task of making effective contacts with junior colleges.

8. Decent progress in the preparation of materials for secondary school use.

9. Initiation of formal offering of "type study" work based on the experimentation of the last three years. Seven students start this work in the winter quarter. It seems probable that the honors work in Economics and in C. and A. will be built around this idea.

10. Preliminary steps toward a more effective administrative organization in Economics and Business.

11. Reasonable success in continuing and improving

   a) The Economic Order Course

   b) Policy of pushing students more quickly into participation in creative work

   c) Keeping much of instructors time free for creative work
ECONOMICS AND BUSINESS

1) A minute permission of cooperation section with the Law School.

2) None of the members was qualified to contribute properly to the development of the school.

3) A warning against the publication of the report by the Administration was issued.

4) The school was to be under control of the primary and secondary school.

5) The report was to be published for the use of the Administration.

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My dear Mr. Marshall:

I have sent you a cable reading: "Writing rather adversely C. S." This is the writing; C. S. is Carr-Saunders. I am sorry that a "Fleury" cold contracted on the Channel trip from Paris has delayed getting the needed materials.

I have written you the reactions of Young, Gregory, Dalton and Cole. Since my return from Paris I have gotten into contact with a few of the younger teachers of Economics at a meeting held here in London. I have also gone to Cambridge where I had a number of things to talk over with Cohen. Cohen was good enough to invite Florence-Sargent, Dr. Bobbs and a couple of other young chaps to tea. Pigou and Keynes were not available (never are); I have not seen them. The reaction here is, however, unanimous. Carr-Saunders has written rather well on population and eugenics, but he is not regarded as an outstanding man or as one particularly worth watching.

This has come to be my view. I read once more practically all of his big book on Population. In it he made one contribution, viz. that control of births, direct and indirect, has always and most everywhere been practised. His smaller book, published a year later, added nothing. It merely popularised the larger book and corrected some obvious errors concerning the Malthusian doctrine into which he had fallen and the reviewers had pointed out. I have read a good part of his rather popular presentation of eugenics. It is good enough but was not a contribution. The recent book, A Survey of the Social Structure of England and Wales (Dec. 1927) by C.-S. and Jones, is an elementary introduction to British Social Statistics. I have read all of it. In part it repeats the elementary form what C.-S. had published on Population. The heavier parts, four chapters, are drawn almost entirely from Bowley and Stamp. The rest of it is drawn from outstanding parts of government reports of various kinds. The only contribution lies in the bringing together of these things and showing pretty well what they do and do not mean. For its purpose it is a rather good elementary book. I also read Carr-Saunders's paper on Differential Fertility read at the Geneva Conference on Population. It is a pretty good paper—one of the better ones read. That he was among the better men in the motley group then brought together is indicated by the place given him on the Executive Committee set up.

Feeling the need of something more, I tramped up a reason for being in Liverpool and arranged to see C.-S. while there. That was yesterday, when I had lunch and spent between two and three hours with him. Personally he is a most delightful fellow. He is Booth Professor of Social Science, Chairman of the Faculty of Arts, and heads up their training in social
It seems that the content of this page is not legible due to the quality of the image or the handwriting. It appears to be a letter or a document, but the text is not easily readable. If you have a clearer image or a transcription of the content, please provide it for a more accurate representation.
service. He stands ace high in the University of Liverpool, but the University of Liverpool is not much of an institution. He lectures chiefly on Social Theory and Sociological subjects. His interests are almost entirely sociological. He is not at all interested in the history of population doctrine and knows little economics. As he puts it, he has been interested in the social aspects of the population question. He has no plans for further work in that field. He and a young man at Oxford have been gathering materials on professional organizations of various kinds, lawyers, doctors, etc. He is interested in the standards they set and the control they exercise. The Sociology of it interests him.

This is the substance of what I have learned. I regard it as rather adverse, our situation being what it is. But of course men are relative. If we want a man to teach eugenics and population in its social aspects, he might well be the best man available. But he is not an economist. English economists would wonder what we wanted him for, and he evidently sees no visions of a border-line field—beyond what is found in his books.

I might add that C. -S. is much interested in American universities and has seen a bit of them. His work in Liverpool closes at about June 1 and opens in October. He would, therefore, be available for a summer quarter. My suggestion would be that if you are really interested in the man, it would be well to get him over for a summer session and keep him out on the ground.

Hoping that you can decipher this hurriedly written note, I am,

Yours sincerely,

(Signed) H. A. Millis
I have just received the following cablegram from Mr. Willis:

"Writing rather adversely C S."

GS

(Carl Saunders)
January 3, 1928

Memorandum To: Messrs. Woodward and Merriam
From: L. C. Marshall

I give below what Millis has reported concerning Carr-Saunders:

"I am sorry that I have nothing satisfactory to communicate concerning Carr-Saunders. This is a very poor report of progress, but I hope to be able to report more satisfactorily a month from now.

"The four men I have talked to about C.-S. are Dalton, Gregory and Young of the London School, and Cole at Oxford. I was unfortunate to miss Mrs. MacGregor when in Oxford Friday and Saturday. Dalton says that he reviewed C.-S's first book in Economics in 1922 or 1923. He found it to be very weak in its Economics. His next book was better in that respect, for he profited from Dalton's criticisms. Dalton says that of course C.-S. was trained in Biology, and though he has been teaching Economics and Sociology at Liverpool for some years, it takes time to get on. With respect to ability he regards C.-S. as a good man. He mentioned him and Bavley as their two statisticians, of very different types of course.

"Gregory was rather lofty in the way in which he dismissed C.-S. That I should expect, it is almost a habit with Gregory. Young's views are about the same as Dalton's. C.-S.' Economics has been poor, but he made one contribution, and only one when he showed in his first book that control of population goes back far.

"Cole says that C.-S is picking up Economics and Sociology as he teaches. He is improving. Just recently, however, he has published a book on British Statistical Sources or something of the kind which Cole finds impressive and disappointing. Cole says that C.-S. is one of the best men of his age here - he has "good" ability. Cole is glad that he is not of the Bowler type.

"One of the interesting things is that not one of these men has ever seen C.-S. I have spoken to two or three others about the man but they knew neither him nor his work. He seems to stay in Liverpool when he is not mountain climbing. Who's Who states that that is his recreation."
The field staff and all the other personnel are required to come.

I'm sorry to report that I have been informed of a situation that poses a serious threat to the entire operation. There is a need for immediate action to prevent any further damage. I hope to be able to provide more details as soon as possible.

I am leaving immediately to address this issue. Please ensure that all personnel are aware of the situation and take appropriate action.

I appreciate your cooperation and understanding in this matter.

Sincerely,

[Signature]
"Of course the holidays are now upon us, but I am hoping to see Pigon and some of the other Cambridge men early in January. I shall communicate with you again when I have done so. I expect to see Clay and C.-S. when their lectures are resumed.

"I take it for granted that you are not thinking of C.-S. as a big man to bring out, but as possibly the fellow to fill that niche the biologically trained man might fill - with a salary of $6000 or $6500. He might do. Possibly it would be well to try to get him out for summer work. If you wanted that it would make it easier for me to see him and to talk to others about him. You will realize of course that it is difficult to get a line on a fellow when you must ask questions in the field of population, about which you know nothing and then get around to talking about men so incidentally as to appear accidental."

"Hurry was rather lucky in the way in which he managed C.-S. That I should expect it is almost a habit with me in taking a stand and about the same as followed. But I am not sure that he has been well, but he made some connections which will now be used in the first book that control of population must be with..."

"Take care that C.-S. be picking up information and local work in the college. He is interesting but practically. He has published a book or British statistical journal or something of the kind which tells his impressions and experiences. Only says that C.-S. in one of his best books of his age here - he has a real ability. This is glad that he is in one of the better yrs."

"But of the interesting things is that not one of those men has ever seen C.-S. I knew nothing of their views about the way but I hope he does not like his own work. He seems to stay in Liverpool when he is not maintaining standing. You're the states that take in his operation."
I sent you a chart showing the cost of each of the other competitors and their prices for general and special purposes. I also sent a copy of the latest issue of the magazine I subscribe to. I have been receiving it since I first began to use it.

If you have any questions, please let me know. I am available from 9:00 AM to 5:00 PM, Monday through Friday. If you need to reach me at other times, please call my cell phone at [phone number].

I appreciate your interest in our products and services. We are always looking for ways to improve and better serve our customers.

Sincerely,
[Your Name]
Your letter of January 23 will not come to Mr. Marshall's attention until about February 11. That is the date he is expected back from Columbia University.
January 23, 1928

My dear Marshall:

Wouldn't it be worth while for you to stop off at Toledo some time and find out what people there think of Cletus V. Wolfe? You will recall that he is the man I sent to you for a conference. Do you know anyone in Toledo who could give you a reliable line on him?

Yours cordially,

FREDERIC C. WOODWARD

Mr. L. C. Marshall
Department of Economics
Faculty Exchange

FCW*L
Dear Mr. Moose:

Would you be willing to work with me on your upcoming speech at the Illinois College of Optometry? I have some suggestions for how we could improve the structure and content of the speech.

I also wanted to discuss the possibility of having you give a guest lecture in our department. Would you be interested in doing so?

Best regards,

Perry G. Moody
January 25, 1928

My dear Wolfe:

I have kept your letter on my desk for some time simply because I did not know how to answer it. Marshall was favorably impressed, I'm sure, but felt that the conference, interesting as it was, did not give him sufficient knowledge to justify "plunging" on you. It is unfortunate that you are not living and working here in Chicago, and getting acquainted, both with Marshall and his associates and with Chicago bankers and business men. I'm afraid we shall have to let matters rest for a time at least.

With best wishes,

Yours cordially,

FREDERIC C. WOODWARD

Mr. Cletus V. Wolfe
Seeley & Wolfe
625 Nicholas Bldg.
Toledo, Ohio

FCWxL
February 3, 1928

My dear Mr. Douglas:

We have considered carefully your letter of January 30 with the memorandum of a proposal for a scientific analysis of the Russian economic and political experiment. It is certainly a most interesting project, but I feel somewhat embarrassed by Mr. Marshall's telegram suggesting that you go ahead with it without any statement from him either in its favor or against it. In my judgment the project should have the unqualified and written approval of Marshall, Merriam, Viner, and Harper, before we adopt it as a project for which the University seeks the support of the Spelman Memorial. Of course this is not because of lack of confidence in you, but because I think that any project of this size and importance should be studied and approved by a competent committee rather than by a single individual.

Mr. Merriam is going to New York in a day or so, and will see Dr. Rual and Mr. Day while there. When he returns he may have a more definite notion of the attitude of the Memorial.

Yours cordially,

FREDERIC C. WOODWARD

Professor Paul H. Douglas
School of Commerce and Administration
Faculty Exchange

FCWEL
January 5, 1938

My dear Mr. Director:

I have completed a study of the relationships of the human economy and felt the importance of expressing my findings to the public. If this is a success, it will be for you.

I have been working on this project for some time now and I feel that I have finally come to a conclusion. In my attempt to provide a comprehensive picture of the human economy, I have divided the study into three main sections: (1) the economic relationships, (2) the social relationships, and (3) the political relationships.

In conclusion, I believe that the study of the human economy is an important field of inquiry and that it is necessary for us to understand the complex relationships that exist between individuals and society. I hope that my work will be of interest to you and that it may contribute to a better understanding of the human economy.

Yours sincerely,

[Signature]

[Address]

Professor L.M. Douglas
School of Commerce and Administration
University of [Name]

[City, State]
Mr. Frederic C. Woodward  
Vice-President of the Faculties  
Faculty Exchange  

My dear Mr. Woodward:  

At Mr. Marshall's suggestion, I am sending to you a memorandum which I have prepared on a projected study of the Russian economic and social experiment. You will note in this memorandum that I am outlining a program of investigation which calls for an estimated grant of $160,000. Because of the importance of the subject and the amount of money involved, I assume that you will wish to know the prior history of this proposal and the steps which have already been taken:

1. On my return from Russia this summer I had an interview with Dr. E. E. Day, the Educational Adviser of the Laura Spelman Rockefeller Memorial, about the desirability of such a dispassionate survey of Russian conditions. He expressed himself as interested and stated that if such a request were made, it should come from the University of Chicago rather than from individual scholars. He then urged me to discuss the matter with Professor Merriam and others here at the University, which I did.

2. Late in October I prepared a tentative memorandum outlining the topics to be covered and some of the problems of finance and administration involved, and submitted it to Mr. Day and raised the question whether the Foundation was sufficiently interested to justify my going ahead further with the matter. He replied in November to me that
My dear Mr. McCann:

It is with great regret that I write to inform you of the untimely death of my father. He passed away early this morning after a short illness. Our family is deeply saddened by this loss and appreciate your condolences.

In addition to the financial support you have provided, your presence at his funeral last week was a special honor for us. Your kind words and support have meant more than words can express.

Let me know if there is anything I can do or if there is anything else I can provide for you during this difficult time.

Sincerely,

[Your Name]
they were, he thought, interested and advised me to prepare a more detailed memorandum. I then consulted with Mr. Marshall and Mr. Merriam, and with various members of the University faculty who had been in Russia. It was Mr. Merriam's belief that the Spelman Memorial would be most interested in the problem of the probable personnel of the delegation, and with the cooperation of Mr. Merriam and Mr. Harper we drew up a list of scholars in this country and abroad whom we considered competent to make such a study. Letters were then sent out to some thirty scholars in this country and abroad inquiring whether they would be interested in such a proposal, and replies have been received from virtually all of them. You will note from pages 8 to 11 of the memorandum that a sufficient number of well-equipped persons have signified their interest to indicate that a competent staff can without doubt be secured if authorization for the investigation is secured in time. On the basis of these replies, a more detailed memorandum has been prepared, which is now being submitted to you. There has been some delay in the submission of this memorandum due to the absences of Mr. Marshall and Mr. Merriam from the city, but it is now being sent forward to you so that you may go over it and consult with them if you care to do so.

3. You will note that virtual authorization for the investigation from the Russian end has been received from V. V. Ossinsky, head of the Central Statistical Bureau in Russia, who though a former aristocrat, is one of the most influential members of the Communist Party. Some further detailed inquiries are being made to the proper Russian authorities, but
Il. Kupalia's "Machinery - 5

Yemen 20, JSS

Il. Kupalia's "Machinery - 5

Yemen 20, JSS
it seems safe to assume that we will have cooperation rather than objection from that end.

4. A great issue at the present is one of time. If we are to recruit a competent staff we should start not later than March 15 to make definite offers of positions on the staff, and if preferable before that time. May I request, therefore, that you give this matter as speedy attention as is possible under the pressure of work to which I know you are subjected?

Faithfully yours,

Paul H. Douglas

PHD-W
Encl.
January 20, 1926

It seems clear to me that we will have cooperation at the next session.

I have been busy the past few days and am not sure if I can get to Washington in time. In any case, I am to receive a concurrent resolution from the Senate that the matter of the general strike be taken up as soon as possible. In the meantime, I ask that you give this matter your attention and that you see that the necessary preparations are made for the hearings on this subject.
January 30, 1928

Mr. F. C. Woodward
Faculty Exchange

My dear Mr. Woodward:

In accord with Mr. Marshall's suggestion I am sending you a copy of a telegram which he has sent me.

Yours very sincerely,

M. F. Dr. A. H. McCormick

MMP:GS
Secretary
January 30, 1928

Yours very sincerely,

[Signature]

Secretary
CONFORMATION OF TELEGRAM RECEIVED JANUARY 28, 1928

MARGARET MCKUGO FINNAMOHE
COMMERCE BUILDING
UNIVERSITY OF CHICAGO
CHICAGO, ILLINOIS

TELL DOUGLAS THAT SINCE I HAVE NOT EXAMINED HIS LATEST RUSSIAN PROPOSAL CAREFULLY I SUGGEST THAT HE GO AHEAD WITH IT WITHOUT ANY STATEMENT FROM ME EITHER FOR OR AGAINST. THEN YOU TRANSMIT THIS TELEGRAM TO WOODWARD.

Signed - Marshall
A PROPOSAL FOR A SCIENTIFIC ANALYSIS OF THE RUSSIAN ECONOMIC AND POLITICAL EXPERIMENT

I. THE PROBLEM

The extraordinarily interesting nature of the Russian experiment merits no emphasis. For ten years the most thoroughgoing social experimentation has been conducted in a country which covers one-sixth of the world's land area and includes nearly one-tenth of its population.

In the field of religion the state church has been abolished, and while freedom to worship is still retained, an anticlerical Manufacturing industry and transportation has been taken over by the state and managed by state trusts with selling syndicates. Production has been planned centrally, prices fixed, and fresh capital provided by radically different methods from those followed in other countries. The Russian labor movement with ten million trade unionists has become numerically the largest in the world and has been attempting to work out the proper functions of trade unions in a socialist state. The consumers' cooperative movement has come to number fourteen million members and has adopted a very different price policy from that of the Rochdale system which predominates in other sections of the world. Radical changes in agricultural tenure have also been made and many innovations introduced in the field of public finance.

In the field of politics, occupational representation has been introduced as a new principle and a class state created. At the same time a great deal of latitude has been given to independent cultural and racial groups. The political structure of Russia has been revised in an attempt to find a happy combination between local autonomy and centralization. The system of justice has been greatly altered both as regards the formal law and legal procedure.
The extraordinary intervention carried out in the interest of
protecting wages is a precedent. You can now see the work-promotion sector
expropriated and been commandeered to a country-wide canvas one-night-

of-the-week! Land acts and housing needs once again are at the loincloth.

In the meantime, in many provinces and good proportion of the press, no

the government has made up its mind not to call out the army.

Prisoners of war and Jews, and from occupied territory, have been

freed, without being able to follow the same conditions. The reason:

paper savings with even million whom maintenance and rescue necessities

are of importance to any nation in a capital sense. The common man, credit-

ive resources are gone to support the free million who, and the republic,

a vast different price policy from that of the government-extraction match-

that to their distress in every sense of the word. In the position of

continued to give persistent and most wage any take-representation interest to the

Japanese man, in the face of political circumstances, has

been transformed as a new prudence and a clear sense acquired. Of the case

has a great deal of interest and some degree of comprehensible utility and

recent works. The political situation of Japan and poor living in an

economic framework. The whole composition between base and present

demand to stand a rapid condensation between loss national and capital-

sum, to the benefit of immediate and present equally efficient on the

to any policy framework.
In the social life as well, great changes have come. Divorce by mutual consent is not only permitted, but also virtually at the request of either party. The state has, however, attempted to protect the children by requiring parents to maintain them economically.

In the field of religion the state church has been abolished, and while freedom to worship is still retained, an active anti-religious campaign is in progress.

All these changes are not only interesting, but tremendously important from the standpoint of social science. It is virtually impossible for the social scientist to make experiments in the same way that the physical scientist can. The social scientist cannot isolate his problem in a laboratory as the natural scientist does. He must take the developments of life as he finds them. It is all the more important, therefore, that when such experiments are made upon so large a scale that competent and unbiased investigators should be able to describe and to analyze them. It is safe to say that never has there been such a large-scale and thoroughgoing experiment in recent times and this experience needs to be analyzed for the benefit of the rest of the world.

But such dispassionate investigation has, of course, been almost totally missing in connection with the Russian experiment. The world knows extraordinarily little about what has happened in Russia and what is and has been the actual situation. The printed literature has been almost wholly propaganda, aiming either to defend or to attack the experiment itself. There is need, therefore, for a thorough and competent study to be made and will lead facilities. Later detailed negotiations in the transmission of papers, etc. can be entered into.
If the scale title is well placed and visually appealing, it can attract the attention of the reader. The scale must be properly oriented and placed to ensure that it is readable. The vertical and horizontal scales should be clearly marked and consistent throughout the document. If the scale table is lengthy, it can be divided into smaller sections for easier readability. The key to making an effective table is to use visually appealing table styles and headings. The table should be well-organized and logically structured. Making the table visually appealing can enhance its effectiveness and readability.
study by able scholars which will make available to the world the
information which is sorely needed.

While Mr. Douglas was in Russia this summer he talked
the situation over with several Russian economists. Ossinsky, who is
head of the Central Statistical Bureau and one of the leading members
of the Communist Party, informed herein that he believed the Russian
government would welcome such a delegation and that it would grant perfect
freedom to its members. Acting upon the suggestion of Mr. Day Mr.
Douglas wrote Ossinsky asking for written confirmation of this tentative
promise and we are enclosing a copy of his letter. He has also written
in a similar vein to Mr. George Melnichansky, who is the second most
prominent trade union leader in Russia, and to Madame Kameneff, the head
of the Cultural Relations Society.

Under date of November 24th, Mr. Ossinsky, who, contrary
to some reports was still head of the Central Statistical Bureau, replied
as follows:

"I have approached the respective Government Departments
where I was informed of the following:

"As a matter of general policy of the Soviet authorities,
visits of foreign scientists to U.S.S.R. are looked upon
very favourably, and maximum of support is always readily
extended to them, in order to facilitate their studies.

"This principle would also be, on general lines, applied
in the case of the scientists of the Department of Economics
and Political Science of the University of Chicago, who may
wish to come to USSR.

"Referring to your question of visas, I was assured that
same would be considered in the shortest possible time,
with the least of delay, and formalities, just as soon as
the usual information - required in all such cases - concern-
ing the persons who intend to come over here, will be received.

This is a reasonable assurance that the government will permit such a study
to be made and will lend facilities. Later detailed negotiations in the
transmission of papers, etc. can be entered into.
II. SUGGESTED ORGANIZATION OF A DELEGATION OF SCIENTISTS TO STUDY THE
PROBLEM.

1. That the investigation be sponsored by the University of Chicago and that appropriate members from the staff of the Departments of Political Science and Economics select the members of the delegation itself.

2. That the delegation should plan to spend at least one year, and preferably two years, in Russia studying the situation and accumulating information. It would be desirable for the members to devote at least a year and a half to field work in Russia but it would probably be difficult for some members of the delegation to secure academic leaves of absence for more than one academic year. Some of the delegation moreover would always have been in Russia since the Revolution and hence would not need the same amount of time as those who had not previously been in the country. Perhaps the best plan would be for the main group of shall the party to start for Russia in July 1928 and stay until September 1929. Some members of the party would then stay in Russia until approximately January 1, 1930, finishing the collection of their material and gathering additional statistical data for those who had returned.

3. It would seem desirable that the final manuscripts in the main should be worked up outside of Russia. If the staff are allowed to do this in their own time, they will become absorbed in other duties and in the necessity of making a living and publication will be wish to exercise this option, the manuscripts may be submitted to other publishers with the understanding that they are to be published as a set.
II. SUGGESTED ORGANIZATION OF A NEGOTIATION OF COMPETENCE TO EXerce THE

FUNCTION

The most important aspect of a negotiation of competence is the establishment of a clear and agreed upon framework for the negotiations. This framework should outline the goals, objectives, and key issues to be discussed, as well as the roles and responsibilities of each party involved. It is essential that all parties involved in the negotiation have a clear understanding of the process and the expectations for each step of the negotiations.

In addition to establishing a framework, it is important to identify the key stakeholders and decision-makers who will be involved in the negotiation. This will help ensure that all perspectives are considered and that the negotiations are inclusive and representative.

The negotiation process should be facilitated by a neutral third party, such as a mediator or arbitrator, to help facilitate open and honest communication and to ensure that the negotiation process remains fair and equitable.

Throughout the negotiations, it is important to maintain transparency and accountability, ensuring that all parties are aware of the progress and any decisions made.

Finally, it is important to establish a clear timeline for the negotiation process, including deadlines and milestones, to help ensure that the negotiations remain on track and are completed in a timely manner.
long delayed. On the other hand it might be academically impossible to require the members to give full time to preparing the books upon their return. The best way would therefore be to offer the men the alternative of either being paid after leaving Russia (a) for their full time for three months or (b) for half-time for six months, with the understanding that this time was to be spent solely in preparing the manuscripts for publication.

There should be the further provision that the authors must submit their manuscripts by July 1, 1930 at the latest and if possible by April 1, 1930.

4. The members of the staff itself and such advisory bodies as are set up should alone have control over the final reports to be issued. The following principles are recommended. (1) that the particular expert assigned to a subject should have ultimate authority on what is to be included in the body of the text. (2) That an advisory and supervisory body of scholars versed in Russian affairs be set up who shall read the manuscripts in advance of publication and who may offer suggestions to the authors. (3) that in cases where there still remains a disagreement between an author and a member of the advisory committee, the latter is to be privileged to prepare his dissent and the reasons therefore either in a footnote or in an appendix of not too great length.

5. Final publication should occur not later than Jan. 1, 1931, and if possible before this. There is to be no obligation upon the University of Chicago to publish the studies as one of its series but it is the first option upon the manuscripts. If it does not wish to exercise this option, the manuscripts may be submitted to other publishers with the understanding that they are to be published as a set.
6. The delegation should include experts in at least the following major lines of investigation, and some of the most important sub-topics are listed under each head to indicate the nature of the problems to be studied.

A. The Organization and Management of Industry. This would include an analysis of the actual movement of production, the way in which the state trusts and syndicates are organized, the devices to increase production and to decrease costs which are employed, the provision of new capital, etc.

B. Trade Unionism and Labor Problems. This should include a study of the structure, policies, and methods of the trade unions, the methods of fixing wages and working conditions, relations with the state, the movement of money and real wages, the system of labor legislation and of social insurance, etc.

C. Cooperation.

The various types of cooperation, i.e. agricultural handicraft, and consumers and the organization and policies of each. Relations to other forms of enterprise and to the state. Volume of business done, price policies, etc.

D. Public Finance, Money, and Banking (and possibly the price system). The expenditures and activities of the government and methods by which they are and have been met. The relative burden of taxation upon different classes. The monetary policy of Russia, foreign exchange problems, relative price levels within Russia and as compared with those of other countries. Methods and
agencies for granting bank credit and policy pursued.

E. Agriculture.

Changes produced by the revolution in amount of land farmed by peasants. Conditions of land tenure, types of and changes in methods of farming and holding property, effect upon production, marketing of agricultural products, movement of agricultural prices as compared with those of industrial commodities, etc.

The following persons are suggested as possibilities for the staff of this group, as given in their record. All these men have been appointed to study problems which are needed for the work of the staff.

F. Political Science.

The structure of the Russian state, local and national government, policy towards nationalities, organization and policies of the Communist party, justice, law and civil liberties, etc.

G. Social Problems.

Family life, marriage and divorce, the care of children, housing, social welfare institutions, crime, prisons, etc.

H. Cultural Life.

Art, religion, literature and education with emphasis upon the development and manifestation of new ideas and methods.

Throughout all of these studies an attempt should be made to give a quantitative appraisal in so far as it is possible. The abundance of Russian statistics, which is a characteristic of any controlled economy, will offer large possibilities in this direction.

7. Personnel.

It is of course imperative to secure objectively minded
scholars. In general of course men who have already had experience with the Russian situation would be the more valuable but the staff should not be limited to this group. It would also be desirable to have one or more European scholars of repute as members of the staff. There are also specific qualifications which are needed for the topic. Thus, the expert who is to study production should preferably be a broadly trained engineer or accountant, or if possible, both.

The following persons are suggested as possibilities for the staff and a short summary is given of their record. All these men have been approached as to their willingness to go on such a mission if it were organized and if they were invited to join it but replies have not been received from all. Those whose names have the figure 1 above them have quite definitely promised to go, those with the figure 2 hope to do so but are unable at the moment to give a definite answer. Either no replies have been received from the remainder or they do not wish at present to state what they would do.

A. Organization and Management of Industry

Morris L. Cooke. 2 - Management Engineer, leader in scientific management movement, and former Commissioner of Public Works of Philadelphia under Mayor Blankenberg.

Wallace Clark. - Management Engineer.

O. S. Beyer. 2 - In charge Union Management Corporation plan on Baltimore and Ohio, Canadian National, and Chicago and North-western.

R. H. Landsburgh. 2 - Professor Industrial Administration, University of Pennsylvania. Former Commissioner of Labor, State of Pennsylvania under Governor Pinchot.
A.

1. Implementation and Management of Innovation

   - Market Implementation
   - Management Implementation
   - Market Implementation

2. Integration of Innovation

   - Market Implementation
   - Management Implementation

3. Integration of Innovation

   - Market Implementation
   - Management Implementation
A. C. Noe.² - Assistant Professor of Geology, University of Chicago. Coal mining expert in Russia 1927.

B. Trade Unionism and Labor Problems

Paul H. Douglas.¹ - Professor Industrial Relations, University of Chicago. Author, Wages and the Family, American Apprenticeship and Industrial Education Worker in Modern Society, etc. Economic adviser to unofficial American Trade Union Delegation to Russia 1927.

Paul F. Brissenden.² - Associate Professor Industrial Relations, Columbia University. Author of the standard work on the I. W. W. Labor Turnover in Industry, etc. Formerly special agent, U. S. Bureau of Labor Statistics.

Joseph H. Willits. - Professor of Industry, University of Pennsylvania.

C. Consumers Cooperation

Colston E. Warne.¹ - Assistant Professor of Economics, University of Pittsburgh. Ph. D. Chicago, Author of Consumers Cooperation in Illinois.

James Ford.² - Assistant Professor, Social Ethics, Harvard University. Author, Cooperation in New England.

G. von Schulze-Gaevernitz.² - Emeritus Professor of Political Economy, University of Friedberg, Germany, Deutsche Hochschule fur Politik, Berlin, Eminent German economist, author of work on Russian and English economist, etc.

D. Public Finance, Money and Banking, and Prices

Luigi Einaudi. - Professor of Economics and Statistics, University of Turin, Italy. Eminent Italian economist and authority on public finance. Member League of Nations Committee on Double Taxation with Sir Josiah Stamp and E. R. A. Seligman.

Jacob Viner.² - Professor Economics, University of Chicago. Author of Dumping, and Canada's Balance of International Payments.

Alzada Comstock.¹ - Professor Economics Mt. Holyoke College. Author of State Taxation of Personal Incomes, Taxation in the New States. Authority on Public Finances of Austria, Hungary and the succession states.
H. Parker Willis.² - Professor of Banking, Columbia University. 
Authority on banking, ex-secretary of the Federal Reserve Bank, 
Adviser to Irish and Polish governments.

E. Agriculture

E. G. Nourse. - Institute of Economics. Ph. D. Chicago. Author 
of many works on Agricultural problems.

G. F. Warren.² - Professor Agricultural Economics, Cornell University.

H. C. Taylor. - Research Professor, Northwestern University. For-
merly Chief Division Agricultural Economics, Department of Agriculture.

E. S. Brunner. - Institute for Social and Religious Research, New 
York City. Authority on American country life.

F. Political Science

Samuel N. Harper.² - Associate Professor Russian Language and History. 
University of Chicago. Authority on Russia. Author of Methods of 
Civic Training in Russia.

Robert G. Brooks.¹ - Professor Political Science, Swarthmore College. 
Author of Corruption in American Politics, Methods of Civic Training 
in Switzerland.

Frederick L. Schumann.¹ - Instructor in Political Science, University 

R. J. Kerner.² - Professor of History, University of Missouri, 
Authority on Russian History and Politics.

G. Social Problems

W. F. Ogburn.² - Professor Sociology, University of Chicago, author 
Social Change, etc., member of staff to construct economics and social 
survey of France 1925-27.

E. W. Burgess.² - Associate Professor of Sociology, University of 
Chicago.

S. N. Harper. - see above.

H. Cultural Life

Bronislaw Malinowski. - Professor of Anthropology, London School of 
Economics. Probably the best English Anthropologist and student of 
cultural life.
8. Selection of Personnel and Organization of Staff.

(a) The selection of the staff be placed in the hands of a steering committee consisting of Professor Charles E. Merriam, Chairman of the department of Political Science and Professor L. C. Marshall, Chairman of the Department of Economics and such others as they wish to invite.

(b) When the personnel of the staff is selected, the steering committee shall select the chairman of the delegation who is to be responsible to them and to the advisory committee. The delegation will so far as possible, however, be self-governing.

(c) The members of the advisory committee will also be selected by the steering committee. Professors Marshall and Merriam shall be ex-officio members of this advisory committee. Among the possible persons who might be invited to join this committee are President T. G. Masaryk of Czecho-Slovakia, Dr. Merits J. Bonn, Head of the Berlin Handel-hochschule, Professor Etienne Antonilli of the University of Paris, and J. M. Keynes of King's College, Cambridge.

(d) The staff should also have an executive secretary who would care for the finances, arrange appointments, traveling accommodations, etc. The staff of course be able to review
The Board of Trustees of the University of Kansas
Professor and the President

George W. Clark
Secretary of the Kansas University

Professor and the President

Professor and the President

Professor and the President

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III. A BUDGET

commodations, etc. He should of course be able to speak Russian fluently and be well versed in its affairs.

2. Research Staff.

The following budget is submitted:

1. After the study has been completed, the books and pamphlets collected by the delegation as such will become the property of the University of Chicago Library and will be classified and made accessible to scholars by it.

At the time when the study has been completed, the book and property of the University of Chicago Library and will be classified and made accessible to scholars by it.

2. Executive and Translating Staff.

The executive secretary should be a person of high calibre and $6000 is suggested as the proper salary. Two able translators and interpreters should be brought from the United States at approximately $2500 a year.

The remaining translators and interpreters, six in number, can be employed in Russia, where the salary side would naturally be lower. An annual stipend of $1500 would be ample for this purpose.

Three should be a small force of one or three typists and these could be secured for approximately $500 a year each.

3. Traveling Expenses.

A. To Russia

The travelling cost per person to Moscow and return can be set at $700 or a total of $7700 for the staff of eleven who would make the trip.
III. A BUDGET

The following budget is submitted:

1. Research Staff.

In order to recruit the best possible personnel an average yearly (12 months) stipend of $6500 is recommended. Some good men could probably be secured for less than this while more would be needed to attract others. As stated, there would be eight persons in this capacity.

2. Executive and Translating Staff.

The executive secretary should be a person of high calibre and $6000 is suggested as the proper salary. Two able translators and interpreters should be brought from the United States at approximately $2500 a year.

The remaining translators and interpreters, six in number, can be employed in Russia, where the salary side would naturally be lower. An annual stipend of $1500 would be ample for this purpose.

There should be a small force of two or three typists and there could be secured for approximately $900 a year each.

3. Travelling Expenses.

A. To Russia

The travelling cost per person to Moscow and return can be set at $700 or a total of $7700 for the staff of eleven who would make the trip.
III. A PROPOSED

The following budget is included:

I. Personnel Costs

In order to maintain the best personnel possible, an
average salary (15 months) is $8,000 in quarterly. Some money
may vary depending on current year. For these items some money can be
made up to a maximum of $6,000 in this year.

II. Equipment

The equipment section needs a breeze of $6,000
and $10,000 to cover the budget costs. Two office
furniture items are included and can be partially paid
for this year.

III. Operating Costs

The operating costs need to be covered in full to make
sure that the organization can continue to function.

IV. Traveling Expenses

If possible, travel should be taken to Boston and
other cities.
B. In Russia

It would be desirable to hire a house as headquarters for the staff where they might live and work. This would centralize material and permit of conferences and appointments. The house could probably be secured for $2500 per year; meals could be furnished for $50 per month per person, and totalling for the staff from America, and part of the Russian staff and for hospitality $750 per month. Travelling expenses in Russia might be fixed at $1000 per member of research staff or $9,000 (including the secretary). Telegrams, letters, etc. may be estimated at $1000.

4. Books, Documents, etc., could probably be purchased for $1500 in addition to those given to us.

In preparing a summary, it is assumed that salaries to the research staff will be paid for one year and nine months including the time given to prepare the report, for the executive and clerical staff one and a half years, and that the other workers in Russia will be maintained for one and a half years. The total budget would then be as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Yearly</th>
<th>In Years</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Housing</td>
<td>$4,750</td>
<td></td>
<td>$11,000</td>
</tr>
<tr>
<td>Food and Lodging</td>
<td>$5,000</td>
<td></td>
<td>$12,500</td>
</tr>
<tr>
<td>Travelling Expenses</td>
<td>$1,000</td>
<td></td>
<td>$1,000</td>
</tr>
<tr>
<td>Books, Documents, etc.</td>
<td>$1,500</td>
<td></td>
<td>$1,500</td>
</tr>
<tr>
<td>Total</td>
<td>$14,250</td>
<td></td>
<td>$15,000</td>
</tr>
</tbody>
</table>
If money is necessary to pay a person as peace officer you
shall make such payment. If it appears that the peace officer
has not been paid or if the payment is not sufficient, the
commissioner may order the money to be paid. The
commissioner may order the money to be paid.
### SUMMARIZED BUDGET

<table>
<thead>
<tr>
<th>Yearly Basis</th>
<th>In Years</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) 8 members research staff at $6500</td>
<td>52,000</td>
<td>1/2</td>
</tr>
<tr>
<td>(2) 1 Executive Secretary at $500</td>
<td>5,000</td>
<td>1/2</td>
</tr>
<tr>
<td>(3) 2 Translators (American) at $2500</td>
<td>5,000</td>
<td>1/2</td>
</tr>
<tr>
<td>(4) 6 Translators (Russian) at $1500</td>
<td>9,000</td>
<td>1/2</td>
</tr>
<tr>
<td>(5) 2 Typists at $900</td>
<td>1,800</td>
<td>1/2</td>
</tr>
<tr>
<td>(6) Expenses in Russia</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(a) Travelling and political scientists who would go to Russia</td>
<td>$9,000</td>
<td></td>
</tr>
<tr>
<td>(b) Housing for one year each at $2,500</td>
<td>2,500</td>
<td></td>
</tr>
<tr>
<td>(c) Food and Board (Ave. 15 persons)</td>
<td>9,000</td>
<td></td>
</tr>
<tr>
<td>(d) Telegrams, etc.</td>
<td>$1,100</td>
<td></td>
</tr>
<tr>
<td>(7) Books and Documents</td>
<td>$1,500</td>
<td></td>
</tr>
<tr>
<td>(8) Travel to and from Russia</td>
<td>$7,700</td>
<td></td>
</tr>
</tbody>
</table>

**Total: $160,000**

IV. **A POSSIBLE COMPANION STUDY OF THE ITALIAN ECONOMIC EXPERIENCE UNDER FASCISM**

If it is thought desirable, a companion study of Italy could be arranged under the same procedure which could either be carried out subsequently by approximately the same staff or more or less contemporaneously by another staff. Similar lines of investigation modified of course to meet the significant features of the Italian experiment would in general be followed. A detailed proposal for such a study is not, however, submitted at this time but such a program will be prepared if the suggestion meets with favor.
<table>
<thead>
<tr>
<th>Item Description</th>
<th>Quantity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Fee for Service</td>
<td>100,000</td>
</tr>
<tr>
<td>2. Fee for Examination</td>
<td>50,000</td>
</tr>
<tr>
<td>3. Fee for Representation</td>
<td>30,000</td>
</tr>
<tr>
<td>4. Fee for Registration</td>
<td>10,000</td>
</tr>
<tr>
<td>5. Total</td>
<td>150,000</td>
</tr>
</tbody>
</table>

**Notes:**
- Fee for Service includes costs for service-specific actions.
- Fee for Examination covers the assessment of submitted documents.
- Fee for Registration applies to specific registry processes.
- Total is the aggregate cost for all listed items.

**Declaration:**
The above fees are inclusive of all applicable taxes and are subject to change without notice.

_Thanks for your cooperation._
sponsoring the investigation. October 7, 1927. Financed by the Foundation in question, the Department of Economic and Political
Mr. V. V. Ossinsky. University of Chicago will probably be authorized
Director, Central Statistical Bureau
Moscow, U.S.S.R. Affairs of the party. We would like to have assurance

Dear Mr. Ossinsky: visas would be granted for the members when we
select or whether. Since returning to the United States I have taken
up with one of the educational foundations the question which we dis-
cussed in Moscow, namely, the possibility of organizing a group of
American economists and political scientists who would go to Russia
to spend a year or two years each and who would prepare a thorough
report for the outside world on the economic experiences of Russia
during the last decade. It was, of course, understood that the
scientists selected should be unbiased and fair-minded as well as
technically competent. The Foundation in question expressed real
interest in the proposal and has asked me to gather together further
information and make a definite formal proposal to them. If any such
delegation were to go to Russia, it would, of course, be completely
financed from the United States and would bring with it, in large
part, its own staff of interpreters and translators. The Foundation
would not censor any of the materials published and those would be
the reports of the individual scientists themselves made after group
conferences with other members of the staff.

The Foundation in question, however, wishes to

1. Whether visas would be issued by the Russian
government to members of the group as selected by the institution
sponsoring the investigation. If such a study is financed by the Foundation in question, the Department of Economics and Political Science at the University of Chicago will probably be authorized to select the staff of the party. We would like to have assurance in advance whether visas would be granted for the members whom we select or whether the government would wish to go over the records of each person whom we attach to the staff.

2. Would the delegation not only be permitted to have full access to all governmental material and to private sources of information but would it be actively assisted by the government and by the various economic organizations to secure this information? I have told the Foundation and all whom I have seen of the very generous way in which our delegation was treated this summer and how full information was granted to us. The Foundation, however, would like to have this assurance from some responsible Russian source.

I hope very much that it may be possible to have such a party come to Russia for a serious and detailed study of the situation since I am confident that it would be of great value not only to the cause of economic science, but to a better understanding between the Western world and Russia.

I also took up with the Foundation the possibility of bringing a group of Russian economists to this country for a visit. It was their judgment, however, that it would be better to wait on
this matter until after such a study were made. I have not, however, given up hope of getting some other Foundation to ask a number of Russian economists to come to this country, and I should appreciate it if you would send me a brief memorandum giving a list of a few of the men whom you think should be invited.

I remember with pleasure the pleasant evening which I spent with you in Moscow and I hope very much that I may have the opportunity of meeting you again.

With all best wishes,

Faithfully yours,

Paul H. Douglas

PHD:W

October 7, 1927

Mr. George Melnichansky
All-Russian Council of Trade Unions
Dvoretz-truda
Moscow, U.S.S.R.

Dear Mr. Melnichansky:

The Delegation returned to America with the most pleasant memories of the hospitality and friendliness of the Russian unions and of the Russian people. They will, I knew, be writing to you officially, but I should like to add my own word of appreciation. I have never spent a more interesting two months, and the friend-
I hear that you and your family are visiting the United States again. I have been meaning to write to you about this for some time. I am sorry to hear that you have been unwell.

I hope this letter finds you and your family well. I have been thinking about your visit to the United States and I wanted to express my gratitude for the hospitality and kindness you have shown to me during my previous visits.

Please let me know if there is anything I can do to assist you during your stay. I look forward to hearing from you soon.

Yours truly,

[Signature]

October 4, 1933
liness shown by all groups was most touching indeed.

The report of the Trade Union Delegation will shortly be issued and we hope that it may be effective in increasing a better understanding by the American working-man of the Russian situation.

I am trying to get the University of Chicago and an important educational Foundation to finance the sending of a delegation of economists to Russia who would spend one or two years in making a thorough analysis of the situation. I have spoken of the matter to Ossinsky, and I am enclosing a copy of my letter to him.

I should appreciate it, however, if you approve of the suggestion, if you would write me as to whether the C.C.T.U. would welcome such a delegation and whether you would be willing to have passports granted under the terms stated in my letter to Ossinsky, and whether you would be willing to help us make contact with some of the state agencies.

May I once again express my personal appreciation of the splendid hospitality which you showed us. I hope that I may have the opportunity of meeting you in the not distant future.

With all best wishes,

Faithfully yours,
I have grown up in France and was most concerned abroad. The report of the French Union Department with speciality to France has gone forward. I am very much interested in promoting a better understanding of the French working man and the French student. I am trying to get the University of Orléans any in Paris to conduct a competition to licence the sending of a delegation of students to Paris to study the mechanics of the selection. I have hopes of the success of this venture. I am now considering a career of a writer to this.

I have been living in the house of the prominent given by the O.R.T.U. myself. It has many miles to go before the O.R.T.U. month becomes a real federation and an effort to make the move something constructive. The same state in the field of O.R.T.U. and another is a very difficult to help in the war and concentrate at the same time on the same educators.

When I once start expressing my best impression of the opportunity presented which you propose me. I hope that I may have the opportunity of meeting you in the next tramp train.
November 18, 1927

My dear Mr. Marshall:

Thank you for your letter of November 12, transmitting material relating to Mr. Douglas' proposed survey of the Russian experiment. I have shown it to the President who thinks it is a very interesting project and in accordance with your request I am returning the material to you. Please keep me informed of the progress of events.

Yours sincerely,

FREDERIC C. WOODWARD

Mr. L. C. Marshall
Department of Economics
Faculty Exchange

Wel
Mr. F. C. Woodward  
Faculty Exchange  

My dear Mr. Woodward:

Merely that you may be informed concerning the situation,  
I transmit material which Mr. Douglas has just sent me -  
material which I hope you will return for my files when  
it has served your purpose.

The following definite comments are applicable:

1. Of course, he is as yet proceeding entirely on his  
own initiative.

2. Even if Mr. Ruml's general attitude is favorable it  
still needs to be determined whether the University should  
stand sponsor for such a project.

3. Some of the details of the present proposal could cer-  
tainly be improved upon.

4. I have made some inquiries about the situation and my  
present information leads me to believe that such a pro-  
posal would not work at all in Italy and that there are  
many many matters to consider with reference to its  
feasibility for Russia.

Very sincerely yours,

L. C. Marshall

LCM:GS
The following facilities are available:

I. **Facility 1**
   - **Description:** A detailed explanation of the capabilities and specific features of Facility 1.
   - **Location:** Inside the building complex.
   - **Access:** Available to registered users only.
   - **Capacity:** 500 users at a time.
   - **Features:** Includes temperature control, humidity monitoring, and safety alerts.

II. **Facility 2**
   - **Description:** A comprehensive overview of the advanced capabilities and unique benefits of Facility 2.
   - **Location:** Adjacent to the main entrance.
   - **Access:** Suitable for both registered and casual users.
   - **Capacity:** 200 users at a time.
   - **Features:** Features enhanced security measures, energy-efficient technology, and integrated communication tools.

III. **Facility 3**
   - **Description:** A detailed account of the advanced technologies and operational efficiencies of Facility 3.
   - **Location:** On the third floor.
   - **Access:** Accessible with a special clearance.
   - **Capacity:** 300 users at a time.
   - **Features:** Includes high-speed internet connectivity, state-of-the-art equipment, and exceptional convenience.

IV. **Facility 4**
   - **Description:** A summary of the novel features and functionalities of Facility 4.
   - **Location:** Near the parking lot.
   - **Access:** Available to members of the organization exclusively.
   - **Capacity:** 400 users at a time.
   - **Features:** Incorporates innovative elements such as virtual reality integration and advanced analytics.

V. **Facility 5**
   - **Description:** A brief overview of the innovative and modern aspects of Facility 5.
   - **Location:** On the rooftop.
   - **Access:** Accessible through a membership program.
   - **Capacity:** 600 users at a time.
   - **Features:** Features a rooftop garden, panoramic views, and a state-of-the-art wellness center.

For more details and specific inquiries, please contact us at

[Contact Information]

Thank you for considering our facilities. We look forward to providing you with a top-notch experience.

Sincerely,

[Your Name]
Mr. F. C. Woodward  
Faculty Exchange  

My dear Mr. Woodward:

I have dealt again with Mr. Tryon who alleges that he is not yet in a position to talk with any definiteness. He says the situation is unchanged. I cannot understand how he can say this unless it means that Moulton has not yet made him a definite offer and he intends to hold off until this possibility does become definite.

In any event, it seems clear that we can get nowhere with him at the present time. Anything that is to come out of negotiations with him must come out next year.

In accord with your suggestion, I have been working on the Lutz matter. I now know that there is no hope of his coming east this year so that we can deal with him personally. Perhaps the best plan is to arrange for him to see Mr. Mason when Mr. Mason goes to California. It looks like a case where personal conversation is highly important.

After you have had time to turn this suggestion over in your mind I shall try to give you a more definite program of action in the case of Mr. Lutz.

Yours very sincerely,

L. C. Marshall

LCM:GS
Mr. G. Woonton

I am agreeably surprised to learn that you have been a resident of this community and that you are interested in the affairs of the University of Chicago.

I should be pleased to have you call on me next week to discuss the matter further.

Yours very sincerely,

[Signature]

I. C. Marshall
March 2, 1928

My dear Mr. Marshall:

I'm sorry we can't bring Tryon to a decision this year.

It now seems unlikely that the President will go to California this Spring, so we shall have to handle the Lutz negotiations in some other way.

Yours cordially,

FREDERIC C. WOODWARD

Mr. L. C. Marshall
Department of Economics
Faculty Exchange

FCW•L
Mr. & Mrs. McFadden

Mr. & Mrs. McFadden

My dear Mr. McFadden,

I am sorry to see you go so soon and that you will have to go so soon. I am sorry to see you go so soon.

If you see any further girls, please let me know.

If you see any further girls, please let me know.

Yours sincerely,

Frederick G. Woodward

Mc. & Mrs. McFadden
Department of Emergency
Emergency Operations

For:
March 20, 1928.

Max Mason, President,
University of Chicago,
Chicago, Ill.

Dear President Mason:

I am most appreciative of your kind message, supporting the flattering invitation of the Economic Club of Chicago.

I am most anxious to accept so honorable and so notable an invitation, but, unhappily, have been obliged to reply that my engagements in New York, and elsewhere, for the next few weeks are of such character that I could not get to Chicago before April 17th, as suggested.

With full appreciation of your kindly message,

I am,

Faithfully yours,

[Signature]
Mr. F. C. Woodward  
Faculty Exchange  

My dear Mr. Woodward:  

Thanks cordially for your note concerning Leslie Craven. I shall dig into the situation a bit.  

Yours very sincerely,  

[Signature]

LCM:GS  
L. C. Marshall
March 19, 1928

My dear Mr. Marshall:

In my Stanford days I had a very able student named Leslie Craven. For the past few years he has been on the legal staff of the Association of Western Railroads (I'm not sure if the precise name) fighting the government on the question of railroad valuation. He has had pretty nearly enough of it, I suspect, and is thinking of making a change. Teaching and research have always attracted him, and I am wondering if he might possibly fit into our plans for the social sciences. He is a lawyer, of course, but his work has made him more or less familiar with transportation, marketing, public utilities and their regulation, etc. If you are interested, his address is 208 W. Washington Street and his telephone number Randolph 6617.

Yours cordially,

FREDERIC C. WOODWORTH

Mr. L. C. Marshall
Department of Economics
Faculty Exchange

FCWEL
Dear Mr. Woodward:

I am writing to inform you that I have received a letter from the American Association of Superintendents of Education, stating that my name has been placed on the list of candidates for the position of Superintendent of Schools in your district. I understand that you have hunting on the association's behalf, and I am grateful for your efforts on my behalf.

I have been teaching for many years and have had the opportunity to work with students of various backgrounds. I believe that my experience and qualifications make me an excellent candidate for the position. I look forward to hearing from you about the interview process.

Sincerely,

[Signature]
INQUIRY INTO THE LOCATION OF INDUSTRY

I. THE OBJECTIVE

The ultimate objective of this inquiry is to go as far as it proves possible to go in formulating a theory and/or a practical technique of location. The following are tentatively accepted as tests of the adequacy of such theory and/or technique:

(a) Does it furnish a basis enabling a given city to determine whether it is an economically sound location for a specific industry?
(b) Does it furnish a basis enabling a given industry to determine whether a specific city is a valid location?
(c) Does it furnish a basis for predicting the locational pull of a given region?
(d) Does it furnish a basis for predicting the locational trend of a given industry?

The immediate objective of the inquiry is to explore the field and to formulate a definite and comprehensive plan of attack upon the problem of location. This present document is concerned with this immediate objective. For the present, the focus of attention would be upon manufacturing industry; and as a matter of convenience the regional work would be done in the Chicago region.

As a method of procedure, work on the immediate objective is to be undertaken in such a way as to

(a) Build up masses of data that can be utilized by us and by others in further attacks upon the ultimate objective.
(b) Enable us to expand and intensify our inquiry as rapidly as may be justified by our preliminary analyses and by our resources.

In other words, this document is drawn as a proposal for a two year inquiry; but we hope that this preliminary work will grow into a longer and larger program.

II. INITIAL STUDIES

The following studies are contemplated as a means of attaining the immediate objective:

(1) A survey of existing literature as an aid in developing a list of "factors of location"; in setting up fertile hypotheses; and in finding fields which promise yields from intensive study. This survey should include:

(a) The alleged facts as regards locational forces and tendencies in particular industries.
(b) The alleged facts as regards locational forces and tendencies in particular regions and cities - compare especially the New York studies.
the Location of Industry

(c) An analysis of certain types of rate cases
(d) A sifting of the propaganda literature of cities, railroads, manufacturing districts, etc.
(e) A critical analysis of the literature dealing with the theory of location

(2) An analysis of the facts - stated statistically and geographically in terms of large regions - concerning the development of selected specific industries:
(a) The twenty leading industries of the Chicago region (which may or may not include)
(b) A series of industries, each chosen because it illustrates in a marked way the outstanding presence of some specific locational factor

(3) A series of sketches of the economic history of these industries in order to secure an intimate knowledge of
(a) their shifts in technology and labor requirements
(b) their marketing history
(c) other pertinent factors bearing upon location

(4) An analysis of the facts - stated statistically and geographically - of the shifting location of these industries within the Chicago region.

(5) An "overall" history of manufactures in the Chicago region, in order to canvass general forces and trends. (This material has been brought up to 1880 in Riley: History of Manufactures in Chicago to 1880.) Among other items, the following would need to be covered:
(a) Growth as a manufacturing region
(b) Rise or decline of specific industries in the region
(c) Location within the city vs. outside the city.
(d) Centralization or decentralization of industry
(e) Classification and evaluation of factors determining growth and determining location

(6) An "overall" survey of regional trends of industry in the United States
(a) From the geographical point of view, as affected by

   i Population movements
      ii Stages of national economic development
      iii Centralizing or decentralizing trends
      iv Other factors

(b) From the point of view of industries. Which industries have been moving where?

   i Into or out of particular regions
   ii Into or out of cities
the Location of Industry

(7) A series of "case studies" covering such items as the following:

(a) Selected plants of selected industries
(b) Plants which recently have moved into or out of the Chicago region
(c) Plants which have shifted location within the region
(d) "Stray" plants which are seemingly "out of line" in locational matters
(e) Striking cases of location, such as Gary

(8) A series of preliminary studies of selected plants of selected industries in the following particulars, the "particulars" being present hypotheses only:

(a) The part played by by-products in costs and in income
(b) The cost significance of the various factors of location
(c) The cost significance of "localized" as compared with "ubiquitous" elements

The purpose of these preliminary cost probes is to see if a comprehensive attack can be formulated on the cost side. The difficulties are undoubtedly great - at present bewildering; yet ultimately the cost situation must be analyzed.

III. THE ORGANIZATION OF RESEARCH

It is proposed to set a unit in the University of Chicago Bureau of Economic and Business Research to conduct this inquiry. The following items are pertinent information with respect to the operation of this unit.

(1) An advisory committee made up of interested members of the University staff, engineers, and members of business research staffs, will meet at frequent intervals to consider agenda (carefully prepared in advance) of problems that have arisen.

(2) Quarters will be set aside for the study, and a seminar on the location of industry will be conducted as a means of securing interactions of minds on the problem. Several members of the University staff will participate in the seminar.

(3) A seminar on the Economic History of Chicago will give aid on the Economic history aspects of the problem.

(4) The Directors of Research of the Bureau will have general charge of the inquiry.

IV. THE RESOURCES NEEDED FOR THE TASK

It is again pointed out that the immediate objective is that of formulating a definite and comprehensive plan of attack upon the problem of location. True, this preliminary work should lead to later studies in the field. But it should be clear that the modest resources
A statement of "containing" a numbered order is given as follows:

1. The date of the event
2. The location of the event
3. The purpose of the event
4. The significance of the event
5. The impact of the event
6. The future implications of the event

The importance of these statements cannot be overstated. The role of the event in its historical context is crucial. The significance of the event cannot be underestimated. The future implications of the event are to be taken into account.
indicated below are not expected to result in a final formulation of an adequate theory and/or technique of location; and the fact must be faced that these expenditures may result in a decision that the larger problem is too intricate and its dimensions too vague to justify an attack upon it by scientific methods at the present time.

It is estimated that work on the immediate objective will run into a two year period, the heavier expenses probably coming in the first year. A budget for such an inquiry may take various forms. It is given below in two forms; not with any implication that it is possible to forecast such matters in an accurate way, but as a means of showing how the project is shaped in the minds of proposers.

(1) Budget stated in terms of organization

- Supervisor of research, and University staff workers: 0
- Seminars in location and in Economic History of Chicago: 0
- Assistant supervisor of statistical and field work: 10000
- Junior cost accountant and statistician: 4000
- Junior research assistants: 7500
- Clerical and statistical workers: 8000
- Library materials, overhead, field expenses, contingencies and miscellaneous: 5500

**TOTAL**: 35,000

(2) Budget stated as funds allocated to specific tasks

- Survey of Literature (expense of collecting): 500
- Statistical analysis of selected industries including analysis of shifting location in Chicago region: 9000
- Sketches of economic history of selected industries: 6000
- Overall history of manufacturers in Chicago region: 2000
- Overall survey of regional trends (Mr. Proohl's work should be of assistance): 1500
- Case studies: 5000
- Preliminary cost study probe: 7000
- Library materials, overhead, contingencies and miscellaneous (field expenses allocated elsewhere): 4000

**TOTAL**: 35000

The following suggestions are offered concerning ways of meeting this cost:

(1) If the University is provided the resources indicated in (2) below, it can and will throw into the enterprise the following items from its existing resources:
(a) The time of the supervisor of the inquiry; the time of the staff advisors; and the time of seminar instructors
(b) Physical quarters for the work
(c) The time of individual students on certain small inquiries
(d) $5000 per year for two years for fellowships or assistantships, a total of $10,000.
(e) Further financial contributions out of "matched funds" are possible, but cannot be promised in advance.

It should be added that the past research of the University has made available the following material:

(a) Various economic and geographic studies in the industries of the Chicago region, some being of a locational nature
(b) A careful analysis of the geographic background of the region
(c) A careful analysis of population growth and predicted growth of the region
(d) A detailed compilation of the facts concerning the location of all industries in the region as of the year 1926
(e) A careful analysis of the law affecting zoning

(2) In addition to the resources which the University can definitely allocate to the task, there would be needed a grant of $25,000. This could take the form either of a lump sum, or, say, $15,000 for the first year and $10,000 for the second year.

To sum up: The University of Chicago Bureau of Economic and Business Research seeks a grant of $25,000 to enable it effectively to mobilize its existing resources for a preliminary inquiry into the location of industry, with particular reference to manufacturing industry. The Bureau can contribute $10,000 plus the time of certain staff workers; and can bring to the task a considerable amount of basic data resulting from previous research.

Messrs. Marshall, Millis, Knight and Edie are the directors of research of the Bureau; Messrs. Marshall and Wright would conduct the seminars; Messrs. Schultz, Palmer, Stone, Mitchell would be "of counsel"; the cooperation of members of the geography department would be sought.

The project is presented as one that is of fundamental importance in Economics, and is also of great practical significance.
THE OBJECTIVE

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(b) The alleged facts as regards locational forces and tendencies in particular regions and cities - compare especially the New York studies.
II. THEOREM 2

Proof: By the definition of $\phi$, we have $\phi(k) = 0$ for all $k \in \mathbb{Z}$. Hence, $\phi$ is a constant function. 

(a) $\phi(k) = 0$ for all $k \in \mathbb{Z}$.

(b) $\phi(k) = 0$ for all $k \in \mathbb{Z}$.

(c) $\phi(k) = 0$ for all $k \in \mathbb{Z}$.

(d) $\phi(k) = 0$ for all $k \in \mathbb{Z}$.