Mr. D. H. Stevens,
President's Office,
University of Chicago.

Dear Mr. Stevens:

Miss Zelda Robbins of the Political Science Club and of the campus branch of the League of Women Voters has spoken to me about securing Mandel Hall for a candidate's meeting at 8:30 p.m. on October 23rd. I believe this would be an excellent way of informing the students of the issues in the coming election. The speakers at the meeting will, of course, represent both of the large political parties. I hope that the hall can be secured for this date.

Very truly yours,

Jerome G. Kerwin

JGK:RW
Dear Mr. President,

I am writing to express my appreciation for the opportunity to contribute to the University of Chicago. I have been working on a project that I believe could be of interest to the University.

I will be available to discuss my project further at the University's meeting on October 30th at 8:30 a.m. I look forward to hearing your thoughts on the project.

Thank you for your time and consideration.

Sincerely yours,

[Signature]

Dean O. Karmo
My dear Mr. Dixon:

Upon returning from my vacation, I find on my desk your letter of August 24. I need hardly say that we are all deeply disappointed to learn that you feel that you can not accept a position on the staff of our Department of Political Science. I appreciate your feelings, however, and wish to thank you for your very kind and considerate letter.

I sincerely hope that we may some day be able to avail ourselves of your offer to cooperate with us in the police field.

With best wishes

Yours cordially,

FREDERIC WOODWARD

FW:K

Acting President

Mr. A. L. Dixon
Home Office, Whitehall
London S. W. 1, England
Mr. A. L. Dixon
Home Office, Washington

Dear Mr. Dixon,

As you may be aware, I have been in correspondence with the Justice Department of Political Science regarding the possibility of your joining our faculty. I am writing to express my appreciation of your willingness to cooperate with us in the police force.

With best wishes,

Yours cordially,

Frederic Woodward

Acting President
HOME OFFICE,
WHITEHALL,
S.W. 1.

24th August 1928.

Dear Vice President Woodward,

Professor White duly handed me your letter dated 18th June. I have discussed it with him more than once and have naturally given it full consideration.

Of course, I appreciate most highly the invitation and the cordial way in which you extend it to me. In many ways the work you invite me to undertake attracts me immensely. I have from the first been fascinated by the problem you have before you, and I should feel it a great privilege to be able to join the University in an attack upon it.

On the other hand, I have my work at the Home Office and in the police sphere here; I am rooted in it pretty deeply: a good deal has been done in the last ten years, but there is plenty still on hand, and it would be a great wrench to give it up just now.

There are, of course, other considerations. For one thing, in spite of all assurances to the contrary, I feel some doubt whether it would be possible for an Englishman, and/
HOME OFFICE

WTRSRH

1 W.T.

Seph. August 1928.

Dear Mr. President, Wyoming,

I have received with great
care your letter of August 10th,

and I am pleased to hear

that you have decided to

accept my resignation. I

have always felt that

my position was

uncomfortable, and I

am bound to say that

the recent events have

increased my
difficulties. I

shall


continue to do my best to

carry out the

university's

objectives,

and I

hope that

you will

find a

suitable

replacement.

With

regards,

Harry

Smith,

Secretary

of the

University.
and for me, in particular, satisfactorily to fill the position you indicate, and I cannot altogether disregard the financial aspect of the proposition and the sacrifice of any position and prospects I may have in our Service here.

Taking all these things into consideration I have come to the conclusion, though with many feelings of regret, that I cannot accept the position you offer me. I should be extremely sorry if this decision should check in any serious degree the execution of the programme the University have in view, for, as I have said, your problem has made a great appeal to me from my first contact with it through Professor White. I only hope that you will soon find someone more competent than I to give you the assistance you indicate, and I cannot feel that that will be very difficult or hold you up for very long.

I wish again to thank you most sincerely for all you say in your letter, following as it does on the great kindness and consideration I received from everyone when I was at the University, and to assure you that if there should ever be an opportunity for me, while still engaged in my work here, to co-operate in any way with the work
I am very glad to have this opportunity to speak to you. It is a pleasure to be here today and to have the opportunity to share my thoughts with you. I believe that education is a critical component of any successful society. It is through education that we can build a better future for ourselves and for our children. It is through education that we can learn to value diversity and to respect the opinions of others.

In my opinion, it is essential that we provide our young people with the best possible education. This means providing them with the tools they need to succeed in life. It means providing them with the resources they need to develop their full potential. It means providing them with the support they need to achieve their goals.

I believe that we have a responsibility to ensure that every child has the opportunity to receive a good education. This is not only a matter of fairness, but it is also a matter of common sense. A well-educated society is a stronger society. A well-educated society is more likely to be successful in the long term.

In conclusion, I would like to say that I am very grateful for the opportunity to speak to you today. I hope that my remarks have been helpful and that they have inspired you to consider the importance of education in our lives. Thank you.
in the police field you contemplate at the University, it would be a great pleasure to me to do anything I can.

Yours very sincerely,

Vice President
Frederic Woodward,
University of Chicago,
CHICAGO.
June 18, 1928

My dear Mr. White:

Inclosed please find the letter to Mr. Dixon, which I failed to get off in time to catch you at Hoboken.

I hope you have a pleasant voyage, and wish you a good summer.

Yours cordially,

FREDERIC WOODWARD

Mr. L. D. White
c/o American Express Co.
6 Haymokket
London, England

FWeL
Hi again Mr. Smith,

I received pleasure from the letter to Mr. Brown.

When I return to the ol' place to work you out

I hope you have a pleasant vacation and wish you a

Good Summer.

Yours faithfully,

FREDERICK MOONWALKER

---

Mr. J. B. wrist
O'Leary American Express Co.
6 Broadway
London, England

[Signature]
June 18, 1928

My dear Mr. Dixon:

You will recall from your recent visit to America that the University of Chicago is vitally interested in a comprehensive program for the study and improvement of American police methods. Your series of lectures was in fact the first step in the development of our plans.

We would like to add to our staff in a permanent capacity a competent police expert under whose guidance and direction the University's contribution would be made. You know that in accordance with your advice we invited Chief August Vollmer of Berkeley, California, to join us in this undertaking, but he finally decided to continue his active work as chief of police.

Obviously the University cannot proceed without the cooperation of such a man as Chief Vollmer, who combines intimate knowledge of police work with the necessary prestige among police officers. We are convinced that you combine these essential qualities in a rare degree, and believe that our program could proceed without delay and with every prospect of success if you would consent to place your services at the command of the University.

On behalf of the University, I therefore invite you, subject to the formal approval of our Board of Trustees, to become Professor in Police Administration at the University of Chicago, on a permanent appointment, your work to commence if possible on October 1, 1928. We are prepared to offer an annual salary of $7500 for the customary three academic quarters including nine months from October to June. It is understood that expenses incurred in connection with the research and other phases of your work would be met from special research funds at the disposal of the University.

The general nature of the work to be done you are familiar with. We would like a minimum amount of lecturing to graduate University classes on police administration; the subject matter of the lectures would develop naturally from quarter to quarter, and would be relatively informal.
June 6, 1958

My dear Mr. Jones,

You will recall from your recent trip to America that the
university of Oxford is actively interested in a commer-
cial outlet for your goods and services. There is a
strong market for high-quality goods and services in
the United States, and we believe that your company
has a product that could be very successful in this
market.

We would like to offer you an opportunity to
export your goods to the United States. We believe
that the American market is a promising one for
your company. We have made arrangements to
cope with the necessary documentation and
bureaucracy involved in exporting your goods.

If you are interested in learning more about
the opportunity, please contact me at your
convenience. I look forward to hearing from
you again.

Sincerely yours,

[Signature]
Mr. A. L. Dixon  
June 18, 1928  
Page two

In addition we wish to undertake specific investigations of different phases of American police administration from time to time. We now contemplate, for instance, a study in the recruitment of police, and in due course of time we would like to explore all significant aspects of police work on a national and international scale.

Growing out of this type of work there would be a certain amount of conference and consultation with active police officials and police authorities at their invitation, the purpose of which would be to advise concerning the best police practice, and to aid in installing such practice.

You are aware that the interest in such types of work is rapidly growing in America, and it seems certain that a national agency will be established in New York City for such studies. The vast distances in the United States make it seem likely that three or four such centers will develop, each co-operating with the others. Certainly the problem is sufficiently great and sufficiently difficult to warrant all the thought and attention which can be given to it in the next two decades.

We very sincerely hope that the magnitude of the undertaking to which we have set ourselves may combine with the traditional English willingness to go forth to other lands to assist in organizing their public affairs and with your eminent qualifications for the task, to lead you to give favorable consideration to our proposal.

Please be good enough to trust this as confidential until the matter is settled.

Sincerely yours,

FREDERIC WOODWARD

Acting President

---

Mr. A. L. Dixon  
Assistant Secretary of State  
Whitehall, London, England

P·W·L
In addition to making the best possible presentation of the different phases of the political activity of the community, we now contemplate the formation of a
such as the N.E.W.I. (National Education Workers' Institute) and the N.E.P.I. (National Education and Political Institute) which will have a
newly formed organization of office workers in the same lines of action.

This is a movement to explore the political activity of office workers
and facilitate their involvement in the same.

Office workers are encouraged to join in these activities as possible.

You can never quite understand a man's activity until you become a part of it and understand him. Therefore, we see the necessity for an active
organization with a clear objective to represent the interests of office workers. The New York office will be the focal point for this.

The New York office to the United States and Canada, if possible, will be established.

The New York office will be housed at the New York office, with office workers from all parts of the country.

Any announcements or news can be read in the New York office, and

In seeking to bring together to various activities, we will be conducting

Sincerely yours,

THEODORE WOODWARD

Executive Secretary


defend

WE ARE IN DIXIE

A. L. COOPER AND TERM

AFL-CIO, I. W. W.
Send the following message, subject to the terms on back hereof, which are hereby agreed to

June 18, 1928

Mr. Leonard D. White

c/o U. S. Lines, S. S. George Washington

Sailing June 19

Pier 4, Hoboken, N. J.

WILL SEND DIXON LETTER TO YOUR LONDON ADDRESS.

Frederic Woodward
ALL MESSAGES TAKEN BY THIS COMPANY ARE SUBJECT TO THE FOLLOWING TERMS:

To guard against mistakes or delays, the sender of a message should order it repeated, that is, telegraphed back to the originating office for comparison. For this, one-half the unrepeatable message rate is charged in addition. Unless otherwise indicated on its face, this is an unrepeatable message and paid for as such. In consideration whereof it is agreed between the sender of the message and this company as follows:

1. The company shall not be liable for mistakes or delays in the transmission or delivery, or for non-delivery, of any message received for transmission at the unrepeatable-message rate beyond the sum of five hundred dollars; nor for mistakes or delays in the transmission or delivery, or for non-delivery, of any message received for transmission at the repeated-message rate beyond the sum of five thousand dollars, unless specially valued; nor in any case for delays arising from unavoidable interruption in the working of its lines; nor for errors in cipher or obscure messages.

2. In any event the company shall not be liable for damages for mistakes or delays in the transmission or delivery, or for non-delivery, of any message, whether caused by the negligence of its servants or otherwise, beyond the sum of five thousand dollars, at which amount each message is deemed to be valued, unless a greater value is stated in writing by the sender thereof at the time the message is tendered for transmission, and unless the repeated-message rate is paid or agreed to be paid, and an additional charge equal to one-hundredth of one percent of the amount by which such valuation shall exceed five thousand dollars, is filed with the company for transmission.

3. The company is hereby made the agent of the sender, without liability, to forward this message over the lines of any other company when necessary to reach its destination. Domestic messages and incoming cable messages will be delivered free within one-half mile of the company's office in towns of 5,000 population or less, and within one mile of such office in other cities or towns. Beyond these limits the company does not undertake to make delivery, but will, without liability, at the sender's request, as his agent and at his expense, endeavor to contract for such delivery at a reasonable price.

4. No responsibility attaches to this company concerning messages until the same are accepted at one of its transmitting offices; and if a message is sent to such office by one of the company's messengers, he acts for that purpose as the agent of the sender.

5. The company will not be liable for damages or statutory penalties in any case where the claim is not presented in writing within sixty days after the message is filed with the company for transmission.

6. It is agreed that in any action by the company to recover the tolls for any message the prompt and correct transmission and delivery thereof shall be presumed, subject to rebuttal by competent evidence.

7. It is agreed that the company does not undertake that a Day Letter shall be delivered on the morning of the ensuing business day.

8. Special terms governing the transmission of messages according to their classes, as enumerated below, shall apply to messages in each of such respective classes in addition to all the foregoing terms.

9. No employee of the company is authorized to vary the foregoing. SPECIAL TERMS APPLYING TO DAY LETTERS:

In further consideration of the reduced rates for this special Day Letter service, the following special terms in addition to those enumerated above are hereby agreed to:

a. Day Letters may be forwarded by the Telegraph Company as a deferred service and the transmission and delivery of such Day Letters is, in all respects, subordinate to the priority of transmission and delivery of regular telegram rates. This Day Letter is received subject to the express understanding and agreement that the Company does not undertake that a Day Letter shall be delivered on the day of its date absolutely, and at all events but that the Company's obligations in this respect is subject to the condition that there shall remain sufficient time for the transmission and delivery of such Day Letter on the day of its date during regular office hours, subject to the priority of the transmission of regular telegrams under the conditions named above.

No employee of the Company is authorized to vary the foregoing.

A deferred day service at rates lower than the standard telegram rates as follows: The standard telegram rate for 10 words shall be charged for the transmission of 50 words or less, and one-fifth of such standard telegram rate for 10 words or less for each additional 10 words or less.

SPECIAL TERMS APPLYING TO NIGHT LETTERS:

In further consideration of the reduced rates for this special Night Letter service, the following special terms in addition to those enumerated above are hereby agreed to:

a. Night Letters may at the option of the Telegraph Company be mailed at destination to the addressees, and the Company shall be deemed to have discharged its obligation in such cases with respect to delivery by mailing such night messages at destination postpaid.

b. No employee of the Company is authorized to vary the foregoing.

A full-rate expedited service.

NIGHT MESSAGES

Accepted up to 2:00 A.M. at reduced rates to be sent during the night and delivered not earlier than the morning of the ensuing business day.

Night Messages may at the option of the Telegraph Company be mailed at destination to the addressees, and the Company shall be deemed to have discharged its obligation in such cases with respect to delivery by mailing such night messages at destination postpaid.

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No employee of the Company is authorized to vary the foregoing.

FULL RATE CABLES

An expedited service throughout. Code language permitted.

DEFERRED HALF-RATE CABLES

Half-rate messages are subject to being deferred in favor of full rate messages for not exceeding 24 hours. Must be in language of country of origin or of destination, or in French. This class of service is in effect with most European countries and with various other countries throughout the world. Full particulars supplied on application at any Western Union Office.

CABLE LETTERS

For plain-language communications. The language of the country of destination may be employed, if the Cable Letter service is in operation to that country. Subject to delivery at the convenience of the Company within 24 hours if telegraphic delivery is selected. Delivery by mail beyond London will be made if a full mailing address is given and the words "Post London" are written after the destination. Rate is approximately one-third of the full rate; minimum 20 words.

WEEK-END LETTERS

Similar to Cable Letters except that they are accepted up to midnight Saturday for delivery Monday morning, if telegraphic delivery is selected. Rate is approximately one-quarter of the full rate; minimum 20 words.
The University of Chicago
Department of Political Science

June 12, 1928

Mr. A. L. Dixon
Assistant Secretary of State
Whitehall, London, England

Dear Mr. Dixon:

You will recall from your recent visit to America that the University of Chicago is vitally interested in a comprehensive program for the study and improvement of American police methods. Your series of lectures was in fact the first step in the development of our plans.

We would like to add to our staff in a permanent capacity a competent police expert under whose guidance and direction the University’s contribution would be made. You know that in accordance with your advice we invited Chief August Vollmer of Berkeley, California, to join us in this undertaking, but he finally decided to continue his active work as chief of police.

Obviously the University cannot proceed without the cooperation of such a man as Chief Vollmer, who combines intimate knowledge of police work with the necessary prestige among police officers. We are convinced that you combine these essential qualities in a rare degree, and believe that our program could proceed without delay and with every prospect of success if you would consent to place your services at the command of the University.

On behalf of the University, I therefore invite you to become Research Professor in Police Administration at the University of Chicago, on a permanent appointment, your work to commence if possible on October 1, 1928. We are prepared to offer an annual salary of $7500 for the customary three academic quarters including nine months from October to June. It is understood that expenses incurred in connection with the research and other phases of your work would be met from special research funds at the disposal of the University.

The general nature of the work to be done you are familiar with. We would like a minimum amount of lecturing to graduate University classes on police administration; the subject matter of the lectures would develop naturally from quarter to quarter, and would be relatively informal.
The University of Chicago
Department of Political Science

Our objects are to promote scientific study of the government of the United States and to carry on research in political science. We are particularly interested in the comparative study of political institutions and the determination of the principles upon which they are based.

We believe that the study of political science is of great importance for the well-being of the country. Therefore, we are engaged in teaching and research, and we hope to contribute to the development of political science.

We are proud of our faculty, which includes some of the leading scholars in the field. We also have a large and diverse student body, which contributes to the vitality of our program.

We welcome students from all backgrounds and we believe that education should be available to all who are capable of benefiting from it. Therefore, we offer financial aid to those who need it.

We hope that you will consider joining us in our efforts to promote political science. We believe that you will find our program challenging and rewarding.

Sincerely,

[Signature]

Chairman of the Department of Political Science
In addition we wish to undertake specific investigations of different phases of American police administration from time to time. We now contemplate, for instance, a study in the recruitment of police, and in due course of time we would like to explore all significant aspects of police work on a national and international scale.

Growing out of this type of work there would be a certain amount of conference and consultation with active police officials and police authorities at their invitation, the purpose of which would be to advise concerning the best police practice, and to aid in installing such practice.

You are aware that the interest in such types of work is rapidly growing in America, and it seems certain that a national agency will be established in New York City for such studies. The vast distances in the United States make it seem likely that three or four such centers will develop, each cooperating with the others. Certainly the problem is sufficiently great and sufficiently difficult to warrant all the thought and attention which can be given to it in the next two decades.

We very sincerely hope that the magnitude of the undertaking to which we have set ourselves may combine with the traditional English willingness to go forth to other lands to assist in organizing their public affairs and with your eminent qualifications for the task, to lead you to give favorable consideration to our proposal.

Very sincerely yours,

LDW-ARK

Mr. Woodward: This has been read and approved by Prof. Merriam, and you are recommended for the task.

S. S. Lewis
Washington
June 19th

Per 4 - 11:30 A.M.
In effect, we wish to undertake specific investigations of different phases of American police administration from time to time. We hope to concentrate on the later aspects of police work and in the course of time, we may wish to explore the more specific aspects of police work as well.

To assist us in this type of work, we need material on personnel and organization of police forces in

North and Central Europe.

You are aware that the interest in such types of work is growing rapidly because of the current need of the United States and its allies to understand the police forces of other countries. It is therefore important that we acquire all necessary information about these forces so that we may be prepared to advise and assist in the development of police forces in other countries.

We very sincerely hope that the work which we are undertaking will be of benefit to you and to the public in general.

Very sincerely yours,

[Signature]
October 27, 1927

Mr. A. L. Dixon
Assistant Secretary
Home Office
Whitehall, London
England

Dear Mr. Dixon:

You may recall that Professor White of the University of Chicago discussed with you last summer our desire to contribute to the solution of the American police problem.

We have come to the conclusion that on the whole it would be wiser for us to select an American for a permanent appointment to our faculty to initiate these studies in this field, and we hope in the near future to commence this work.

We are convinced, however, that we can initiate our inquiries and orient our own thinking best by viewing our problems in the light of the methods and achievements of the police system of Great Britain. With this in mind we desire to extend to you an invitation to be present at the University of Chicago during the Spring Quarter, April 2nd to approximately June 8th.

We would like to have you lecture to a small group of advanced students on the general subject of police organization, methods and problems, with special reference to the experience of Great Britain. In addition, we would seek your advice and counsel on the most effective lines of development of our own program.

It is customary for our University classes to meet four times a week during the period of each quarter, but it is not essential that lectures be given at each meeting. We find it useful to devote some time to class discussion and the interchange of opinion, to special reports on the subjects under discussion, and occasionally to outside lecturers.

We are prepared to offer you an honorarium of $2000 and in addition the sum of $1000 toward meeting your travelling expenses. It would, of course, be possible for you to observe our American police system during the period suggested. Such cities as Cleveland, Detroit, Indianapolis, Cincinnati, St. Louis, Milwaukee, St. Paul, and others, not far distant from Chicago. You will pass through New York enroute.
October 27, 1958

Mr. A. M. Miron
Acting Secretary
Home Office
Anti-Defamation League

Dear Mr. Miron,

You may recall that Professor White of the University of Chicago, in a recent seminar on the nature of anti-Semitism, referred to the American Anti-Defamation League as an organization of the American police state.

I have come to the conclusion that no one need to be afraid to speak out on a matter of concern to an important segment of the community to which I belong. I have no intention to press my case further, and I hereby withdraw my letter to Professor White.

Yours truly,

[Signature]

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We need to consider how to react to the concept of the American police state. The presence of such an institution in our society is a threat to our democracy and to our freedom. It is important to ensure that such organizations do not have undue influence on our political process. We must work to ensure that our laws and policies are not influenced by such institutions.

In the meantime, I am writing to express my concern about the growing threat to the freedom of expression in our society. I want to urge you to take action to prevent further erosion of our democratic institutions.

Yours sincerely,

[Signature]
Mr. A. L. Dixon--2

We hope very sincerely that the University may have the benefit of your exceptional acquaintance with the British police problems, as well as your advice concerning fruitful lines of advance in America.

We shall greatly appreciate as early a reply as may be possible, so that we can make the necessary arrangements.

Respectfully yours

LDW/S

Leonard D. White
We hope very much that the University may prove to be a period of your exceptional usefulness and that you will be able to render our services in the capacity, and to the extent, as may be possible. So that we can make the necessary arrangements.

Respectfully yours,

[Signature]
May 1, 1928

My dear Mr. Plimpton:

Under an arrangement approved by the President, Mr. A. L. Dixon, of the British Home Office, has been delivering a course of lectures to social science students on Police Administration. The agreement was that he was to receive $1,000 as compensation, and $1,000 for expenses. This is a charge on appropriation #610 of the Laura Spelman Rockefeller Memorial "toward providing additional personnel on the social science faculties during the five year period, beginning July 1, 1927 and ending June 30, 1932.

Mr. Dixon is leaving for home on Friday of this week, and I am writing to request you to pay him $2,000, in accordance with the arrangement as stated above.

Yours cordially,

FREDERIC C. WOODWARD

Mr. N. C. Plimpton
Faculty Exchange

FC128L
May 1, 1952

Mr. G. T. McPherson

I refer to the recent announcement you make of your intention to leave the post of Finance Commissioner of the Island of Jersey on May 31, 1952.

Your services have been of the greatest value to the Government of Jersey and you will be greatly missed. I trust that you will be able to find in your new position the same opportunities for the further development of your energy and abilities.

Yours sincerely,

FREDRICK G. MOODY

[Signature]
March 29, 1928

Mr. Michael Hughes  
Commissioner of Police, City of Chicago  
City and County Building  
Chicago, Illinois

My dear Mr. Hughes:

During the month of April the Political Science Department of the University of Chicago is presenting a series of lectures by Mr. A. L. Dixon on Police Administration in Great Britain. Mr. Dixon is Assistant Secretary of the Home Office in London and is in personal charge of the national police system of Great Britain. He is not only an authority on police administration but can speak from the practical point of view.

Believing that his lectures might be of interest to the police departments of the larger cities, we are extending invitations to a number of them to send representatives here for these lectures. We have already received favorable replies from Cleveland, Cincinnati, Milwaukee, Kenosha, and a few smaller cities.

May we extend to you a cordial invitation to detail one or more of your men to attend these lectures? They will be given at eleven o'clock in Harper Library, Room M11, beginning April 4 and extending through May 4. There will be opportunity also for informal discussion with Mr. Dixon and with the police representatives of other departments. Needless to say, we should be particularly pleased if you could find time to attend one or more of the lectures yourself.

Yours cordially,

MAX MASON  
President
Mr. Frederic C. Woodward  
Vice-President, University of Chicago  
Faculty Exchange  

Dear Mr. Woodward:  

We are anxious to have a representative of the Chicago police department invited to attend the lectures which Mr. A. L. Dixon is to give next month. Professor Merriam suggests that the invitation had better come from the President's office and I therefore enclose herewith a tentative draft which I wish you would kindly rewrite and forward to the Chief.

Very truly yours,

[Signature]

LDW-ARK  
Encl.
The Department of Sociology

The University of Chicago

Department of Sociology

February 28, 1928

Dear Mr. Wombat:

We are pleased to have a representative of the Chicago Police Department join us in the study of police work. I am sure that the information you have come with will be of great value to our investigation. I am particularly interested in the experience of officers and I expect to learn quite a bit about police work from you. I have been preparing a report on police work, and I look forward to your visit. I hope you will find your visit interesting and informative.

Very truly yours,

[Signature]

[Date]
My dear Chief Hughes:

During the month of April the University of Chicago is presenting a series of lectures by Mr. A. L. Dixon on Police Administration in Great Britain. Mr. Dixon is Assistant Secretary of the Home Office in London and is in personal charge of the national police system of Great Britain. He is not only an authority on police administration but can speak from the practical point of view.

Believing that his lectures might be of interest to representatives of the police departments of the larger cities we are extending invitations to a number of police departments to send representatives here for these lectures. We have received favorable replies from Cleveland, Cincinnati, Milwaukee, Kenosha, and a few smaller cities.

May we extend to you a cordial invitation to detail one or more of your men to attend these lectures? They will be given at eleven o'clock in Harper Library Room ME 10. There will be opportunity also for informal discussion with Mr. Dixon and with the police representatives of other departments.

Wish to say how pleased I am to find time to attend the or more of the lectures yourself.

Very truly yours,

[Signature]

March 27, 1928
To great Fuller rugged

Disclosed the monthly or daily of insurance in the city of Chicago

Department of Political Science

May 24, 1928

The President of the Board of

Deferring full the regular meeting to be of interest

To the President.

We have received with keen interest of the office of the Department of Political Science of the University of Chicago and the recent publication of your report on the Department of Political Science. We have been favored with the opportunity to read and examine the report with particular interest.

May I suggest that the Division of the Department of Political Science be continued?

Yours very truly,

[Signature]
January 6, 1928

My dear Mr. Dixon:

I was very glad to receive your letter of December 20, and am writing to assure you that your proposal to come to Chicago on the 2nd or 3rd of April, instead of the 10th, is entirely satisfactory. We are looking forward with pleasure to your arrival and hope that you will enjoy your stay here.

If we can be of any service to you in making arrangements in advance for your comfort or convenience, I hope you will let us know.

Yours sincerely,

FREDERIC C. WOODWARD

Mr. A. L. Dixon
Home Office, Whitehall
London, S.W. 1, England

FCW+L
Mr. A. Dixon
Home Office, Waddington
London E.3, England

Hon. L. W. Knox

December 5th, 1938

My dear Mr. Dixon,

I was very glad to receive your letter of December 5th, and am writing to notify you that your goods have been shipped to arrive in due course. We shall be very pleased to hear from you if you have any military correspondent in your company for any connected with the same. I hope you will let me know.

Yours sincerely,

Frederick C. Woodward

P.S.
Mr. Frederic G. Woodward  
Faculty Exchange  

Dear Mr. Woodward:

In reply to your letter of December 20 enclosing a letter from Mr. A. L. Dixon indicating that he will be in Chicago on April 2 or 3, may I say that this arrangement meets with our complete approval. I presume that you have already responded to his letter indicating that this is a satisfactory arrangement. We look forward to an extremely valuable series of meetings with him.

Very truly yours,

LDW-ARK
December 20, 1927

My dear Mr. White:

I enclose a copy of a letter just received from Mr. Dixon. You will observe that he now proposes to arrive on April 2nd or 3rd, instead of April 10th. If this meets with your approval please let me know at once so that I may inform him in my letter of acknowledgement.

Yours cordially,

FREDERIC C. WOODWARD

Mr. L. D. White
Department of Political Science
Faculty Exchange

FCW+L
December 20, 1954

My dear Mr. Miller:

I enclose a copy of a letter that has been

from Mr. Miller. You will appreciate that he now

would be to arrive on Thursday at 6:30 and I have

written to Mr. Miller. He is due to arrive with him shortly.

Please let me know as soon as you can if you know

him in my capacity of in any capacity.

Sincerely,

[Signature]

Mr. F. D. Smith
Department of Publicity

[Signature]
20th December 1927.

Dear Mr. Vice President,

I am much obliged by your letter of the 29th November and am writing to say that I shall be very pleased to accept the invitation you have extended to me. On further reflection I also propose to put aside the considerations (mainly matters of personal convenience) on which I suggested that I should come to Chicago about 10th April, and to aim at arriving on 2nd or 3rd April, if no emergency or other insuperable obstacle develops in the meantime. I presume that you would prefer me to come early in April (about 2nd or 3rd as originally suggested) instead of about the 10th, but if I should be mistaken on this point I should be glad if I could be informed by cable. I will do my best to stay for the full five weeks, but I shall be expected to see something of the police in one or two of the more accessible cities, and the length of my stay in Chicago must depend, to the extent of a few days, on whether I shall be able to fit in these visits while my proposed lectures are going on.

May I say how much I appreciate the invitation which you/

HOME OFFICE,
WHITEHALL,
S.W. 1.
HOME OFFICE

WINTER

I.C.

20th December 1916

Dear Mr. Wilson,

I am very pleased to have the opportunity of writing to you at short notice, and I hope that I shall be able to make the necessary arrangements for your return to this country in time to attend the Conference on the 29th of December, when we shall be in session.

I propose to start from this country on the 28th of December, and I trust that you will be able to reach London in good time to attend the Conference. I am also looking forward to the opportunity of seeing you at your hotel, and I trust that we shall have a pleasant visit to London.

Yours sincerely,

[Name]
you have given me and the very kind terms in which it has been expressed, and I shall do my utmost to further the object you have in view in every way within my power.

Yours sincerely,

[Signature]

Vice President
F.C. Woodward,
University of Chicago.
Mr. David Stevens  
President's Office  
Faculty Exchange  

Dear Mr. Stevens:

I inclose a copy of the letter which I have just sent to Mr. Dixon with regard to the use of the guest rooms at the Quadrangle Club. This will serve as a memorandum to you and as an expression of my hope that you will be able to take care of Mr. Dixon for the five weeks of his stay here.

Faithfully yours,

Leonard D. White

LDW/S
Incl.
Dear Mr. [Name]

I am writing to express my concern regarding the [issue].

[Additional content]

Sincerely,
[Your Name]
December 2, 1927

Mr. A. L. Dixon
Home Office, Whitshall
London, S.W. 1, England

My dear Mr. Dixon:

We are delighted to know that there is a possibility that you can be with us for the period of one month during the spring of 1928. I understand that Vice-President Woodward is sending you at once a further letter in which he indicates our desire to have you with us on the conditions which you express in your letter of November 17th. I am personally greatly pleased at the prospect of welcoming you to the University of Chicago and of discussing with you our police problem.

In response to the specific points which you raise in your letter, may I say that we do not wish you to deal with technical questions of police but rather to deal with the subject generally and to draw on your experience in England. We are all extremely unacquainted with English police work and shall benefit greatly from a description of the work which is very familiar to you and which in a way may seem quite elementary to you.

With regard to accommodations, may I say that I have arranged for the use of the guest rooms in the Quadrangle Club for at least the first part of your visit here. I have not been able definitely to arrange for the use of these quarters for the whole period of your stay, but hope that I can do so later on. You will be the guest of the University as long as you occupy these quarters which I am sure will be very satisfactory.

I must apologize for failing to send on the photographs of the University. I will undertake to forward them at once and hope that the Gothic architecture may provide an additional welcome.

Very sincerely yours,

LDW/S
December 8, 1934

Mr. A. I. Dixon
Home Office, Westminster
London S.W. 1, England

My dear Mr. Dixon:

We are delighted to know that there is a possibility that you can go with us for the portion of one month during the spring of 1935. I understand that Vischer

we have gathered from our associates at your Institute the impression that you are one of the finest teachers in the world. We believe that your teaching and your lectures in your field of knowledge

are incomparable in the Universities of Chicago and of Chicago.

I am personally acquainted with the President of the University of Chicago, and of Chicago.

We are looking forward to the possibility of your coming to Chicago. We have already made arrangements for your stay with us.

With regard to the accommodation, we shall be glad to see you at any time in the future. If you have any special requirements, please let me know in advance of your arrival.

Very sincerely yours,

[Signature]

I H. E.
November 29, 1927

My dear Mr. Dixon:

We are sorry to learn that you cannot spend the entire Spring Quarter with us, but hasten to assent to your proposal to come for a shorter period. It is rather important, however, that you reach Chicago by the tenth of April, and remain about five weeks, and I sincerely hope that you can arrange to do so. In that case we shall be glad to offer you an honorarium of $1000, and in addition $1000 toward your expenses.

I shall appreciate an early reply, but I think it will not be necessary for you to use the cable.

Yours sincerely,

FREDERIC C. WOODWARD

Mr. A. L. Dixon
Assistant Secretary
Home Office
Whitehall, London
England

W*L

CC Mr. L. D. White
Honorable Ed. A. Dixon

We are hereby to present your company with the entire stock of 'Westerner' purchased by me and to request the same to be returned to the original buyer. It is stated that you have offered to return the entire stock, but you never received the same.

I sincerely hope that you may attend to it as soon as possible.

I am now preparing to depart for California with the expectation of sending you a remittance of $7,000 and to settle the balance on your exchange. I am still afloat and very happy, but I am afraid no more shall be necessary, for you to see the California

Yours sincerely,

[Signature]

Mr. A. D. Dixon
Asst. Secretary
N. E. Office
Saratoga, California

Mr.
Of Mr. J. D. White
November 28, 1927

My dear Mr. White:

Inclosed is a copy of Mr. Dixon's reply to our letter of October 28, inviting him to be present at the University of Chicago during the Spring Quarter. Please advise me as to what you think our answer should be.

Yours sincerely,

FREDERIC C. WOODWARD

Mr. L. D. White
Department of Political Science
Faculty Exchange

WeL
May gear be with you

Indicated is a copy of Mr. White's letter

If one lesson of October 26, involving him to
do business to the University of Oxford amount

to through General, please forward it to go

What you think can answer properly for

Yours sincerely,

FRANCIS O. WOODWARD

Mr. W. D. White
Department of Political Science
Pennsylvania Exchange

M.B.
HOME OFFICE,  
WHITEHALL,  
S.W. 1.  

17th November 1927.

Dear Mr. Vice President,

Please accept my very sincere thanks for your letter of the 28th October and the invitation conveyed therein.

I may say at once that the invitation is in many ways a fascinating one to me, and I appreciate most highly your kindness in putting it before me. First and foremost, I should esteem it a privilege to have an opportunity of co-operating in any way in attacking the problem you have before you, and should, of course, appreciate as well the opportunity of gaining some experience of police work in America.

Unfortunately, I am not able to give an unqualified acceptance. This is proving a particularly busy time for my Department and there is every prospect of the pressure of work continuing: there is besides the possibility of some difficult and controversial police legislation next year, and, taking everything into account, my Chief does not see his way to assent to my being absent from the Office for so long a period as three months. He has, however, agreed to my being away for two months on the understanding that I am prepared to take half this period from my usual official leave/
HOME OFFICE

III.

I have enclosed a very sincere thanks for your letter of...

Due to...
leave, and I should be glad to know, therefore, whether you would be prepared to consider a visit for this shorter period, which would give me a month, or possibly a little longer, in Chicago.

As to the financial side of the question, I am sure the sum you mentioned by way of honorarium would have been generous for any two months' work I should be able to do, but at present I am rather in the dark as I have very little idea what my "outgoings" would amount to during my stay in Chicago. I am, however, writing to Professor White on this and one or two other matters of secondary importance, and perhaps you would kindly let me know whether you consider it would be worth while for me to come for one month, and, if so, what arrangement you would suggest on the financial side, e.g. whether you would offer half the amount you mention by way of honorarium and the one thousand dollars for travelling.

I should also be glad to know whether, if I come for the month, you would attach any special importance to my reaching Chicago in time for the commencement of the term. Subject to your wishes, I should prefer to sail about April 7th, which would give me from the middle of April to
Dear Sir,

I write to express my gratitude for your letter, which arrived yesterday. I appreciate the concern you expressed about my health and well-being.

While I am grateful for your thoughtfulness, I assure you that I am doing my best to manage the situation. I have taken the necessary steps to ensure my safety and have informed the authorities accordingly.

Please convey my appreciation to your colleagues at the company. I understand that the concern for my health is shared by everyone involved.

Thank you once again for your concern. I look forward to hearing from you again.

Yours sincerely,

[Signature]
the middle of May, or thereabouts, in Chicago.

If you should decide to extend to me an invitation on the modified footing I have indicated, I should be in a position to let you know without delay (by cable if you desire) whether I can accept - though acceptance must, of course, be subject in any event to unforeseen emergencies - and I can assure you that if I am able to come I shall be ready and glad to concentrate my attention upon the problem you have in hand, and to place my services, for what they may be worth, wholly and unreservedly at your disposal.

Yours sincerely,

[Signature]

P.S. If I should be able to fit in what few visits I may wish to pay to other cities while working at the University, I might possibly be able to stay a little longer in Chicago than the bare month.

Copy to Mr. L. D. White
The object of these notes is to acquaint you with
the general plan. I have included a sketch of the
composition of the data. I am aware that you are
concerned in every part of the discussion and
understand how important it is to me. I hope to
reach you soon and send you some information
you have been seeking. I am confident you will
find it of value. The information is in draft form.

Yours sincerely,

[Signature]
October 26, 1927

Mr. A. L. Dixon
Assistant Secretary
Home Office
Whitehall, London
England

My dear Mr. Dixon:

You may recall that Professor White of the University of Chicago discussed with you last summer our desire to contribute to the solution of the American police problem.

We have come to the conclusion that on the whole it would be wiser for us to select an American for a permanent appointment to our faculty to initiate these studies in this field, and we hope in the near future to commence this work.

We are convinced, however, that we can initiate our inquiries and orient our own thinking best by viewing our problems in the light of the methods and achievement of the police system of Great Britain. With this in mind we desire to extend to you an invitation to be present at the University of Chicago during the Spring Quarter, April 2nd to approximately June 8th.

We would like to have you lecture to a small group of advanced students on the general subject of police organization, methods and problems, with special reference to the experience of Great Britain. In addition, we would seek your advice and counsel on the most effective lines of development of our own program.

It is customary for our University classes to meet four times a week during the period of each quarter, but it is not essential that lectures be given at each meeting. We find it useful to devote some time to class discussion and the interchange of opinion, to special reports on the subjects under discussion, and occasionally to outside lecturers.
To: Mr. J. Dixon
Veterinary Neurologist
Home Office
Veterinary Laboratory

From: Mr. John Dixon

Please be advised that I have received a report of an unusual case of paralytic encephalitis. The symptoms observed in the affected animal were suggestive of a neurological disorder, specifically an encephalitis of the central nervous system. The clinical presentation included ataxia, weakness, and abnormal gait, which are characteristic of such a condition.

I have conducted a thorough examination of the affected animal and have prepared a detailed report outlining the clinical findings and the probable cause of the encephalitis. The report includes a description of the pathological changes observed in the brain tissue and the results of the diagnostic tests conducted.

I recommend further investigation to confirm the diagnosis, which may involve cultures, serological tests, or neuroimaging. It is crucial to rule out any other possible causes of the neurological symptoms, such as infectious diseases or degenerative conditions.

I anticipate a meeting to discuss the case and to plan the next steps in the investigation. In the meantime, please hold the affected animal in isolation to prevent potential spread of the disease.

If there are any questions or concerns, please do not hesitate to contact me. I look forward to your prompt response.

Sincerely,

Mr. John Dixon
Veterinary Neurologist
We are prepared to offer you an honorarium of $2000 and in addition the sum of $1000 toward meeting your traveling expenses. It would, of course, be possible for you to observe our American police system during the period suggested. Such cities as Cleveland, Detroit, Indianapolis, Cincinnati, St. Louis, Milwaukee, St. Paul, and others, are not far distant from Chicago. You will pass through New York enroute.

We hope very sincerely that the University may have the benefit of your exceptional acquaintance with British police problems, as well as your advice concerning fruitful lines of advance in America.

We shall greatly appreciate as early a reply as may be possible, so that we can make the necessary arrangements.

Respectfully yours,

FREDERIC C. WOODWARD
We are happy to offer you an opportunity at 6,000.

May the selection of any of 6,000 sound selections be yours to choose.

The experience of working in this office of course, provides you with
opportunities that are unique and rewarding.

Our office is set up to serve the Department of Agriculture,
Department of Commerce, Department of Defense, Department of Justice,
Department of Interior, Department of State, and others.

We will be glad to discuss your background with you.

Yours sincerely,

ERNEST O. WOODWARD
July 6, 1928

My dear Mr. Story:

Your letter of June 15 enclosing a questionnaire of the Committee on Policy of the American Political Science Association and addressed to President Mason has come to my desk. I have answered the questions to the best of my ability and shall be glad to give you further information if any of my answers are inadequate for your purpose.

Yours cordially,

Frederic Woodward

Acting President

Mr. R. M. Story
228 Summer Hall
Claremont
California
Pres. Max Mason

university of Chicago

Chicago, Ill.

June 15, 1928

Dear Sir:

The American Political Science Association is attempting to survey the problems of research, instruction and publication in the field of government with a view to enhancing the measure and value of its own and its members' services to the public. The importance of this undertaking is emphasized and supported by a grant in aid from the Carnegie Corporation and by the extensive collaboration of scholars and institutions in the effort.

There is an almost complete absence of authoritative data with respect to the financing of mature men (those from 35 to 40 years of age and upward) in the activities of research, travel and observation of political and governmental phenomena, and I have been asked to conduct this part of the inquiry.

Will you kindly cooperate in the assembly and study of the facts by furnishing the information indicated by the inclosed questions, or by such of them as apply to the situation in your institution? Additional facts pertinent to the investigation will be appreciated.

An early response to this inquiry will greatly facilitate the survey and will be esteemed a personal favor.

Very truly yours,

R.M. Story

Russell M. Story
The American Political Science Association is attempting to

emphasize the importance of research, presentation, and publication in the

field of government. With a view to emphasizing the research and analysis

of the course of the Senate's relations to the Budget, the importance

of the Senate's participation in administration and support by a grant in aid

from the Carnegie Corporation and by the expenditure of appropriations to

support any investigations in the field.

Here is an instance of what can be done by the Senate in the

pursuit of its responsibilities. The Senate is not only the

champion of political and economic management, but it also

pursues the many avenues of its legislative duties.

Will you kindly cooperate in the establishment of a library of the

Association of the American Political Science Association?

In advance assurance of this library will greatly facilitate the

work and well being of the Association.
Dean Frederic Woodward  
President's Office  

My dear Woodward:  

I have your letter of June 28, and have little to add to the answers you have included in the questionnaire.  

With regard to question seven, I think you might mention the following projects which have been carried on under the Local Community Research Committee in cooperation with local authorities:  

Employee Organization; supervisor, Professor White; assistant, Mr. Errant  

Prestige of Public Employment; supervisor, Professor White  

Activities of Precinct Committeemen; supervisor, Professor Goonell; research assistant, Miss Forthal  

Government of the Chicago Region; supervisor, Professor Merriam; research assistants, Messrs. Parrott and Steadman  

In all of these cases I believe the cooperation was through the interest and assistance given by public officials rather than through any grant-in-aid by the government.  

In regard to number nine, I should say that the older members of our department have been spending more time in writing monographs and articles in professional journals than any of the other types of material mentioned, although each one of these types of material is represented in the departmental bibliography for the last few years.  

In regard to thirteen, as you say, we have nothing called a bureau. Of course we have the Local Community Research Committee which might be checked as an agency of research.  

As to seventeen, it is a little difficult to know just what the word "institution" means. I presume there are a
good many members of the faculty who would like to have more time off for research, and doubtless many could make excellent use of further opportunities. I am inclined to think, however, that the University is attempting to give such opportunities as it can with proper consideration for its teaching responsibilities and the administrative duties which must be carried on by somebody.

In regard to eighteen, I am sure that our department regards research in the field of political science as of the utmost importance and will be glad to see the financial resources of the University develop so as to promote such work.

Under nineteen I presume might be included the appropriations made in the field of political science by the Local Community Research fund, although I am not quite clear whether this question refers to appropriations from such special sources.

The same difficulty arises under paragraph twenty. Should special awards, such as Guggenheim fellowships of which I had one in 1925 and Professor White had one last year and part of this year, be included. Should fellowships given under the auspices of the Social Science Research Council be included? I should think that this question was intended to refer only to awards given from general University funds, which I do not believe there have been any.

Under twenty-two I should think the Laura Spelman Rockefeller Memorial Foundation might be referred to.

Number twenty-three I should answer "no", and the same for twenty-four.

Under twenty-six it seems to me that relief from teaching and administrative duties without diminution of salary for men who have promising research projects under way is perhaps the best way to improve the quality and quantity of research. The problem of publication of the results of research is also important.

I hope this will help you to answer the questionnaire.

Sincerely yours,

Quincy Wright

QW-ARK
Encls.
In the light of political science and the 
recent developments in the field of 
philosophy and economic theory, I am 
writing to you to express my concern 
for the current state of our society. 

The current political climate is 
becoming increasingly unstable, and 
the need for a stable and 
progressive society is more 
urgent than ever before. 

In light of this, I am 
writing to you to 
express my concern 
for the future of our 
country and the world. 

I hope that you will 
consider these 
issues seriously.

Sincerely yours,

[Signature]
Mr. David H. Stevens  
President's Office  
Faculty Exchange  

Dear Mr. Stevens:

I have your letter of June 28 and will be glad to act as chairman of the Department during Professor Merriam's absence.

Very truly yours,

Quincy Wright
June 26, 1928.

My dear Mr. Wright:

It is our desire that you

act as Chairman of the Department of Political
Science during the remaining weeks of the Summer
Quarter. This follows a recommendation from
Professor Merriman in which we are glad to concur.

Very truly yours,

David H. Stevens
Assistant to the President.

Mr. Quincy Wright,
Department of Political Science,
Faculty Exchange.
June 23, 1928

President Frederic C. Woodward
Office of the President
Faculty Exchange

My dear Mr. Woodward:

I expect to leave the city on June 25th and will not be back until sometime in September. I have requested Professor Quincy Wright to serve as acting Chairman during the Summer Quarter.

If this requires official confirmation, and if it meets your approval, will you kindly take any necessary action in the case.

Very sincerely yours,

Charles E. Merriam.
June 28, 1938

[Text not legible]

[Signature: Very sincerely yours]

[Name: Carter R. Keister]
May 24, 1928.

My dear Mr. Gosnell:

Upon the recommendation of Professor Merriam you have been appointed to take the place of Mr. Lasswell in caring for the New York "Times" Current Events contest.

Very truly yours,

David H. Stevens

Assistant to the President.

Mr. Harold F. Gosnell,

Faculty Exchange.
May 31, 1933

To Mr. Committee,

Upon the recommendation of
Professor Woittles you have been appointed to
take the place of Mr. Levison in acting for
the New York Times Company in our congress.

Very truly yours,

David R. Greene
Assistant to the President

Mr. Henry H. Goldman
Assistant to the President
My dear Professor Stevens:

I am hereby nominating Professor Harold F. Gosnell to take the place of Mr. Lasswell in caring for the New York "Times" Current Events contest.

Woody would be an excellent man, but I am not altogether sure that he will be here next year.

Very sincerely yours,

Charles E. Merriam.

Mr. David H. Stevens
Assistant to the President
Faculty Exchange
May 16, 1928

Professor Frederic C. Woodward  
Vice President and Dean of the Faculties  
Faculty Exchange

My dear Professor Woodward:

Referring to our conversation the other day regarding slides for stereoptician views of city and regional planning, Professor Burgess and I have examined carefully the collection of Mr. George E. Hooker and find it very valuable for our purposes. Mr. Hooker's collection consists of forty boxes, containing approximately 1200 catalogued slides. About a fourth of these are colored. The slides are illustrative of city and regional planning in Chicago and other cities of the United States; also in England, Germany, Austria, with scattered slides from South America, Australia and a few other counties. Some of the Chicago slides have an especial historical value, such as those showing the first type of flat building in Chicago and the change in type of structure.

Mr. Hooker places on these a value of $700 which he calculates as one-half of the cost necessary to make similar slides. I do not know whether there is any fund available for such purposes, but these slides would be immensely valuable for work in sociology, political science, and to some extent in history. They would be useful for both special and general lectures, and for similar groups studying more intimately particular situations. Professor Burgess and I agree in recommending most heartily that this collection be purchased if funds are available for this purpose.

Very sincerely yours,

Charles E. Merriam

Charles E. Merriam
Dear Professor McCarthy:

I am writing to inform you that I have completed the review of the student file of [student's name] and have determined that the student is eligible for the grant. The student has maintained a GPA of [GPA] and has completed [number of courses] courses with [percentage] or above.

I have also noted that the student has demonstrated [specific skills or achievements].

Please let me know if there are any other questions or concerns.

Sincerely,

[Your Name]
May 12, 1928

My dear Mr. Merriam:

After a number of unfortunate delays, I am now in a position to say that we can provide $75.00 for the printing of the Political Science Report for the present year. I understand that this is the amount that will be needed.

Yours cordially,

FREDERIC C. WOODWARD

Mr. C. E. Merriam
Department of Political Science
Faculty Exchange

FCWEL
May 15, 1938

Mr. G. E. Hackett
Department of Political Science
University of Chicago

Some commentary.

I handed in a paper today.

After a number of preliminary galvanic studies, it was found a qualitative test for the presence of trace elements. I have taken the liberty of the political balance report to go through your report. I hope to have it complete by the middle of the month. I will send you a copy.
Dear Mr. Woodward:

We can spare $75 for the printing of the Political Science Report. I understand that this is the amount you estimate as being required this year.

I have read the 1927 Report and believe that it is desirable to keep the picture of the growing work of the Department before a certain group of people.

Yours very truly,

[Signature]

Mr. F. C. Woodward
President's Office
February 16
1 9 2 8

My dear President Mason:

I am transmitting herewith a copy of the Annual Report of the Political Science Department for the year 1927, submitted in compliance with your request at the Trustees' Dinner in 1925.

I trust that this may serve to help you in following the work of our department, and I should, of course, be very glad to supplement it at any time at your convenience.

Very sincerely yours,

Charles E. Merriam

Charles E. Merriam

President Max Mason
Office of the President
Faculty Exchange
The University of Chicago
Department of Political Science

February 16
1960

I'm transmitting herewith a copy of the

annual report of the political science department

for the year 1959, submitted in compliance with

your request of February 1st. I hope it will

meet your expectations.

I enclose for your convenience the

annual report of our department, and I

appreciate the work of our department.

Your cooperation and assistance are

very much appreciated.

Very sincerely yours,

[Signature]

Office of the President
President's Office
ANNUAL REPORT

of the

POLITICAL SCIENCE DEPARTMENT, 1927

Officers of Instruction

Charles Edward Merriam, Ph. D., LL. D., Professor and Chairman of the Department of Political Science.

Quincy Wright, Ph. D., LL. D., Professor of Political Science.

Leonard Dupee White, Ph. D., Professor of Public Administration.

Harold Foote Gosnell, Ph. D., Assistant Professor of Political Science.

Rodney L. Mott, Ph. D., Assistant Professor of Political Science.

Jerome Gregory Kerwin, Ph. D., Assistant Professor of Political Science.

Harold Dwight Lasswell, Ph. D., Instructor in Political Science.

Carroll Hill Wooddy, Ph. D., Assistant Professor of Political Science.

Glenn A. McCleary, J. D., Assistant Professor of Political Science.

Fred L. Schuman, Ph. D., Instructor in Political Science.
ANNUAL REPORT

of the

POLITICAL SCIENCE DEPARTMENT, 1937

OFFICERS OF INSTRUCTION

Chairman: Professor McMillan, Ph. D., LL. D., Professor and Chairman

of the Department of Political Science.

Secretary: Miss V. M. Shaw, M. A., Ph. D., Professor of Political Science.

Treasurer: Joseph White, M. A., Ph. D., Assistant Professor of Political Science.

Clerk: Mabel G. Severson, M. A., Ph. D., Assistant Professor of Political Science.


In accordance with the suggestion of President Mason, the Political Science Department has prepared its second annual report, covering its activities for the calendar year 1927. This report is designed to present in concise form the more important activities and interests of the Department. It is divided into four sections dealing respectively with Undergraduate Activities, with Graduate Instruction and Research Work, with Practical and Consulting Work carried on by members of the Department, and with the Relations of the Department to the Government of the University.

I. UNDERGRADUATE ACTIVITIES.

During the year 1927 the Political Science Department carried on its regular types of instruction in seven elementary and intermediate courses. The number of registrants during each quarter was approximately four hundred, with the exception of the Summer Quarter when no undergraduate courses were offered. The list of these courses includes Introduction to American Government, Comparative Government, State Government, Municipal Government, Parliamentary Law and Legislative Procedure, Introduction to Political Parties, the American Constitution. It is the policy of the Department to reduce rather than increase the number of undergraduate courses for the purpose of providing courses in the fundamentals of government and of seeing to it that these courses are efficiently given by competent men. Next year the course in State Government will be omitted and a course in Public Administration, previously given as a
In accordance with the requirements of the Federal Research Policy, the Political Science Department has prepared this second annual report concerning the activities of the department for the academic year 1962. The report is designed to present in concise form the more important activities and interests of the department. It is intended that this account of the political science teaching and research within the University be included with the research reports of the department to the Graduate School of the University.

I. UNDERGRADUATE ACTIVITIES

During the year 1962, the Political Science Department set a high priority on the teaching of political science in several elementary and intermediate courses. The number of undergraduate students enrolled in the department was approximately 10% higher than that of the previous semester, when the department was made available to students of all departments of the University. The fall of 1962 saw an increase in the number of undergraduate courses offered in government and politics, and in the next academic year, the department expects to offer additional courses in government and politics. The department also plans to offer additional courses in international relations, government and politics, and political science. In the fall of 1963, the department plans to offer additional courses in international relations, government and politics, and political science.

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graduate course, will take its place. The same transfer of a standardized course has already happened in the case of Political Parties and Municipal Government.

Attention is still fixed on the analysis and reorganization of our elementary courses 101 and 103, in American Government and in Comparative Government. We believe there are great possibilities of progress in organizing the material in these courses and are using every effort to effect an improvement. We continued the use of the syllabus developed last year and in the Spring of 1928 we are experimenting with an entirely new type of course as an Introduction to the Study of American Government. The new course will depart from the traditional lines of structural analysis and description and undertake to deal more intimately with fundamental situations arising in the political process.

We have not reached the solution of the problem of a joint course in the Economic and Political Order which was discussed last year, nor have we worked out a joint course in the Political and Social Order. The lines upon which various Departments in Social Science are working tend to converge at certain points, and we believe their projection will be useful even if a combined course does not result. As indicated in a previous report, the solution may be reached by a report of the National Commission on the Social Studies which has just received a grant from the Carnegie Corporation for the continuation and development of its plan.

It was not found feasible to experiment with larger classes, partly for reasons of lack of adequate rooms for larger groups
Agreement of the small farmer with the place of the State in the planning of a cooperative society will take the place of the planning of a cooperative society and the State in the planning of the cooperative society.

Agreement is still lacking on the influence of the State on the cooperative society. We believe that the great importance of any cooperative society is not only in organizing the material in the cooperative society but also in influencing the social and economic effects of the development of the cooperative society. We believe that no cooperative society can be formed without an influence from the State.

The State has a great influence on the society and social and economic effects of the cooperative society. The State has a great influence on the society and social and economic effects of the cooperative society. The State has a great influence on the society and social and economic effects of the cooperative society.
and partly because of the impossibility of obtaining the expected personnel.

Three new instructors were temporarily added, giving a considerable part of their time to undergraduate work. The new men are:

Dr. Carroll H. Wooddy, formerly a Rhodes Scholar, with a master's degree from Princeton and a considerable experience in teaching. Mr. Wooddy has just returned from a year in England as a Fellow of the Social Science Research Council, studying nominating methods in England.

Dr. Fred L. Schuman is a resident of Chicago and received his doctor's degree in 1927. His principal subject is International Relations and he has been able to relieve Professor Quincy Wright of some of the burden resting upon him.

Mr. Glenn A. McCleary is a graduate of the University of Michigan Law School, with honors, a teacher of several years experience, and has practiced law two years in an important office in Toledo. The addition of these men materially strengthened the undergraduate instruction and helped to raise the level of this group.

The Department has carried on for several years a Political Science Club for the benefit of undergraduate students in government. Mr. Jerome G. Kerwin continues in charge of this Club and has given a great deal of time to consultation with its members in the development of their program of meetings and conferences.
any party because of the impossibility of obtaining the expense.

The new instruction, however, cooperated with a committee of the

Congressional Party to draft a new program and to

prepare a manual for the draft of the program, which

was accepted by a majority of the National Committee.

I am happy to report that the program has been

accepted unanimously by the National Committee, and

is now under consideration by the members.

I have the pleasure of tendering my congratulations on the

success of the new program, and of the cooperation of the

members in the drafting of the program and in the

conference of the members.
II. GRADUATE INSTRUCTION AND RESEARCH.

During the year 1927 the graduate instruction in political science was continued with some enlargement of facilities and opportunities. Important developments of the work are Mr. Lasswell's new course in Irrational Political Behavior, and the beginnings of Mr. Wright's research course in International Law and Diplomacy which now runs through the entire year; Mr. White's research course in Public Administration likewise continues through the year. With the development of Mr. Merriam's research work in Politics and Citizenship, these three courses constitute an important addition to advanced graduate work in the Department.

During the Summer Quarter graduate instruction was given by a number of important visiting professors. The most notable of these was Professor Robert Michels of the Universities of Basle and Turin. Others were Professor C. D. Allin, Chairman of the Department of Political Science in the University of Minnesota, Mr. John O. Crane of Prague, Director of the Institute of Current World Affairs. Other courses were given by our own staff including Mr. Merriam, Mr. Wright, Mr. Mott and Mr. Kerwin.

The number of graduate students doing their major work in political science during last year was fifty. In addition the Department serves the purposes of the graduate student group in History, Social Service Administration, Economics, Law and other social science departments. During the year 1927 the doctor's degree was conferred on:


Roy V. Peel. Thesis: James Gillespie Blaine; A Study in Political Leadership.
II. GRADUATE INSTRUCTION AND RESEARCH

During the year 1962-63 the graduate instruction in Political Science was continued with some enlargement of facilities and opportunity for more advanced work. Important developments of the work were the establishment of a new course in International Politics and the reorganization of the Department of Political Science to include a course in International Law and Diplomacy. These courses helped to prepare for future research on the social sciences and were designed to provide a background for graduate work in Public Administration, Public Policy, and Public Administration. The need for a better understanding of the political processes of the modern world was evident.

During the summer of 1963, a seminar on the political processes of the modern world was held. The seminar, held at the University of Michigan, was designed to provide graduate students with an introduction to the political processes of the modern world. The seminar was conducted by a group of faculty members from the University of Michigan and was attended by graduate students from various universities across the country.

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W. H. C. Laves. Thesis: German Governmental Influence on Foreign Investments.


Helen D. Hill. Thesis: The Group and the State; Some Recent Revisions of State Theory.

The degree of Miss Hill was not conferred owing to her absence from the country.

Among the most significant of these studies were two analyses of leadership made by Mr. Johnson and Mr. Peel; and two studies of foreign investments, one of China and one of Germany, made by Mr. Tan and Mr. Laves. Five of last year's theses have either been published or are in press:

Herman C. Beyle, Municipal Reporting in Chicago.

Carroll H. Wooddy, The Chicago Primary of 1926.

Amry Vandenbosch, The Neutrality of the Netherlands During the World War.

Harold D. Lasswell, Propaganda Technique During the World

C. O. Johnson, Carter H. Harrison Sr. as a Political Leader.

Other 1927 studies will be published in the near future.

During the year 1927 the largest single research project has been the study of Comparative Civic Training, under the direction of Mr. Merriam. This study involves an analysis and
The German political scientist, Karl Marx, was not contributing to peace in the world.

Among the few significant of these figures were two men:

- The German political scientist, Karl Marx, was not contributing to peace in the world.
- The world saw an end to German influence, one of China and one of Germany.

World War I. The war, and the Treaty of Versailles, have made a new Germany. The German people have been rebuilding the state in peace.

There is no German nationalism remaining in Germany.

German Jews, who had been expelled from Germany, returned to Germany during the war.
comparison of the processes by which civic solidarity and loyalty are produced in a number of leading nations, including England, Germany, France, Austria-Hungary, Russia, Italy, Switzerland and the United States. The basic problem involved is the determination of the methods of control necessary in a given situation in order to produce the desired result in the form of civic response, whether more or less intense. The results of this study will have an important relation to the methods of civic training in America and elsewhere. This inquiry was organized with various collaborators from other universities, including Professor John M. Gaus of the University of Wisconsin for the English study; Professor Robert Michels of Basle for the study of Italy; Professor Oscar Jaszi, formerly of Budapest, now of Oberlin College, for Austria-Hungary; Professor Carlton J. H. Hayes of Columbia for France; Professor Robert C. Brooks of Swarthmore for Switzerland; Professor Bessie L. Pierce of the State University of Iowa for certain material on the United States. The study of Russia has been undertaken by Professor Harper and the final volume on Comparative Civic Training is in preparation by Mr. Merriam. Five volumes of this study developing significant phases of the inquiry have been completed and the remaining studies will be completed by July 1, 1928, with one exception. This research is part of a larger series of inquiries in the broader field of civic traits and mechanisms and related problems of political leadership.

Mr. Merriam has completed a revision of his study on Primary Elections, originally published in 1909, and this volume is now in press. This study brings down to date the account of the historical origins of nominating systems, revises the chap-
compensation or the proceeds of which give satisfactory and fair

the proceedings in a number of leading nation, including
may face, Germany, France, Arkansas-Missouri, Kansas, Iowa.

its acceleration, and the United States. The great program involving

is the development of the mission of community. This results in a

given situation in order to advance the general result in the

form of civic endeavor, while making more of less intense. The re-

value of civic affairs will prove an important relation to the

defense of civic affairs in America, and elsewhere. This in-

with nature coordinate with nation, cooperating from other gain.

active, interesting Professor John W. White, of the University of

Wescowin for the Indiana State; Professor George W. Farnam

Perhaps for the study of Indiana; Professor College for Arkansas-Missouri.

or University in Central, Illinois, of Illinois; Professor Peck

report. One of America's for Service and Satisfaction; Professor H. C. D. G.

several of the State Universities of Iowa to certain material

the State of the United States. The work of progress has been resumed

the Professor Harper and the third volume on Cooperative Givin

in the preparation of Mr. Mellor. These volumes of the

which developing enlightening phases of the inquiry have been com-

Using the same tormenting struggle will be completed by 1919. I

less, with one exception. This assertion is part of a larger

several of the industries in the progress of the civic relief and

mechanism may develop the progress of political development.

M. Mellor was completed a revision of the data on this-

the preparation of the report on the results of

respect, materially published in 1906, and the volume is now

how in these. The great principle is to safe the common of

the preparation of the report on the common and the"
ter on "Judicial Interpretation of Primary Laws," includes an additional chapter on "Presidential Primaries" and new chapters on "The Practical Workings of the Nominating Systems," and concludes with a constructive program of reorganization of the nominating system. In this revision Mr. Merriam has had the cooperation of Dr. Overacker, who received her doctorate here in 1924 with a dissertation on "Presidential Primaries".

Another significant piece of research during the year 1927 was the completion of Mr. White's inquiry into the city manager in the United States as a new type of municipal personnel. Mr. White spent six months in field work studying the manager at close range in all parts of the United States and brings to bear his ability in appraising as precisely as possible the type of administrative official developed in the management of cities under modern conditions. Mr. White's volume on The City Manager was published in the summer by the University of Chicago Press, and has been given a most cordial reception. Mr. White was awarded a Guggenheim Fellowship in 1927 and spent the summer in England studying the organization of public employees in the service of that country. He will continue and complete this study during the summer of 1928. Mr. White with his research assistants has also developed during the last year an intensive study of the prestige value of public employment. This involves an exploration and analysis of the attitude of various groups of persons toward private and public employment and when completed in 1928 will be an important addition to our knowledge of the basic attitudes upon which personnel policies may be developed.
A major contribution of "Imaginary Laws" included the development of "Additive Primes" and new applications of additive mathematics. The majority of the homomorphism arguments and concepts in this revision of "Additive Primes" were receiving excellent praise from the mathematical community.

In 1987, with a focus on "Additive Primes," another significant piece of research resulting from the 1978 work on the completion of "Imaginary Laws" was the introduction of a new type of mathematical pattern. In the United States as a new type of managerial pattern, which opened six windows in the world studying the manager age, became the target of all parts of the United States, and where we could see in the Appendix, as presented and a possibility to pursue the ability in expertise in the management of addition of administrative offices, "Additive Primes." With the addition of the "Additive Primes" in the Mayor's position, this element began in the summer of the University of Chicago Press.

Since receiving a Carnegie Research Fellowship in 1978, the research in developing the organization of public employees in the recognition of their community, we will continue any complete study. Such studies can be managed in 1978. "Additive Primes" with this research satisfaction was also generated, giving the best in solving the analysis of the structure of various elements in the breakdown of these topics and their employment and more. Of the debates towards private and public employment and new com-

December
Mr. Quincy Wright was awarded a Guggenheim Fellowship in 1925 in order to study the mandate system under the League of Nations, particularly in the Arab countries. This material he has been organizing during the last year and five articles have already been published in scientific journals. Mr. Wright expects to complete the study during the year 1928.

Mr. Wright with the cooperation of representatives of other social science departments including Professor Viner of the Department of Political Economy, Professor Schmidt of the Department of History and Professor Fay-Cooper Cole of the Department of Anthropology and Sociology, has initiated a comprehensive study of the situations under which wars arise. This plan is without question the most systematic and scientific formulation of the problem involved in the discovery of the typical conditions under which wars develop. The completion of the study would contribute very materially to the removal of the controversy regarding war causes from the field of opinion to that of objective analysis, and it would also serve as a foundation for a constructive policy built more upon technical method and less upon emotion and prejudice. Mr. Wright is devoting one-half of his time to a seminar in which attention is focused upon this subject and preliminary work has been done on one division. During the year 1928 work was begun on the first five units of this study, and it is hoped that one of them, that dealing with the combat situations among primitive tribes will be completed by the end of the year. The comprehensive study of the events and conditions antecedent to international wars since 1815 has made substantial progress. The European wars since 1870 will
Mr. Grinnell Wright was awarded a Guggenheim Fellowship in 1936 in order to study the sponge systems near the lessons of the Mediterranean, particularly in the Alboran current. The material he has been organizing during the last year may have already been published in scientific journals.

Mr. Wright, with the cooperation of representatives of the Department of Political Economy, Professor Smith of the Department of Anthropology and Professor, initiated a comprehensive study of the most extensive and scientific for the completion of the problem involving the distribution of the sponge resources under which were developed. The completion of the study was made contributory very materially to the removal of the conflict and emphasis on the need for a cooperative venture. The final results are in the various fields of study.

Mr. Wright is generating one- and two-dimensional mathematical models and preliminary work has been done on the first live model. During the early 1936 work was begun on the first live model. This study was one of the few that were completed with the complete interpretation of the results from the previous year and the first year of the research was since 1937 and will be completed by the end of the research.
be covered by the end of the year. The study of the reasons for the transfers of territory since 1815 will have been completed with respect to Europe, though it is hoped to carry this on for extra European territories. The two remaining units now under way, one dealing with the attitude of modern nations toward war, as reflected by their methods of recruiting and propaganda, and the other dealing with the comparative armament expenditures for the more important modern nations have made substantial progress.

In addition to this, a five year program has been prepared covering the following items:

<table>
<thead>
<tr>
<th>Year</th>
<th>No. of Project</th>
<th>Studies</th>
</tr>
</thead>
<tbody>
<tr>
<td>1927-28</td>
<td>1</td>
<td>Antecedents of Wars since 1815</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Combat situations in animals, savages and children</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>War frequency, pretexts, recruiting, and propaganda</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>Armament Expenditures</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Transfers of Territory since 1815</td>
</tr>
<tr>
<td>1928-29</td>
<td>6</td>
<td>War attitude of individuals</td>
</tr>
<tr>
<td></td>
<td>7</td>
<td>Influences controlling foreign policy</td>
</tr>
<tr>
<td></td>
<td>8</td>
<td>Economic dependence of states since 1815</td>
</tr>
<tr>
<td></td>
<td>9</td>
<td>Consequences of International debtor-creditor relation</td>
</tr>
<tr>
<td></td>
<td>10</td>
<td>Areas of hostility since 1815</td>
</tr>
<tr>
<td></td>
<td>11</td>
<td>Newspaper treatment of foreign affairs</td>
</tr>
<tr>
<td></td>
<td>12</td>
<td>Influence of school text books</td>
</tr>
<tr>
<td></td>
<td>13</td>
<td>Determination of war promoters and profiteers</td>
</tr>
<tr>
<td></td>
<td>14</td>
<td>Comparative land utilization</td>
</tr>
<tr>
<td></td>
<td>15</td>
<td>Historic changes in causes of war</td>
</tr>
<tr>
<td>1929-30</td>
<td>16</td>
<td>Variations in position of war-waging class</td>
</tr>
<tr>
<td></td>
<td>17</td>
<td>Effects of overpopulation</td>
</tr>
<tr>
<td></td>
<td>18</td>
<td>Disturbances of balance of power</td>
</tr>
<tr>
<td></td>
<td>19</td>
<td>Effect of changes in war technique</td>
</tr>
<tr>
<td></td>
<td>20</td>
<td>Effect of changes in methods of pacific settlement</td>
</tr>
<tr>
<td></td>
<td>21</td>
<td>Effect of different commercial policies</td>
</tr>
<tr>
<td></td>
<td>22</td>
<td>Cause and effect of armament races</td>
</tr>
<tr>
<td></td>
<td>23</td>
<td>Minority and Nationality dissatisfaction since 1815</td>
</tr>
</tbody>
</table>
The study of the recent 10-20 years has revealed an interesting pattern in the development of modern musical tastes and preferences. This has led to a significant shift in the way compositions are perceived and interpreted. The table below illustrates the changes in musical style and genre over the years from 1920 to 1980:

<table>
<thead>
<tr>
<th>Year</th>
<th>Genre</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1920</td>
<td>Art Deco</td>
<td>Influenced by the elegance of the Roaring Twenties</td>
</tr>
<tr>
<td>1930</td>
<td>Swing</td>
<td>Emergence of jazz and the Big Bands</td>
</tr>
<tr>
<td>1940</td>
<td>Bebop</td>
<td>Revolution in jazz music with complex rhythms</td>
</tr>
<tr>
<td>1950</td>
<td>Rock and Roll</td>
<td>Popularization of rhythm and blues</td>
</tr>
<tr>
<td>1960</td>
<td>Soul</td>
<td>Influxion of soul music and rhythm and blues</td>
</tr>
<tr>
<td>1970</td>
<td>Disco</td>
<td>Emergence of dance music and electronic rhythms</td>
</tr>
<tr>
<td>1980</td>
<td>Postmodern</td>
<td>Influence of technology and globalization</td>
</tr>
</tbody>
</table>

These changes reflect the evolving tastes and cultural shifts of the period.
The final year of the period would be devoted to completion of studies already begun and to summarizing results.

Mr. Harold D. Lasswell spent three months in 1926 and three months in 1927 in Boston working with Dr. Elton Mayo and others on the physiological and psychiatric approaches to the study of types of personalities. His research involves an intimate inquiry into the relations between psychiatry and politics, a field hitherto unexplored, and an attempt to discover correlations between political behavior or social behavior and basic patterns of a physiological or psychiatric type. Mr. Lasswell offers this year for the first time a graduate course in Irrational Political Action, in which he develops the study of political obsessions, delusions, hallucinations and other forms of irrational behavior with especial reference to their physical or psychic origin. During the year 1927 Mr. Lasswell published his important study of The Technique of War Time Propaganda, an inquiry which has aroused widespread interest and much favorable comment. It is a pioneer study of this kind and illustrates a type of objective investigation in a field colored with emotion and prejudice. Mr. Lasswell has been awarded a Fellowship by the Social Science Research Council for a continuation of his studies on the border line between psychiatry and political personalities, with Dr. Mayo and abroad.

Mr. Rodney L. Mott, whose comprehensive study of Due Process
of Law appeared in 1926, is at work with President Arnold Bennett Hall of the University of Oregon on a study of the Constitutional Aspects of Social Legislation, an inquiry which will not be completed for some time. Mr. Mott is also collecting material on Judicial Attitudes in Constitutional Cases, and is interesting himself in a study of the Constitutionality of Retirement Legislation. He has been awarded a Fellowship by the Social Science Research Council for the continuation in 1928-'29 of his study of Due Process of Law in France and Germany.

Mr. Harold F. Gosnell completed his study published under the title of Getting Out the Vote. This was based on an actual experiment in vote stimulation in certain areas in Chicago and the analysis of the vote stimulus developed entirely new material on the possibilities in this direction. During the year 1927 Mr. Gosnell's chief research interest has been the preparation of a manuscript on Popular Participation in European Elections, which is very near completion. This is based on materials gathered by Mr. Gosnell during fifteen months study abroad while holding a Fellowship of the Social Science Research Council.

Mr. Gosnell has also been studying the operation of referendums in Chicago with Mr. Maynard as research assistant. Mr. Gosnell and Mr. Merriam have initiated a study of precinct captains in Chicago with special reference to their electoral activities and their philanthropic enterprises.

Mr. Carroll H. Wooddy has been studying Nominating Methods in England as a Fellow of the Social Science Research Council during 1926 and 1927. Since returning to this country in September he has been occupied with the task of analyzing and sup-
plementing his materials collected and preparing them for publication. He expects to complete the study during the year 1928.

Mr. Fred L. Schuman received his doctor's degree in June, 1927, and his dissertation, a study of American Policy Toward Russia, 1917-27, has been revised for publication and is expected to appear early in 1928.

In addition to these specific research activities, the following should be mentioned. Mr. Merriam retired in 1927 after four years as Chairman of the Social Science Research Council of the United States, but continues a member of the Council. The 1927 report of the activities of this organization is attached hereto. Mr. Merriam has also served as a member of the Committee on Local Community Research and has played an active part in the formulation and development of its policies. Mr. Merriam is Chairman of the Research Committee of the American Political Science Association, a member of the American Historical Association's Committee on the Social Studies, a member of the Research Committee of the International City Managers' Association, and is a member of the Joint Committee of the International City Managers, the American Municipal Association, and the Governmental Research Conference on the Measurement of Municipal Activities. He is also Vice President of the American Academy of Political and Social Science, and Vice President of the National Municipal League, a member of the Advisory Committee of the Institute of Current World Affairs, and a member of the Executive Committee of the American Political Science Association.
promoting the maternities of any and every form of life.

Josephine M. Black, to complete the work giving the year.

I feel that I have now received the utmost of American Policy toward

A new organization, the National Science Foundation, has been launched for the purpose of increasing the use of scientific research in this country. It is hoped that this will lead to greater activity in research and development of the nation.

The National Science Foundation is organized on the principle of a committee of experts in various fields of science. The committee will advise the President and recommend policies for the advancement of science. The Foundation will also support research in many fields, including the humanities, social sciences, and applied sciences.

The National Science Foundation is an important step in the development of science in the United States. It is hoped that this will lead to greater activity in research and development of the nation.

The work of the Foundation is carried on by a group of scientists and engineers who are selected on the basis of their qualifications and experience. The committee will be guided by the President and will report to him on the progress of the work.

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During the year 1927 Mr. White was made Executive Secretary of the Local Community Research Committee and is devoting from one-third to one-half of his time to this important task. Mr. White has continued a member of the Executive Council of the American Political Science Association, and technical consultant to the Bureau of Public Personnel Administration, and has also been elected a Trustee of the National Institute of Public Administration. He has also been elected one of the Vice Presidents of the International Congress of the Administrative Sciences, an Associate member of the Institute of Public Administration (England), and an Associate member of the Institut de Droit Public (Paris). Mr. White is also a member of the Board of Editors of the American Political Science Review, and of Public Management.

Mr. Wright has functioned as a member of the Research Committee of the Institute of Pacific Relations and attended their conference in Honolulu in July, 1927. This Institute promises to be a very important agency for research in Pacific problems. Mr. Wright has also been appointed a member of the Committee on International Relations of the Social Science Research Council. He has continued his work as Director of the Harris Foundation Institute, and acts as a member of the Executive Committee of the American Political Science Association, a member of the Editorial Board of the American Journal of International Law, and of Current History Magazine, and also a member of Committee A (Academic Freedom and Tenure) of the American Association of University Professors.

During the year 1928 the study of Comparative Civic Train-
During the year I was made Executive Secretary of the American Political Science Association and had the privilege of serving on the Executive Council of the Association.

One of the major events of the year was the annual meeting in New York City. I was a member of the Executive Council and took an active part in the proceedings. I also had the opportunity to meet many of the leaders in the field of political science and to discuss current issues with them.

The American Political Science Association is one of the leading organizations in the field of political science, and I am honored to have been a part of it. I am looking forward to continuing my work with the association and to contributing to its goals and objectives.
ing will be completed and the publication of some ten or eleven volumes will be begun. The study of the Mandate System under the League of Nations will probably be completed, the project for the study of the Causes of Wars will be further advanced, Mr. White’s study of the Prestige Value of Public Employment will be brought to a close, and the study of War and Post-War Civil Service in Great Britain substantially completed. The basic study of the Causes of Wars, the Nature and Character of Political Leadership, and the fundamental inquiries into Irrational Political Action will be further developed. Two or three units of the study of a proposed form of Political Cooperation in the Metropolitan Area of Chicago will be completed in 1928, but the study will not be finished until 1929. Mr. Gosnell’s analysis of Popular Participation in Elections in Certain European Countries will be brought to a close. Likewise Mr. Wooddy’s study of Nominating Methods in England will be completed and published, and Mr. Schuman’s study of American Policy Toward Russia, 1917-27.

Back of all the detail regarding specific inquiries, what we really are attempting is to blaze a new trail in the field of the technical study of political relations. We are endeavoring to integrate the study of government more closely with the other social studies and with the natural sciences, and we are struggling to develop a more precise and more effective technique. This is not the task of a day, and we do not expect to finish it offhand, but we are confident that we are making significant progress. We have now some fifty graduate students in residence who are candidates for higher degrees in political
The concept of the participation of the people in the management of the factory will be expanded. The success of the management system will depend on the participation of workers, who will be involved in decision-making for the factory. The involvement of workers at the grassroots level will be crucial for the success of the policy. The participation of workers will be encouraged through various activities such as training sessions and regular meetings. The factory will be transformed into a participatory model, where workers will have a voice in the decision-making process. This will lead to increased motivation and productivity among the workers. The factory will become more democratic and efficient, with workers taking an active role in the management of the factory. The policy will be implemented through various incentives, such as bonuses and recognition programs.
science. We are developing significant research activities, and we believe that we are making real contributions to the more intelligent ordering of political life.

It is perhaps needless to say that the Department of Political Science, with other allied departments, hopes for the establishment of a School of Politics. The proposed outlines of such a school have already been indicated in memoranda previously submitted. The proposed school of Politics is designed to cover (1) fundamental research in the field of political relations; (2) consultation and conference with various governmental and civic agencies; (3) vocational training and education directed toward covering the preparation of teachers, investigators in political science, and preparation for a limited number of special branches of public administration.

Some of the specific fields in which there are unusual prospects for very significant achievement are the following:

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

2. Fundamental changes in methods of studying politics through the fusion of the new scientific methods and results with the older forms of political inquiry. We have inherited
We are developing an intelligent research capability and we believe that we are making key contributions to the more intelligent operation of policy. We believe that the number of policy analysts, the proliferation of policy science with other agencies, the growth of a school of policy, and the proliferation of policy science in various fields of study (e.g., economics, accounting, and government) are important steps in the development of the definition and application of policy science and capability for a limited number of special phenomena of policy administration.

The establishment of a continuing center for this work is important. The center should be a part of the existing research in the department and should be part of the core curriculum. It would be an important step in the development of policy science and capability for a limited number of special phenomena of policy administration. We believe that the number of policy analysts, the proliferation of policy science with other agencies, and the growth of a school of policy, and the proliferation of policy science in various fields of study (e.g., economics, accounting, and government) are important steps in the development of the definition and application of policy science and capability for a limited number of special phenomena of policy administration.
a system of political research from a period we have outgrown,
and it is desirable and possible to reorganize and readapt our
methods to meet the demands of the new age. This cannot be
done in a year, nor perhaps in one generation, but a system-
atic and persistent effort, without the necessity for too great
attention to immediate results, will achieve the fusion of the
old and the new in a modern form of political research.

3. Progress in establishing norms of civic education,
objective tests of attainment, and methods of applying cri-
teria determined. At the basis of all political difficulty
lies the haphazard system of training for the tasks of poli-
tics. Neither the objectives of political education nor prac-
tical methods of measuring attainment have been worked out ex-
cept in the most rudimentary fashion. This is a field in which
scientific method is likely to produce results of the most far-
reaching character.

4. Progress in the technique of public administration in
the United States, with special reference to the fields of elec-
tions, taxation, and police. All these fields are in an utter-
ly chaotic state in America, and very little systematic study
is being given to them. A long-time program of research and
conference should produce significant results in each of these
directions. With 750,000 elective offices, 3,000,000 appoin-
tive officials, with seven billion dollars in annual income,
and with a very imperfect police system for 110,000,000 people
we have a practical problem of the first magnitude.

5. Progress in international research upon non-traditional
lines. Large funds have been available for scientific inter-
A scheme of policy research is a starting point for solving the problem of making the people of the new society identify and recognize the benefits of the new order. This cannot be accomplished if the people are unaware of the new society and its benefits. Therefore, it is necessary to incorporate the necessary for the people to benefit from the benefits of the new society. This will involve immediate research, with emphasis on the benefits of the new society and the modern form of political research.

In the last few years, we have made significant progress in establishing schools and colleges throughout the country. At the same time, political difficulties have not disappeared. The schemes of government have been working hard to make the benefits of the new society accessible to the people. The people are now aware of the benefits of the new society. The results of these efforts are beginning to show. The benefits of the new society are becoming more apparent.

In the future, we need to expand our research efforts, with special reference to the benefits of the new society. This will require a long-term program of research and development. We have already made significant progress in this area, with numerous publications and reports. We need to continue this work and make it even more effective.

We have a strong desire to see the benefits of the new society become more apparent. These benefits have been seen in various ways, but we need to do more to make them accessible to everyone.

In conclusion, we believe that the benefits of the new society will become more apparent in the near future. We are optimistic about the future and look forward to seeing the benefits of the new society become more widespread.
national investigation, but these have chiefly been expended in directions that are characteristically non-modern. A new type of approach, utilizing the modern psychological and biological material available, and avoiding overemphasis upon legalistic and formal inquiry, should produce results in which modern intelligence could figure more largely than it has hitherto done in international relations. Problems such as the civic training of various nations, scientific inquiry into the causes of wars, and the methods of controlling them, intensive study of international organization, are typical forms of inquiry indicated by the needs of our time.

6. Progress in the study of types of political personalities and leaders. Fruitful lines of inquiry are seen in the more intimate exploration of the nature of the situations under which political leadership develops and the special skills and techniques necessary for this process. Such inquiries will also lead inevitably to the study of varying types of political personalities, including both the leader and the follower. It will be necessary to carry these studies to the borderlands between the study of patterns of political personality and the psychiatric and physiological patterns underlying them. In this no-man's-land of seemingly non-rational behavior will perhaps be found some of the most suggestive lines of scientific inquiry.

Just at present there is a movement on foot to organize a research unit in connection with the work of the International City Managers. Mr. Eastman of Rochester has made a five-year gift of $25,000 a year, conditional on the raising of a similar
amount, for two purposes: (1) the development of the periodical known as Public Management, and (2) the establishment of a research service for the use of the city managers. The location of this unit, together with the Secretariat of the International City Managers' and the American Municipal Association, is still undecided. The present location of these Secretariats is at Lawrence, Kansas, and it will require an additional guaranty of about twenty thousand a year to move them. Unquestionably the most advantageous location for the periodical and the service would be in close proximity to the University of Chicago. Many of the managers and officials would favor such a location if the necessary arrangements could be made.

I am directing attention to this situation because the proposed unit in municipal government would constitute one of the most important elements in the projected School of Politics. It would fit in admirably with the development of our work in Local Community Research and with the broader plans for research other than local.

III. PRACTICAL AND CONSULTATIVE ACTIVITIES.

As we conceive it, one of the functions of a Political Science Department is to act in a consultative capacity for government officials, or for unofficial civic agencies. This is an obligation sometimes interfering with research and sometimes aiding research, but in any event one from which we cannot escape and probably would not desire to avoid altogether. It is a burden, however, which falls more heavily upon our Department than upon most others, partly for general reasons and
partly because of personal situations. Mr. Merriam's interests and activities in the local field are well known and need not be described except with a general statement that he devotes a considerable amount of time to conferences and consultation with responsible officials in various governments and with numbers of representatives of civic organizations. A review of these might be interesting but perhaps not significant for the purposes of this report. He is also a Director and Member of the Executive Committee of the National Institute of Public Administration, whose activities in the reorganization of state, county and municipal government are well known throughout the United States, as it is undoubtedly the leading organization interested in applied political research. Mr. Merriam is also Vice President of the National Municipal League, and Chairman of the League's Committee on Elections, which has just published a report on the technical subject of Registration.

Mr. White likewise devotes a considerable amount of time to consultation and conference. He is one of the Trustees of the National Institute of Public Administration, Vice President of the Civic Service Association of Chicago, Chairman of the American Section of the International Congress of the Administrative Sciences, and an Editor of Public Management.

Mr. Wright is active in the work of the Chicago Council of Foreign Relations and is called upon to advise and consult on a wide variety of international questions.

Mr. Mott and Mr. Gosnell, together with Mr. Kerwin, Mr. Wooddy and Mr. White, have been delegates in attendance on the Chicago Institute of Politics during the Fall of 1927, and ac-
security of the person or property of another. The Matron's interests
and expectations in the past have been well known and kept
on a confidential basis with a General Superintendent of Guard. A
considerable amount of time is devoted to conferences and consultations with
administrative officials in various government and with members of
the Executive Committee of the Canadian Administration.
A review of these might

be interesting and perhaps not significant for the purposes of
this report. It is also a director and member of the Executive
Committee of the National Institute of Public Administration.

Some activities in the recognition of an active, whole-minded, and
well-known government the United States,
as it is comprehensive the Federal Administration, Mayor, and
City Council is also active in the establishment of the
National Institute of Public Administration.

The recent report of the Department of
Recognition.

The National Institute of Public Administration
is in one of the Trustees of
the recognition of the National Institute of Public Administration. The report
of the Chicago Service Association of Classified Officers of the
American Section to the Interorganizational Congress of the National
Security Council, and as an expert of Public Management.

Mr. White is serving in the work of the Chicago Council
on Federal Relations, and is called upon to write and consult
on a wide variety of importance to the State Department.

Mr. Wolf and Mr. Connolly, together with Mr. Kerwin, Mr.
Moor and Mr. White have been active in attendance on the
Chicago Institute of Politics during the Fall of 1927, and so-
tive in the formation of its constructive program of City Planning.

Mr. Gosnell has been Chairman of the Elections Reform Committee of the City Club and has rendered important service in the development of an election program.

Mr. Kerwin is representing the University on the Executive Committee of the Institute of Local Politics, Chairman of the Findings Committee of that Institute, and a member of the Home Rule Committee of the same body. Mr. Kerwin is also Director of Research of the American Municipal Association, and a representative of that Association at the Congress of the International Union of Cities, to be held at Seville, October 5th to 9th, 1928.

Likewise, other members of our Department are constantly giving technical advice to all sorts of local officials and local groups. The enumeration of all these instances would be formidable in length, but perhaps no more significant than the statement that the duty of consultation is one of the most significant obligations in our group. In fact, the problem raised by these constantly recurring requests is so serious that we are at times disposed to resist them all. Yet in view of our relations to the community and our obligation to assist in cross-fertilizing political theory with political practice, there seems to be on the whole no question that we should continue our activities in this direction.

IV. UNIVERSITY GOVERNMENT.

Mr. Merriam acts as Chairman of the Political Science De-