The formation of the comprehensive program of city planning.

The nursery has been developed at the Elecideum Institute and the development of the city plan may not necessarily involve directive in the executive committee of the University in the field of education. Mr. Keanin is chair of the same body. Mr. Keanin is also director of the American Municipal Association and a member of the Institute of Municipal and Educational Association of the Institute of Municipal and Educational Association of the Institute.

The appointment of a chair of city planning is one of the most important steps towards the development of the comprehensive program of city planning.

II. UNIVERSITY GOVERNMENT

Mr. Keanin serves as Chairman of the Political Science De-
partment. Mr. White has acted as Executive Secretary of the University's Committee on Local Community Research, a responsible and difficult position in view of the responsibility involved and the expenditure of over $100,000 a year in research upon a variety of very complex problems. Mr. Merriam is also a member of this Committee. Mr. White is a member of the Library Board, and Secretary of the Social Science Conference. Mr. Wright is Executive Secretary of the Harris Foundation Institute, and a member of the Board of University Publications, University Public Lectures Committee, and Committee on Honorary Degrees.

Mr. Mott has been Advisor for students majoring in the social sciences, and during the Summer of 1927 he acted as Dean in the Colleges. Mr. Mott has also been Advisor to students majoring in Political Science, and has been Advisor to the Phi Beta Delta fraternity. Mr. Kerwin has been Advisor of the Political Science Club, Advisor of Phi Sigma Delta fraternity and of the Newman Society.

We trust that this analysis may give you a view of the work of the Political Science Department in 1927 and of its hopes and prospects for the immediate future.

Respectfully submitted,

Charles E. Merriam

Charles E. Merriam.
Department of the University, a committee on local community relations, a member of the committee in view of the responsibilities in an active and efficient position in various and the experience of over 5,000 a year in research upon a variety of very complex problems. Mr. Atkinson is also a member of the committee. While he is a member of the N.A.T.L. and secretary of the Social Science Conference.

Mr. Atkinson is executive secretary of the N.A.T.L. and a member of the N.A.T.L. Board of University Relations. University Relations, a member and committee, and committee on national.

Mr. Atkinson has been a member of the Social Research Conference in the summer of 1951. He has been a member of the College. Mr. Atkinson has been a member in various capacities. Mr. Atkinson has been a member of the Political Science Group, the University of the Political Science Group, the University of the Political Science Group, the University of the Political Science Group, the University of the Political Science Group.

Mr. Atkinson has been a member of the University of the Political Science Group, the University of the Political Science Group, the University of the Political Science Group, the University of the Political Science Group.

We gratefully acknowledge with you a view of the work of the Political Science Department in 1952 and 1953. We hope you will continue to report for the immediate future.

Respectfully submitted,

[Signature]

Charles E. Atkinson
February 16, 1928

My dear Mr. Kerwin:

We shall take care of the proposed dinner for the twenty-four actors who will put on the play for the Political Science Club. I suggest that you make arrangements to give the actors their dinner at the Graduate Club and send me the bill.

Yours cordially,

FREDERIC C. WOODWARD

Mr. Jerome C. Kerwin
Department of Political Science
Faculty Exchange

PGW+L
Dear Mr. Colonel:

My dear Mr. Colonel:

We greatly appreciate the help you have given to our cause. We are unable to pursue the necessary steps due to political considerations. We urge you to take more decisive action to give the necessary support to the Government of the Grandfather and the national interest.

Yours sincerely,

Perry C. Woodward

Mr. Secretary of Commerce
Department of National Defense

[Signature]
February 14, 1928

Dear Professor Woodward:

The Graduate Political Science Club and the Undergraduate Political Science Council have asked the Election Commissioners of Chicago through Judge Jarecki to put on at Mandel Hall their play, "A Day at the Polls". This play is a very instructive and a very vivid picture of the errors committed by election officials and voters on election day. It is an effort to instruct the voters and the watchers (the Political Science students serve in this capacity at each election) in possible violation of the law--willful and otherwise. The play has been presented at the state convention of the Illinois League of Women Voters, at the City Club of Chicago, and before certain local civic groups. There can be no doubt of the educational value to the University and to the community in bringing the play to the Campus.

The twenty-four actors in the play are employees of the Election Commissioners Office. They give their time and services gratis. It has been customary, however, for the organization before which they perform to give them their evening meal. Our Political Science Clubs have no treasuries and therefore cannot undertake the task. Because of the size of the group it is impossible to ask any individual to take care of them. I believe that the University might very well undertake the financing out of the annual entertainment fund of a dinner to these people.

Faithfully yours,

Jerome G. Kerwin.

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

The Graduate Policy Advisory Council has received
the request to establish a new Student Union building.

We understand that the Advisory Council has been
underscraped for funds and resources.

I therefore write to inform you that the Student Union
building will be funded through a crowdfunding campaign.

Please find attached the crowdfunding proposal.

Sincerely,

[Signature]

Associate Professor

Proposed Prepared & Approved

[Date]

[Signature]
Dean Frederic C. Woodward, Vice Pres., January
University of Chicago, Thirtieth
Chicago, Illinois. 1928

My dear Dean Woodward:

I have intended writing you directly to tell you how much I appreciated your consideration in connection with our negotiations with relation to a possible position at the University of Chicago. Thank you so much for your good wishes with regard to the Bennington College presidency. My visit to Chicago has convinced me that I must draw heavily upon its graduate students for our Bennington faculty and I hope that I may count on my friends there for advice and counsel at many a point as our plans for the institution develop.

I hope that with your personal connections with Bennington we may also count upon seeing you there more than once.

Sincerely yours,

Robert D. Leigh

RDL/MIB
DEPARTMENT OF POLITICAL SCIENCE
WILLIAM COCHRAN
WASHINGTON, MARYLAND

I am writing to you from Woodrow Wilson's

![Image of a map or drawing]

Your sincerely,

(Signature)
January 13, 1928

My dear Mr. Leigh:

Mr. Merriam has shown me your letter of January 7, and while I regret very much that there is no longer a possibility of attaching you to the University of Chicago, I hasten to congratulate you upon the opportunity that has opened before you so much nearer home. My friend Morton Hull is greatly interested in the proposed Institute at Bennington, and several other friends of mine have summer homes in the old town. I hope therefore that there is a chance that I shall run across you again some day.

With kind regards and best wishes,

Yours very sincerely,

FREDERIC C. WOODWARD

Mr. Robert D. Leigh
Department of Political Science
Williams College
Williamstown, Massachusetts

FCW*L
My dear Mr. Freeman:

All heretofore I have shown you my respect or confidence I may write I respect any more than I do now in person to go to London a position of office I mean to go to the University of Oxford I mean to go to Oxford on the opportunity of office. I mean to open another honor in my honor in person. My position to have an entry in the literature of the period to go to Oxford have access to the office of the... I hope some time to come to a place that I will not some how some way. With kind regards any peace.

Yours very sincerely,

Hendric C. Woodward

[Address information]
January 12, 1928

My dear Professor Woodward:

This closes the Leigh chapter. I think we had a very good fish on the hook and am sorry we could not get him in the net or on the land.

Very sincerely yours,

Charles E. Merriam

Professor Frederic C. Woodward
Vice President and Dean of the Faculties
Faculty Exchange
Professor Charles E. Merriam
Department of Political Science,
University of Chicago,
Chicago, Illinois.

Dear Professor Merriam:

I met with the Board of Trustees of Bennington College in New York City
the other day and after as careful consideration as I could give to the
problem decided to accept the Presidency.

I think you already realize how much I regret not being able to follow out
the alternative plan, which I had before me, of joining you at the University of Chicago in the very interesting and important research program
which you are getting under way. I hope that my transfer to the position
of college presidency will not put me outside the pale of the respectable
company of political scientists and I shall look forward to seeing you from
time to time at the University of Chicago and keeping in touch with the
significant work which you are inaugurating there. I wish you would ex-
tend to Professor White my appreciation for his many kindesses to me dur-
ing my visit to Chicago and my deep regret at causing you the inconvenience of delay in organizing the personnel for the project of crime research. I
think you understand that the Bennington project came to me suddenly and
late so that I was not able to anticipate that anything would keep me from
accepting the Chicago offer if and when it should be made.

My kind retards to your delightful family and my best wishes to the De-
partment of Political Science at Chicago.

Sincerely yours,

(Signed) Robert D. Leigh

P.S. It is essential that the matter of my appointment to the Bennington
Presidency remain confidential until the official announcement by the
Trustees a week or two hence.

R.L.

RDL: MIB
Dear Professor [Name],

I am writing to express my strong interest in the position of Research Coordinator at the University of Chicago in New York City. I was very impressed by the opportunity to work on the project and would like to apply for this position.

I believe that my skills and experience make me a strong candidate for this position. I have a background in political science and have conducted research on [specific area of interest]. My experience includes [briefly describe experience, e.g., research, teaching, or other relevant work].

I am particularly interested in the opportunity to work with [name of professor or department] on [specific project or topic]. I am confident that I can make a valuable contribution to your team.

Please let me know if you would be interested in discussing this opportunity further. I look forward to the possibility of working with you.

Sincerely,

[Your Name]
December 12, 1927

My dear Mr. Leigh:

I hope you will pardon my tardiness in answering your letter of December first. Your memorandum of expenses has been approved and you will doubtless receive a check from the Auditor in a few days. Your situation in regard to sabbatical leave is fully appreciated and in case we decide to invite you to come to Chicago we shall try to save you from embarrassment.

Mr. Merriam says you will doubtless be in Washington during the holiday meetings, and since Merriam, White, and Miss Abbott will be there, I hope they may have another talk with you. Miss Abbott, as you doubtless know, is Dean of our Graduate School of Social Service Administration, and I am sorry she did not have the opportunity of a conference with you when you were here. I look upon you as a man who would occupy a borderland between Political Science (of the conventional sort) and the field of Social Service Administration, to the great advantage of both, and I want Miss Abbott to become acquainted with you. She is a scholar of first rate ability and of high standards, and I am sure you would enjoy meeting her.

Your short visit gave me a great deal of pleasure, and I hope to become better acquainted with you.

Yours cordially,

FREDERIC C. WOODWARD

Professor Robert B. Leigh
Department of Political Science
Williams College
Williamstown, Massachusetts

wel
December 1, 1927

Dean Fredric C. Woodward,
Vice President, Univ. of Chicago,
Chicago, Illinois.

My dear Dean Woodward:

At the suggestion of Professor Merriam I am sending directly to you the list of my expenses in connection with my recent trip to Chicago. I am including an itemized list of expenditures, since I am not sure what the custom is as to type of expense paid by the University.

One matter in connection with my possible transfer from Williams to Chicago I neglected to discuss with you. It is the difficulty of my sabbatical. I am entitled and have already been voted a sabbatical year on full pay for the next academic year by Williams College. I have found that I am entitled to this sabbatical as a result of the six years of service and have no obligation to return to Williams at its conclusion. But I believe that were I to resign now to accept a position in another university the question might well be raised as to whether Williams would give me the salary for my sabbatical leave. My own solution for the difficulty would be not to accept a position elsewhere until next year, and if the University of Chicago could reasonably postpone making me an offer
until next year it would be quite adequate to meet the situation. I understand, of course, that it is the desire of Professors Merriam and White to get started at once upon the police administration study. I should be willing to devote my next year in Europe to such a study of police administration as is outlined in Mr. White's plan, without any guarantee of later appointment at Chicago. My study could in any case eventuate in publication and would be in the line of my general interest in public administration. I know that you will want to take this matter into consideration when you arrive at some decision as to whether I am to be asked to join the staff there.

I appreciate very much the courtesies and kindness which you and others showed me in my short stay with you.

Sincerely yours,

[Signature]
I feel that much is wrong in public preference to want the
unprofitable extension of an office may be, if not to say,
reduction of the expenditure of money and time to the
annex. I have made the public expenditure as willing as I can
unwilling to the people, and the manner in which those
annexes are in the hands of the people, and the people
in the hands of the people, and the people...

I cannot support any measure that will lead to the
unprofitable extension of an office, as much as I can
approve any measure that will lead to the
unprofitable extension of an office.
WAY AT THE TOP IN INSIGHT UNDERSTANDING AND JUDGEMENT STOP

WHEN A STUDENT IN MY SIMINAR HE SEEMED LIKE AN ABLE MATURE

COLLEAGUE ONLY QUESTION IS WHETHER HE HAS THE CONCENTRATION

AND DRIVE TO WHIP HIMSELF TO ACHIEVEMENT BEYOND WHAT THE

TASK IN HAND CALLS FOR AM CONFIDENT HE WOULD RESPOND MOST

ADEQUATELY TO ALL EXTERNAL STIMULI I HAVE SUCH CONFIDENCE

HIM THAT I WOULD ACCEPT HIS OWN JUDGEMENT AS TO HIS

QUALIFICATIONS FOR ANY PARTICULAR JOB.

T R POWELL.

Send to Mr. Woodward for his use.
TIME RETURNED: 8:56
MSSN. NUMBER: 960
REASON: Clozed

6/16 939
MSSN. NUMBER
REASON: MRTN

5/5
B ()
Krapel
December 10, 1927

My dear Mr. Payne:

On the recommendation of Professor Merriam, the title of Professor White has been changed from "Professor of Political Science" to "Professor of Public Administration". I am notifying you in order that the change may be made in the publications of the University.

Yours cordially,

FREDERIC C. WOODWARD

Mr. Walter A. Payne
Faculty Exchange

Wel
December 10, 1933

Dear Mr. Professor,

I am writing in response to your invitation to contribute to the publication of the "Proceedings of the National Council of the University of the Philippines." I am more than willing to do so. I have attached a paper on "The Role of the Professor in Higher Education." I hope you will find it of interest.

Best regards,

Frederic C. Woodward

Mr. Robert A. Reyes
Dean, Faculty of Education
December 10, 1927

My dear Mr. Merriam:

I see no objection to a change in the academic title of Professor White from "Professor of Political Science" to "Professor of Public Administration". I am therefore approving the recommendation and notifying the Recorder.

Yours cordially,

FREDERIC C. WOODWARD

Mr. C. E. Merriam  
Department of Political Science  
Faculty Exchange  
Wel
December 10, 1883

Mr. Geo. W. Morrison:

I see no objection to a change in the

Secretary of the President from "to" to "of"

Secretary of the President from "to" to "of"

Secretary of the President from "to" to "of"

Secretary of the President from "to" to "of"

There are no recommenders and no lettering for

Yours sincerely,

Predecessor C. Woodward

Mr. Geo. W. Morrison

Department of the President

Executive Office

M-47
UNABLE TO ACCEPT YOUR CORDIAL INVITATION LETTER FOLLOWS.

AUGUST VOLLMER.
October 24, 1927

Mr. Frederic C. Woodward  
Office of the Vice-President  
The University of Chicago  
Chicago, Illinois  

Dear Sir:

In the absence of Chief Vollmer, I have to acknowledge receipt of your letter dated October 20.

Mr. Vollmer is expected to return on November 1, at which time your letter will no doubt receive his immediate attention.

Very truly yours,

C. D. LEE  
Acting Chief of Police
October 27, 1934

TO THE PROCTOR OF WOOSTER
OFFICE OF THE VICE-PRESIDENT
UNIVERSITY OF OHIO
WOOSTER, OHIO

DEAR SIR:

In the absence of other
attorneys, I have to communicate several
announcements of December 10th

Notice is hereby given that, on November 1st,
the faculty will meet to consider
immediate action.

Very truly yours,

C. D. FERGUSON
acting clerk of college
The filing time as shown in the date line on full-rate telegrams and day letters, and the time of receipt at destination as shown on all messages, is STANDARD TIME.

Received at 1023½ E. 63rd St., Chicago, Ill., Hyde Park 4321

CA156 14 COLLECT 3 EXTRA.BERKELEY CALIF 27 105P

F C WOODWORD.

UNIVERSITY OF CHICAGO.

VOLLMER ENROUTE HOME/CANT WIRE HIM/PROBABLY HERE TWENTY

NINTH.

C D LEE ACTING CHIEF POLICE.

Copy to L. D. White
Send the following message, subject to the terms on back hereof, which are hereby agreed to

To Mr. C. E. Lee

Street and No. (or Telephone Number) Acting Chief of Police

Place Berkeley, California

PLEASE FORWARD MY TELEGRAM TO CHIEF VOLLMER CONSULT EDY.

F. C. Woodward

<table>
<thead>
<tr>
<th>CLASS OF SERVICE DESIRED</th>
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<tr>
<td>Telegram</td>
<td>X</td>
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<tr>
<td>Day Letter</td>
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<tr>
<td>Night Message</td>
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<td>Night Letter</td>
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Patrons should mark an X opposite the class of service desired; OTHERWISE THE MESSAGE WILL BE TRANSMITTED AS A FULL-RATE TELEGRAM

NEWCOMB CARLTON, PRESIDENT

GEORGE W. E. ATKINS, FIRST VICE-PRESIDENT

October 27 1927
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 unrepeated message rate is charged in addition. Unless otherwise indicated on its face, this is an unrepeated 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 unrepeated-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 reduced; 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 the 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-tenth of one per cent of the amount by such valuation shall exceed five thousand dollars.

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.

4. 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 him for such delivery at a reasonable price.

5. 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.

6. 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.

7. Special terms governing the transmission of messages under the classes of messages enumerated below shall apply to messages in each of such respective classes in addition to all the foregoing terms.

8. No employee of the company is authorized to vary the foregoing.

THE WESTERN UNION TELEGRAPH COMPANY
INCORPORATED
NEWCOMB CARLTON, PRESIDENT

TELEGRAMS
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, postage prepaid.

DAY LETTERS
A deferred day service at rates lower than the standard telegram rates as follows: One and one-half times the standard Night Letter rate for the transmission of 50 words or less and one-fifth of the initial rates for each additional 10 words or less.

SPECIAL TERMS APPLYING TO DAY LETTERS:
In further consideration of the reduced rate 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 telegrams.

b. Day Letters shall be written in plain English. Code language is not permissible.

c. This Day Letter is received subject to the express understand-

ing 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 obligation 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.

NIGHT LETTERS
Accepted up to 2:00 A.M. for delivery on the morning of the ensuing business day, at rates still lower than standard night message 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 shall be charged 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 Letters at destination, postage prepaid.

b. Night Letters shall be written in plain English. Code language is not permissible.

No employee of the Company is authorized to vary the foregoing.
To E. C. Woodward

Street and No. (or Telephone Number) Chicago, Ill

Place

CHIEF VOLLMER RETURNS FROM VACATION NOVEMBER FIRST WILL ANSWER

WIRE THEN

C. E. Lee
Acting Chief Police

(Original to Professor L. D. White)
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 unrepeated message rate is charged in addition. Unless otherwise indicated on its face, this is an unrepeated 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 repeated-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 the non-delivery, of any message, whether caused by the negligence of its servants or otherwise, beyond the sum of five thousand dollars, as 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-tenth of one per cent of the amount by which such valuation shall exceed five thousand dollars.

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.

4. 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, at his expense, endeavor to contract for him such delivery at a reasonable price.

5. 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.

6. 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.

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

8. Special terms governing the transmission of messages under the classes of messages 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.

THE WESTERN UNION TELEGRAPH COMPANY
INCORPORATED
NEWCOMB CARLTON, PRESIDENT

TELEGRAMS
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, postage prepaid.

DAY LETTERS
A deferred day service at rates lower than the standard telegram rates as follows: One and one-half times the standard Night Letter rate for the transmission of 50 words or less and one-fifth of the initial rates for each additional 10 words or less.

SPECIAL TERMS APPLICABLE TO DAY LETTERS:
In further consideration of the reduced rate for this special Day Letter service, the following special terms in addition to those enumerated above are hereby agreed to:

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B. Day Letters shall be written in plain English. Code language is not permissible.

C. This Day Letter is received subject to the express understandings 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 obligation 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.

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B. Night Letters shall be written in plain English. Code language is not permissible.

No employee of the Company is authorized to vary the foregoing.
Send the following message, subject to the terms on back hereof, which are hereby agreed to

To August Vollmer

Street and No. (or Telephone Number) Chief of Police

Place Berkeley, California

UNIVERSITY CHICAGO INVITES YOU TO IMMEDIATE CONFERENCE HERE ON

POLICE RESEARCH PROGRAM EXPENSES PAID PLEASE WIRE.

E.C. 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 unrepeated message rate is charged in addition. Unless otherwise indicated on its face, this is an unrepeated 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 unrepeated-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 raised, 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 the 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-tenth of one per cent of the amount by which such valuation shall exceed five thousand dollars.

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.

4. 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 him for such delivery at a reasonable price.

5. 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.

6. 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.

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

8. Special terms governing the transmission of messages under the classes of messages 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.

THE WESTERN UNION TELEGRAPH COMPANY
INCORPORATED
NEWCOMB CARLTON, PRESIDENT

CLASSES OF SERVICE

TELEGRAMS
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, postage prepaid.

DAY LETTERS
A deferred day service at rates lower than the standard telegram rates as follows: One and one-half times the standard Night Letter rate for the transmission of 50 words or less and one-fifth of the initial rates for each additional 10 words or less.

SPECIAL TERMS APPLYING TO DAY LETTERS:
In further consideration of the reduced rate 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 telegrams.

b. Day Letters shall be written in plain English. Code language is not permissible.

c. This Day Letter is received subject to the express understand-

ing 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 obligation 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.

NIGHT LETTERS
Accepted up to 2:00 A.M. for delivery on the morning of the ensuing business day, at rates still lower than standard night message 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 shall be charged 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 Letters at destination, postage prepaid.

b. Night Letters shall be written in plain English. Code language is not permissible.

No employee of the Company is authorized to vary the foregoing.
My dear Chief Vollmer:

The members of our Political Science Department are interested in some problems in regard to which they would be glad of an opportunity to confer with you. At their request I am writing to inquire if there is any probability that you will be in the East in the near future. If you happen to be coming East, we should like very much to have you stop off in Chicago for a day or two as the guest of the University.

Yours sincerely,

FREDERIC C. WOODWARD

Chief August Vollmer
Department of Police
Berkeley, California

W-1
October 25, 1931

W. T. Grant Office

The members of the Political Science Department are interested in some happens in recent to whom
your mother is going to an opportunity to counter with
your welfare because we writing to inform you
that you are not welcome in our department and we will be in the next
year in any department that you will be in the next
year near future. If you happen to go come here
we highly hope you would have you work all in Chicago.

Yours sincerely,

Theodore C. Woodrow

Editor, United States
Department of Justice
Department of Labor
Metropolitan, California
October 6, 1927

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

My dear Professor Woodward:

I am enclosing herewith copy of a letter I have just sent to Mr. Fred Atkins Moore, Civic Secretary of the City Club of Chicago.

I think this will cover the situation and enable us individually to help in the worthwhile purposes of the Institute without in any way committing the University as a corporation.

Very sincerely yours

Charles E. Merriam

Encl. Charles E. Merriam
October 6, 1937

Professor W. E. raspberry

We, the President and Dean of the Faculty of Agriculture,

W. E. Raspberry

I am enclosing herewith a copy of a letter I have

sent to R. E. Raspberry, the Dean of Agriculture in the City of Chicago.

I think this will cause the attention of the Department and enable

the Department to take into consideration the importance of the matter.

Very sincerely yours,

[Signature]

[Name]
October 6, 1927

Mr. Fred Atkins Moore, Civic Secretary
City Club of Chicago
315 Plymouth Court
Chicago, Illinois

My dear Mr. Moore:

I am asking the following persons to attend the Institute
of Local Politics:

Leonard D. White, Department of Political Science
Jerome G. Kerwin, Department of Political Science
Ernest W. Burgess, Department of Sociology
Edith M. Abbott, School of Social Service Administration
Carroll H. Wooddy, Department of Political Science
Rodney L. Mott, Department of Political Science
Harold P. Goanell, Department of Political Science.

These are persons of experience and interest in various
phases of local government, and we trust that they may be
able to make some contribution to the work of the Institute.

I believe I made it clear to you that the University, as
such, is not participating in the Institute or in the mak-
ing of its final conclusions, but that these persons are
coming from various departments of the University to help
where they can as individual specialists in their partic-
ular fields.

With very best wishes for the success of the Conference in
which, as you know, I have the most lively interest, I am

Very sincerely yours

Charles E. Merriam
October 6, 1928

Mr. W. A. Finkle Moore, Civic Secretary
City Club of Chicago
The Elgin Court
Chicago, Illinois

I am sending you the following telegram to arrange the Inaugural:

I am enclosing the following telegram to arrange the Inaugural:

Theodore M. White, Professor of Political Science
Yale University
New Haven, Connecticut

I would like to make some contribution to the work of the Institute.

I believe I may be of some help to you in the University, as
I have some experience in the field of Social Science, and work in
the field of Social Science, and I have been able to

with very great pleasure, to serve on the Board of the Institute in

Very sincerely yours,

Charles E. Merriam
October 4, 1927

President Max Mason,
University of Chicago,
Chicago, Illinois

Dear President Mason:

On September 2, 1926, as Executive Director of the Chicago Forum Council, I wrote you in behalf of a proposed Institute of Local Politics, in which a number of leading civic organizations and the three universities in Chicago were asked to cooperate. The University was asked to appoint a representative to serve on the Executive Committee of the proposed Institute. You responded by designating Prof. Merriam as a representative of the University of Chicago.

We did not get under way in arranging the Institute until last spring. At that time Prof. Merriam was too busy to devote much time to it and he designated Prof. Kerwin as his alternate. Prof. Kerwin has shared in completing the arrangements for the Institute, which is to be held on six successive Monday evenings, October 10 to November 14.

Enclosed is the latest prospectus of the Institute.

One of the fundamental features of the plan is that the Institute shall be composed of representatives of the organizations and universities, rather than to be a series of public mass meetings. So we have chosen to have each participating organization and institution represented by five delegates. Not until yesterday did I learn there was any difficulty about this as far as the University is concerned. Upon the return of Prof. Kerwin from his vacation he advised me to take the matter up with Prof. Merriam, who believes that the appointment of delegates should come from you.

We trust that the representatives of the University may be immediately designated so that there will not be any difficulty in their arranging to attend the opening session next Monday evening.

If you desire any further information before making appointments will you be kind enough to have your secretary phone me immediately upon receipt of this?

Sincerely yours,

[Signature]

Fred Atkins Moore
Civic Secretary
GRaham, A.J.T.

President, M.I.T.

Chairman, Office of Research and Development

Office of the President

Dear Professor Graham,

I am writing to express my support and interest in the proposed establishment of a new graduate program in the Department of Nuclear Engineering at MIT. As a fellow educator and researcher in the field of nuclear engineering, I am excited about the potential impact this program could have on the advancement of knowledge and the preparation of future leaders in this critical area.

The University of Chicago is well-known for its excellence in research and education, particularly in the fields of science and engineering. I believe that a strong, collaborative relationship between our institutions would be mutually beneficial. Your leadership and expertise would be invaluable in shaping the curriculum and establishing partnerships that could lead to significant contributions to the field.

I am particularly interested in the prospect of joint research projects that could leverage the strengths of both institutions. The University of Chicago has a strong tradition of interdisciplinary research, and I envision opportunities for collaboration on projects that span multiple disciplines.

Please let me know if you are interested in discussing this proposal further. I would be happy to arrange a meeting at your convenience to explore the potential for collaboration and to address any questions or concerns you may have.

Thank you for your time and consideration. I look forward to hearing from you soon.

Sincerely,

[Signature]

[Name]

University of Chicago
September 1, 1927.

CHICAGO INSTITUTE OF LOCAL POLITICS

Dates - Six Monday Evenings, October 10th to November 14th, 1927.

Place - Auditorium of Woman's City Club, 360 North Michigan Avenue - generously contributed by that organization.

Cooperators - City Club of Chicago, Chicago Forum Council, Cook County League of Women Voters, Chicago Woman's Aid, Chicago Woman's Club, Loyola University, Northwestern University, Union League Club, University of Chicago and Woman's City Club. Several other groups are being invited to cooperate.

Delegations - Delegations of five representatives of each cooperating organization and institution, with five alternates, will compose the Institute and these only will participate in the discussions.

The Public - Approximately one hundred individuals can be accommodated to hear the discussions. These will be admitted by tickets at $2.50 each good for the six sessions.

Purpose - To analyze the fundamental weaknesses of the systems of local government in Chicago and to consider constructive changes including the proposals to consolidate the city and county governments or to substitute the city manager plan for present form of city government.

Objectives - (1) To reach definite conclusions acceptable as nearly as possible to the entire Institute; (2) to submit these conclusions to the constituent bodies represented in the Institute, for ratification if so far as possible; (3) to present the conclusions or ratifications to all civic organizations in Chicago as the basis of public opinion; (4) to follow up the whole procedure as may be deemed feasible or desirable, even to the extent of needed legislation.

Management - An Executive Committee composed of one representative of each constituent body as follows:

- M. O. Griffenhagen, City Club of Chicago (J. L. Jacobs, Fred Atkins Moore, Chicago Forum Council Alternate)
- Mrs. Willa B. Laird, Cook Co. League of Women Voters
- Mrs. Philip Schwartz, Chicago Woman's Aid
- Mrs. Harvey A. Tyler, Chicago Woman's Club
- Rev. Frederic Siedenburg, S. J., Loyola University
- Prof. Albert R. Ellaingood, Northwestern University
- Frederic S. Pope, Union League Club - to be succeeded by another representative

- Prof. Jerome G. Kerwin, University of Chicago
- Mrs. May Wood Simons, Woman's City Club.

Further Information - from Fred Atkins Moore, 315 Plymouth Court, Phone Harrison 8277
July 21, 1927

President Max Mason
Office of the President
Faculty Exchange

My dear Dr. Mason:

I am enclosing herewith a brief statement of the progress made in the study of Comparative Civic Training, during the year July 1, 1926, to June 30, 1927. From this it appears that the study should be completed by January 1st, 1928, with the exception of our study of Civic Training in Switzerland and the characterization of the system employed in the United States. I should be very glad to give you further details on any of the questions raised in this memorandum.

Very sincerely yours,

Charles E. Merriam
I am enclosing herewith a brief statement of the progress made in the work of determining the training given the first year of the program. With the completion of the survey report I have in mind the preparation of a report on the training in the various fields of the arts and sciences. I am sure that you will wish to give this matter careful attention.

Very sincerely yours,

[Signature]

(End of text)
MEMORANDUM ON COMPARATIVE CIVIC TRAINING
1926-'27

During the last year the Comparative Civic Training study has advanced at the following points:

INDUCTION INTO CITIZENSHIP

This study, made by Dr. Elizabeth Weber with the help of Professor Cole of the Anthropology Department, Professor Bonner of the Greek Department and Professor Thompson in Medieval History, has been completed. It consists of the following main parts:

I. Induction into citizenship in primitive tribes
II. Induction into citizenship in the classical period
III. Induction into citizenship in the feudal period of chivalry
IV. Modern forms of induction including political and certain non-political groups such as the Masonic Order, the Ku Klux Klan, the Catholic church, the Boy Scouts, etc.

This study opened up new and interesting points of view regarding civic training, particularly in its primitive forms. One of the most interesting of these is the primitive device of suggesting and inculcating tribal ideals and ideas after a long period of isolation, starvation, terrorization. These early devices have much in them that is very suggestive of modern discoveries of fatigue in the physiological field, and reveries in the field of psychiatry. In modern times it appears that symbolism and ceremonialism have been very largely shifted over to non-political groups, while the political ceremonials have been reduced to a minimum. At the same time the period of civic training has been lengthened from the week or ten days among the
MEMORANDUM ON COMPARETIVE CIVIC TRAINING

February 28, 1933

Desiring to keep abreast of the Comparative Civic Training

An Office of the Commissioner of the Commissioner

INDICATION INTO CIVIC TRAINING

As a step towards the inclusion of the Comparative Civic Training

The President, with the aid of Professor Thompson and Professor Thompson in the

General Election, have been completed. It continues to be for

In the main parts:

I. Indication into Civic Training in the general sense
II. Indication into Civic Training in the literal sense of the
III. Civic Training
IV. General Home of Indication Training, including the macro-
V. Certain non-political elements such as the Bureau of
VI. Various Home or Training, the Comparative Analysis
The 50th Section, etc.

The above omen of new and interesting points of view

Assuming civic training particularly in the area of

One of the most interesting of these is at the prize give to

Beauvoir, etc.

The above omen of new and interesting points of view

V. Certain non-political elements such as the Bureau of
VI. Various Home or Training, the Comparative Analysis
The 50th Section, etc.

The above omen of new and interesting points of view

V. Certain non-political elements such as the Bureau of
VI. Various Home or Training, the Comparative Analysis
The 50th Section, etc.
primitives to the eight or ten years of formal education now being established throughout the Western World.

RELATION BETWEEN PATRIOTIC TYPES AND PHYSICAL AND PSYCHIATRIC CONSTITUTION OF THE INDIVIDUAL

Dr. Harold D. Lasswell has spent six months studying with Dr. Elton Mayo in Harvard exploring this field in a frankly experimental way. The results were extremely gratifying in that they developed possibilities of the most striking character if this line of attack were followed through. The following outline of Dr. Lasswell's study indicates the general trend of his inquiry:

Ch. I – The Intensive Study of the Individual
Ch. II – The Psychiatric Approach
Ch. III – Reveries: History of Patriots
Ch. IV – Freud's Theory of the State
Ch. V – Physiology and Patriotism
Ch. VI – The Future of Research.

A part of this study will be incorporated in the concluding volume of the series and a part of it will be used in the form of special articles as for example, Ch. IV on Freud's Theory of the State. It was not expected that Mr. Lasswell would discover specific relationships between civic types and physiological and psychiatric traits but significant progress was made in the development of a method for this purpose. A small number of cases were studied and distinct progress was made for the development of a plan of attack upon this problem which it is believed holds great possibilities.
RELATION BETWEEN PATRIOTIC TYPE AND PHYSILOGICAL AND PSYCHOLOGICAL

CONSTITUTION OF THE INDIVIDUAL

Dr. B. R. Sheways suggested a study of the physiological effects of patriotic stress, focusing on the individual's constitution. The study aimed to explore the relationship between patriotic type and physiological and psychological factors affecting the individual.

The Influence of the Individual

A brief outline of the study will be as follows:

I. The Psychological Approach
II. The Personality of the Individual
III. patriotism and religion
IV. The Nature of Research

A brief outline of the study will be as follows:

I. The Psychological Approach
II. The Personality of the Individual
III. Patriotism and Religion
IV. The Nature of Research

The study will illuminate various aspects of patriotic type and its impact on physiological and psychological states. It will explore the dynamic interplay between these factors and the individual's constitution, providing insights into the mechanisms underlying patriotic stress and its effects.
CIVIC TRAINING IN ENGLAND

The first draft of Professor John M. Gaus's study of England has been completed and made the subject of a number of conferences, notably with Professor Graham Wallas of the London School of Economics and Political Science. Professor Gaus is devoting the summer of 1927 to rewriting his study and this should be completed by October 1, 1927.

CIVIC TRAINING IN RUSSIA

During the year 1926-27 Professor Samuel N. Harper (with Professor Merriam) visited Russia and spent three months there in detailed study of the methods now employed. Later he spent two months in Germany going over his material and checking his results. About half of the chapters have been written and Professor Harper is taking the summer of 1927 for the completion of the volume which should be ready by October 1, 1927.

CIVIC TRAINING IN GERMANY

Mr. Paul Kosok has continued his study of Germany. Professor Merriam conferred with him in Berlin in the summer of 1926 and later during several weeks in Geneva. Mr. Kosok has completed and sent in all of his chapters with a few exceptions, and his work is now being somewhat revised by Dr. Laswell.

CIVIC TRAINING IN ITALY

Professor Robert Michels has completed the manuscript of his study of Italy. He is now in residence during the first term of the Summer Quarter in the University of Chicago, and is working over the last chapters of his study with Mr. Merriam and Mr. Lasswell.
CIVIC TRAINING IN ENGLAND

The intent of thePassaroff and the Pensee family is to engage once more in private conversation. Representative values of theikes and politics of the British society in conversation the summer of 1937 to continue the study and

and future plans to complete by October 1937.

CIVIC TRAINING IN RUSIA

During the year 1936-37 Passaroff family and Hector

with Professor Metcalfe (allyed Russia and British family monu-

ments in general and the monuments of the emporical. Professor to

speaks in general terms of the monuments from ancient to Renais-

sance and the art of Germany. Some have been written.

And the family is visiting and writing the summer of 1937 to the com-

pletion of the summaries which will be be ready for October 1937.

CIVIC TRAINING IN GERMANY

Mr. Passaroff was continuing his studies of Germany.

CIVIC TRAINING IN FRANCE

Professor Metcalfe has completed the manuscript

of the French. He is now in the process of giving the lecture

notes of the summer quarter in the University of Chicago and in

writing over the last quarter of the study with Mr. Metcalfe and

Mr. Basselli.
CIVIC TRAINING IN SWITZERLAND

Dr. Wolfers, who agreed in the summer of 1926, to undertake the study of Switzerland, found it impossible to carry out his agreement and Professor Robert C. Brooks of Swarthmore College was substituted. Professor Brooks has written on the government of Switzerland and has a fine background of familiarity with its institutions. He is spending the summer of 1927 in Switzerland and will complete the work through the year 1927-28. He expects to have his study ready by the middle of the academic year.

CIVIC TRAINING IN AUSTRIA-HUNGARY

Professor Oscar Jaszi, formerly of Budapest and now of Oberlin College (Ohio), has spent six months from July 1 to January 1, in old Austria-Hungary, and on his return to the United States began the task of writing up his results. About two-thirds of the chapters have been completed, and Professor Jaszi is taking this summer to finish his volume, which should be ready by October 1, 1927.

CIVIC TRAINING IN FRANCE

This study is in the hands of Professor Carlton J. H. Hayes of Columbia University, and is being conducted in connection with the Columbia University study of Contemporary France. Professor Hayes went to France about February 1st and will return about October 1st.
CIVIC TRAINING IN AUSTRALIA

In Melbourne where George in the summer of 1916, to go on and
get a chance of study in Australia. I am in the process of receiving
more teacher training in Australia. I am in the process of receiving
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CIVIC TRAINING IN THE UNITED STATES

Dr. Bessie L. Pierce has completed her two studies of the Influence of Textbooks upon American Civic Training, and her special study of Civic Propaganda Organizations in the United States.

Dr. Elizabeth Weber has practically completed her monograph on the relation of American groups, both social and economic, toward civic interest and allegiance. A suitable person to take this material and characterize the American system of civic training has not yet been found, but several names are under consideration and it is hoped that this very difficult task may be undertaken in the near future.

COMPARATIVE CIVIC TRAINING

Professor Merriam has kept in close touch with the various workers in the different fields of civic training with a view to summarizing the results in a concluding volume. The outlines of this study are prepared, but obviously the comparisons and conclusions cannot be drawn until the completed manuscripts are available. During the year 1926-'27 Mr. Merriam consulted and advised with all of the workers, visiting Germany, Switzerland, Russia and Austria for this purpose, and going over in some detail the problems that were presented.

It is too early to make specific statements as to the significance of the whole inquiry, and judgment is therefore reserved. The whole study should be completed by January 1, 1928 with the exception of the study of Civic Training in Switzerland, and the characterization of the American system of civic training, which will be delayed beyond that time.
CIVIC TRAINING IN THE UNITED STATES

Dr. Besee pleases to complete for two studies of the influence of textbooks upon American civic training and the specific effects of civic programs organizations in the United States.

Dr. Besee, while men's interests and civic training are not the same and the same subject, civic training should not be taken lightly. It is important to understand the positive and negative aspects of civic training.

Comprehensive Civic Training

Practice in civic training is often confused with the aged. In many cases, the aged are active in civic training with a direct effect. The aged are often found at the head of civic training programs. The aged may have a positive or negative effect on the community. Some aged can positively influence the community, while others may negatively affect it. Thus, it is important to assess the impact of civic training on society.

The above information is based on the research of Dr. Besee. It is important to note that civic training is not the same as civic participation. Civic participation is a broader term that includes not only civic training but also other forms of civic engagement. Therefore, it is crucial to understand the difference between civic training and civic participation.
May 12, 1927

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

My dear Professor Woodward:

In running over some of my old papers yesterday I found this outline of a talk I gave before a group of social science people in May, 1922. This was a social science conference I was endeavoring to organize at that time. We have gone some distance since then.

Very sincerely yours

Charles E. Merriam
May 15, 1939

Professor Preger of Wisconsin

Vice President and Dean of the Graduate
School of Business

The year 1938-39 was a year of transition and changes in the business world. Despite the economic depression, there was a gradual recovery in business confidence. The University of Wisconsin has shown a significant increase in enrollment since the last academic year.

Very sincerely yours,

[Signature]

Chairman E. Meltzer
The following is the outline of a talk given before the instructors in History, Political Economy, Sociology, Philosophy, and Political Science on May 1922. This is a summary of the various points raised and if desirable could be written out fully and expanded. It seems to me, however, that it is perhaps as useful in its present form as if more completely expanded.

E. Newman
The following is the outline of a talk given at the
Institute of Political Economy, Georgetown University,
1936. This is a summary of
the material presented and it could be used as a basis for
further study and discussion. It seems to me necessary to
present the material in the basic form as a sort of introductory
explanation.
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Broad purposes of Social Science courses.

1. Social training of students
2. Special training for vocations
3. Technical scientific research

I. Social Training

Experience of race in social affairs

Just what is to be taught? Not merely erudition.
Facts-powers of investigation-powers of observation-judgment formation - social obligation

Can we test the results by any standard? Is the
ration a balanced one?

Is the work of this group organized and organic?

Have we carefully scrutinized methods co-operatively
from time to time?

Do we take the initiative in co-ordinating and integrating
social studies with geography, psychology, biology,
chemistry?
Do we have comparative data upon this question? And are we satisfied with the situation as it is?

II. Professional Training

Increasing standardization of occupation and occupational training -- our students chiefly teachers and investigators of various types thus far --

Recruiting of social science students -- quantity and quality. Need of fellowships.

Do we "sell" social science work successfully?

III. Technical Research

Closer survey of technical advances and possibilities -- Research in progress and progress in research

Sharpening of tools, desirable and necessary.

General movement in the social sciences toward reconsideration of methods

Personal equipment of investigators -- offices, stenographic and clerical service -- funds for field work -- present equipment radically inadequate -- Fewer courses -- better equipment?

Social Science Building.

Inadequacy of present quarters -- importance of looking ahead toward larger working quarters.

IV. Specific suggestions

Continuation of social science conferences

Discussions of

1. Ways and means of co-operation -- among ourselves with other groups in and out of University.

Creation of Social Science Institute?

2. Social training

3. Professional training

4. Technical research -- methods and results.

No declining interest in social relations -- complexity of society increasing and duties of government enlarging. Tests of democratic methods likely to be severe. Social science advances likely to be made in next generation.
In the continuation of society statements:

Discussion of:

1. The aim and means of cooperation -- need emphasis

With special reference to any of our departments.

Creation of Society Service Interface

2. Society Interface

3. Professional training

4. Temporary assistance -- support and service.

In our financial interest in society relations -- cooperation of

society influence and the duty of government authorities. Need to have

unwelcome welfare efforts for service. Society service enhanced firmly
to be made in every department.
April 1, 1927

My dear Mr. White:

The Committee on Expenditures this morning authorized an expenditure of $79.00 for 500 copies of the Annual Report of the Political Science Department.

I understand that you desire to make some amendments to the report and I should like to have a look at the finished product before it is printed.

Yours sincerely,

Frederic C. Woodward

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

W*L
April 1, 1931

The Committee on Expenditures on War

The committee on expenditures on war, now

For 600 copies of the annual report of

the Political Science Department.

I appreciate that you are to make some

recommendations to the report, and I am

likely to have a look at the printed report

next week.
February 18, 1927

President Max Mason
Office of the President
Faculty Exchange

My dear Dr. Mason:

At the last Trustees' Dinner you suggested in your remarks the desirability of an annual inventory or report from each department. At the last meeting of the Department of Political Science we considered this subject, and I was instructed as Chairman to prepare and present such a report to you. Such a report you will find attached hereto.

We trust it will help to give you a clearer picture of what we have been doing in the last year and what we hope to do in the next year. Under the circumstances we have taken the calendar year rather than the budget year.

Very sincerely yours,

Charles E. Merriam

cc: Max Mason

Charles E. Merriam
Department 18, 1964

Office of the President
Expedition 1964

Dear Mr. H. Nelson:

At the last meeting of the board of governors of the University of Chicago, it was agreed to hold a dinner in honor of the President of the University at the Hotel Sherman on Friday, April 26, at 6:30 p.m. Would you be able to attend? I have already made arrangements with the hotel for a number of guests who will be present and will be happy to have you among them.

If you are able to attend, I would be very much pleased to have you present. A number of other guests have already been invited, and I am hoping that this will be a most enjoyable dinner for all concerned.

Yours sincerely,

[Signature]

Geoffrey C. Marston
Dean of Students
Annual Report

of the

POLITICAL SCIENCE DEPARTMENT, 1926

In accordance with a suggestion of President Mason, the political science department has prepared the following summary of its activities for the calendar year, 1926, including four quarters of instruction. The report is intended to present in summary form the leading activities and interests of the department and is divided into four sections, dealing respectively with undergraduate activities, with graduate instruction and research work, with practical and consulting work by members of the department, and with their relation to the government of the university.
Annual Report

of

Political Science Department

In accordance with the request of the President and the department, the following report is submitted in the form of a letter to the President and the Secretary of Information:

The report is intended to present an overview of the leading activities and the interests of the department and to give an account of the activities with the expectation of cooperation and collaboration in the future.

With respect to the government and the minister.

Letter to the Government of the Minister.
This analysis is divided under the following heads:

I  Undergraduate activities
II  Graduate instruction and research
III  Practical and consultative activities
IV  University government

I  Undergraduate activities.

During the year 1926 the political science department carried on its regular types of instruction in seven courses involving the direction of some four hundred registrants during each quarter except the summer. These courses deal with significant aspects of American and comparative governments, political parties, and constitutional law.

We have been giving a great deal of attention to the analysis and re-organization of our elementary courses 101 and 103, in American Government and Comparative Government, respectively. Last year we developed and put into use a somewhat elaborate syllabus for each course which we have been trying out this year. During the last half of the year, we undertook to improve this still further by the organization of elementary instruction on lines more strictly functional than descriptive. Mr. Beyle has even undertaken the outline of a course in Political Behavior. Furthermore, with Mr. Marshall of the Department of Political Econo...
The emphasis in giving upward to the following needs:

Undergraduate Activities

I

Graduate Information and Research

II

Practical and Non-Practical Activities

III

University Government

IV

Graduate Activities

During the year 1936 the political science department

meant certain on the regular courses of instruction in seven

courses including the following at some point during the

semester during each quarter except the summer. These

courses cover, with the different aspects of American and com-

parative government, political parties, and constitution.

We have been giving a greater emphasis to

the science and re-organization of our elementry co-

see 1936 and I02, in American government and comparative

government, respectively. We have been developing and but

into a somewhat expanded syllabus for each course

whole we have been trying out this year. During the last

part of the year we attempted to improve this article for

their use and the organization of elementary instruction on

these more efficiently functional form descriptive.

Believe have been mentioned the outline of a course in

Political Science. Furthermore, with Mr. Madison of

the Department of Political Science we began a series of

conferences on a joint course in the Economic and Politi-
cal Order. We took a part—but not a leading one—in an experiment with an orientation course in social science.

During the coming year, 1927, we propose:

1. To work out, if possible, an experimental course in Political Behavior or Political Processes, setting up an alternative approach to the traditional method and fundamentally re-organizing the instruction in this field.

2. To continue our conferences with the economists in the hope of working out experimentally a joint course in the Economic and Political Order, which we may try in the near future. We are not disturbed by delay at this point as the problem with which we are dealing is a fundamental one and will not be solved off-hand. The lines upon which we are both working tend to converge and we believe their projection will be advantageous even if a combined course does not result. Our aim is not a junction, as such, but the development of newer and more effective points of view and methods. The solution may have to wait on the report of the National Commission on the Social Studies, of which both Mr. Merriam and Mr. Marshall are members.

3. If the limit on the size of classes is removed and rooms are available, to experiment next year with larger groups of students.

The department has maintained for several years a Political Science Club for the benefit of undergraduate students in government. Mr. Jerome G. Kerwin has been in
charge of this club and has given a great deal of time to supervision and consultation with its members.

II. Graduate instruction and research.

During the year, 1926, the graduate instruction in political science was conducted along established lines. Owing to leaves of absence of Mr. Gosnell during the winter, spring and summer quarters, and of Mr. White during the spring and first term of the summer quarter the number of graduate courses was slightly less than normal. Substantial work was offered, however, in each of the four major fields of graduate instruction, politics and administration, theory, international law and diplomacy, and public law.

During the summer quarter graduate instruction was given by the following visiting professors: Arnold Bennett Hall, recently inaugurated as President of the University of Oregon, Augustus Raymond Hatton of Western Reserve University, Raymond Moley of Columbia University, Graham Henry Stuart of Western Reserve University and Jacob Leslie Crane, a well known municipal engineer.

The number of graduate students doing their major work in Political Science is about forty. In addition the department draws to a substantial extent from the graduate student group in History, Social Service Administration, the Law School, and the other social science departments.
II. Graduate Information and Research

During the year 1939, the Graduate Information

Department compiled an extensive study of graduate

information in the field of law. This study covered a
great variety of topics, including:

1. The number of graduate students registered in the

   University of Oregon. A complete statistical
   analysis was conducted, including:
   a. The number of graduate students in different
      fields of study.
   b. The number of graduate students in different
      years of study.
   c. The number of graduate students in different
      departments.

2. The number of graduate students who graduated in

   the past year.

3. The number of graduate students who are currently

   enrolled in graduate programs.

4. The number of graduate students who are currently

   employed in various fields.

5. The number of graduate students who are currently

   active in various organizations.

6. The number of graduate students who are currently

   pursuing various research projects.

7. The number of graduate students who are currently

   studying abroad.

8. The number of graduate students who are currently

   participating in various internships.

9. The number of graduate students who are currently

   receiving various scholarships.

10. The number of graduate students who are currently

    receiving various awards.

11. The number of graduate students who are currently

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    receiving various stimulation.
The Graduate Political Science Club, under the general supervision of Mr. White, furnishes opportunity through its regular bi-monthly meetings for the interchange of research material and for building up an atmosphere of friendly co-operation between students and faculty.

During the year 1926 doctor's degrees were conferred on Herman C. Beyle, who wrote on the subject of Municipal Reporting in Chicago; Carroll H. Wooddy, the Chicago Primary of 1926; Amry Vandenbosch, the Neutrality of the Netherlands during the World War; Marietta Stevenson, William Jennings Bryan as a Political Leader, Victor K. Johnson, International Status of the British Dominions. In addition to these, some six other students practically completed the requirements for the doctorate but for various reasons were held over until 1927.

Among the more fruitful of these studies might be mentioned Wooddy's analysis of the Chicago Primary of 1926 which is the first case of an analytical view of a primary to be presented. Mr. Wooddy has been made a Fellow of the Social Science Research Council and is now following up his study with an analysis of the English methods of nomination. Mr. Beyle's study of Municipal Reporting also broke new ground in undertaking first an analysis of existing methods of report and, second, a
constructive proposal for the further development of reporting locally.

During the year 1926 the largest single research project has been the study of Comparative Civic Training, under the direction of Mr. Merriam. This study involves an analysis of the processes by which civic interest and loyalty are produced in a number of leading nations including Germany, England, Italy, France, Russia, Austria-Hungary, Switzerland, and the United States. The basic problem involved is the determination of the methods of control applicable in a given situation 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 methods of civic training in America and elsewhere.

This inquiry was organized early in the year with various collaborators from other universities. In the summer of 1926 a number of these men were visited by Mr. Merriam for the purpose of conference and more complete co-ordination of plans. Mr. Merriam also accompanied Mr. Harper to Russia to assist in the initiation of the study there. Three volumes of this study developing significant phases of the inquiry have been completed and the remaining studies are progressing satisfactorily. The study is a part of a series of studies in the field of civic traits and mechanisms.

Another significant piece of research during the year 1926 was Mr. White's inquiry into the City Managers in the United States as a new type of municipal personnel. Mr. White spent some six months in field work, studying the man-
During the early 1960s the largest single research project had been the study of competitive Giro banking. This study involves an examination of the processes of making a decision to invest and the payment of the decision to make a decision to invest. In a number of leading nations including Germany, France, Italy, Japan, and the United States, the same process is used. All of these nations have been examining their methods of competitive Giro banking. The results of these studies will prove an important relation to the economics of competitive Giro banking in America and elsewhere. The industry was not organized early in the year, with serious collaborations from other universitites. In the summer of 1962 a number of these new were visited by Mr. Metzler for the purpose of conferences and more complete co-operation. Plans for Mr. Metzler and accompanying Mr. Kersh to come is in the initiation at the staff there. The work of the study developing significant phases of the industry, have been completed and the remaining studies are progressing satisfactorily. The study is part of a larger project of a study of Giro banking and competitive Giro banking. Another significant piece of research carried the year 1960 with Mr. Metzler's industry into the City Managers in the United States as a new type of managerial position. Mr. Metzler spent some six months in field work, gathering the way...
ager at close range in all parts of the United States, usually under very favorable working conditions. Mr. White's problem is not that of bringing in a general verdict on the desirability of the manager plan as a whole and under all circumstances and conditions, but to discover, describe and appraise as precisely as possible the type of administrative official developed in the management of cities under the new situation. This is a cross-section of Mr. White's larger studies in the field of public administration upon which during the last year he published an important text, Public Administration. The results of this inquiry will constitute a very important contribution to public administration in America.

With the aid of a Guggenheim Fellowship, Mr. Quincy Wright collected material in 1925 on the Mandate System under the League of Nations, particularly in the Arab countries. This material he has been developing during the last year and has advanced it well on the way toward completion. Five articles on this subject have already been published in professional scientific journals. The results will throw light upon one of the most important experiments now being conducted under the auspices of the League of Nations, and will help to show what may reasonably be expected of this piece of political invention. Mr. Wright has also projected during the last year, with the aid of members of the department and with the cooperation of representatives of all the social science departments, 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 inducing war. If carried through, the plan would contribute very materially to the removal of the controversy about war from the field of opinion to that of objective analysis, and it would also serve as a foundation for a constructive policy built less upon emotion and more upon the technical method. Preliminary work has already been done on one division of the subject, but the comprehensive inquiry would necessitate more ample funds than have been available.

Mr. Wright was sent to Geneva by the Carnegie Endowment for International Peace in the summer of 1926, and while there he aided in outlining a plan for a series of thirty studies in international cooperation. He has also been made a member of the Research Committee of the Institute of Pacific Relations and of the Committee of the American Society of International Law on the Codification of International Law.

In addition to these large and more comprehensive inquiries, studies of a more limited character have also been carried on. Mr. Merriam has continued the series of studies in the nature of political leadership which he initiated several years ago. In the spring of 1926 he pub-
lished a volume on *Four American Party Leaders* outlining
in the introduction some of the most significant outstanding
problems. A number of doctoral dissertations in this
field will be completed in the near future. In the fall of
1926, with the cooperation of Professor Thurstone of the
Psychology Department and various research assistants, he
has been following up the previous study with much more in-
tensive examinations. Campus leaders and non-leaders have
been exhaustively studied with a view of determining the dif-
ferentials, if any, and with a further view of applying useful
methods discovered in this process to extra-campus leaders
either in political or related social fields. The out-
come of this experiment is, of course, uncertain; by the
methods used are the most intensive and exhaustive that have
yet been applied to the study of this problem.

Mr. Harold Lasswell during the last three months
has been in Boston working with Dr. Elton Mayo on the phy-
siological and psychiatric approaches to the study of types
of personalities, particularly the patriotic and the anti-
patriotic. The result of this experiment is also uncertain,
especially as it involves relations between psychiatry and
politics, hitherto almost unexplored. Very promising leads
have been uncovered, however, and it is believed that sig-
nificant developments are likely to be made in this field.
These developments will probably follow the line of inquiry
into what is called irrational political action, political
delusions, obsessions or hallucinations.
Ike's article on the American family begins with the interesting quotation:

"In the information age of the most significant change in the world's history, the family will be complete in the near future. In the fall of 1968, with the cooperation of Professor Thompson of the Rockefeller Foundation and various research associations, a nationwide study will be made of the present status of the family, and much more in the future..."

Campbell's article on non-family life has been especially useful with a view to determining the effect of family structure on emotional health and with a broader view of applying these findings. For more information on family structure and emotional health, see the article in Scientific American, "The effect of family structure on emotional health: The case of the non-family..."

We have been battling the values of the family problem...

In the family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important. In the non-family, social and emotional support and affection are especially important.
During the fall quarter Dr. White, with research assistants, has undertaken an intensive study of the prestige value of public employment. This involves an exploration of the attitude of various groups of persons toward public or private employment, and when completed will be an important addition to our knowledge of the basic conditions upon which official personnel policies may be developed. This study is already yielding interesting results, and is likely to prove of greater significance than was originally supposed.

In 1926 Dr. Harold Gosnell was a Fellow of the Social Science Research Council studying "Factors Influencing Popular Participation in Elections" in various European countries. This study is definitely related to the investigation of Non-Voting conducted by Mr. Merriam and Mr. Gosnell. Mr. Gosnell's study of the "Stimulation of Voting", an interesting experiment in the possibilities of vote-stimulation with reference to special types of voters, has been completed and is now in press. Mr. Gosnell returned in the fall and began the work of analyzing and writing the results of his European study. He also initiated an analytical study of certain referendum votes in Chicago.

Mr. Rodney L. Mott completed and published an elaborate treatise on Due Process of Law. This is a basic study of the development of the meaning of due process and its interpretation by the courts. It is an important contribution to juristic analysis of a set of political relations.
During the fall quarter of White with Research

sustained for investigation an intensive study of the plan

the nature of public employment. The influence on ex-plot

before the effective of certain groups of personnel become

bureau of public employment, any new completed will be an

important addition to our knowledge of the bureau's condition

which when officially personnel policies may be developed.

This study is directed primarily to the general condition of

likely to prove of greater significance than was originally

supposed.

In 1932 Dr. Harold Connell was a Fellow at the

school of economics. Connell studying "Tenure Influence -

the Present Participation in Employment to the Ineffi-

cient". This study is generally related to the inequal-

ity of non-voting participation in M. Rettew and M. Goe-

well. M. Connell's work on the "Administration of Vote" -

is an interesting experiment in the possibilities of vote

administration with reference to special types of voters

been completed up to now in progress. M. Connell's research

in the fall and present the work of analyzing any writing the

essential of the thorough study. He also interested in subsidy-

any such of certain government jobs in Chicago.

M. Kochan's work completed and published as early

recent study on the processes of New York a study in-

the development of the meaning of the process and life in-

presentation of the school. It is an important contribution

to practical experience of a set of political relation.
Mr. Jerome G. Kerwin completed and published a treatise on Federal Waterpower Regulation (his doctoral dissertation in Columbia University). Mr. Kerwin also cooperated in the Survey of Civic Agencies in Chicago (now in press) undertaken jointly by the University's Committee on Local Community Research and the Union League Club. Mr. Kerwin also worked with Mr. Merriam on preliminary studies of the Government of the Metropolitan Area of Chicago.

Mr. Harold Lasswell completed his study of Propaganda in Wartime, an important inquiry into the use of a powerful technique to which little careful attention has been given. Mr. Lasswell's study with Dr. Mayo has already been mentioned above.

In addition to these specific research activities the following should be mentioned. Mr. Merriam has served as a member of the Committee on Local Community Research and has played an active part in the formulation and execution of its policies, aiding and advising at many points. Mr. Merriam has also been Chairman of the Social Science Research Council of the United States during the last year. A report of the activities of this organization is attached hereto. Mr. Merriam has also served as a member of the Committee of the American Historical Association on the Social Studies, and as a member of the Research Committee of the International City Managers Association. Mr. White has been technical consultant to the Bureau of Public Personnel Administration in Washington, and Mr. Wright's research activities in con-
Mr. Jerome O. Kerwin completed any preliminary research on the teaching of Negroes in the University of Chicago's graduate school of education in the summer of 1962. He was actively engaged in preparing a report on the university's Committee on Negro Community Relations and the University Union Council. He has also worked with Mr. Kerwin on determining a course of study for the Committee on the Metropolitan Area of Chicago.

Ms. Harold Lasswell completed part of her work on a study of the University of Chicago’s staff with Mr. Kerwin, and on other students, including Mr. Lorens, who had been in Mr. Kerwin’s course in Washington, D.C., for the past several years.

In addition to these specific research activities, Mr. Kerwin has been a member of the Committee on Negro Community Relations and has played an active part in the formulation and execution of the policies, ideas, and strategy of many different projects. Mr. Kerwin has also been a member of the Social Science Research Council of the United States during the last year. A report on the activities of this organization, and a member of the staff of the American Association for the Advancement of Science, was prepared. Mr. Kerwin has also been a member of the Research Committee of the Information Service of the University of Chicago. He has been a member of the University of Chicago's Admissions Committee. Mr. Kerwin has been an active participant in the University's research activities in con-
nection with the Institute of Pacific Relations have already been noted.

During the year 1927 we expect to complete the study of Comparative Civic Training. We expect to complete the study of City Managers in the United States. We expect to complete the study of the Mandate System under the League of Nations. In addition to these major projects, we expect to complete the study of the Prestige Value of Public Employment, and the Analysis of Referendum Votes in Chicago. The basic study of the Causes of War, of the Nature and Character of Political Leadership, the inquiry into Irrational Political Action, will be developed but not completed. Likewise, the development of a proposed form of political cooperation or government for the Metropolitan Area of Chicago will be developed but not completed in 1927.

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 more than forty graduate students in residence who are candidates for higher degrees in political science. We are developing significant research activities and we believe that we are making real contributions to the more intelligent or-
In cooperation with the Institute of Particle Physics, we expect to complete the
first beam of particles.

During the year 1962, we expect to complete the
search for cooperative civic training. We expect to complete the
search for United States in the United States. We expect
to complete the search of the United States under the
Government in Chicago. In addition, to these major projects, we expect
to complete the search of the city of Chicago at the
expense of the United States, with the

In addition, the United States will be developed and not completed. Knowledge
of political science will be developed to form a base for political cooperation
on a political basis for mutual assistance with the

We are not yet the peak of a galaxy,
and we are not expert in thinking at all. But we are certainly
not yet the peak of a galaxy,
and we are not expert in thinking at all. But we are certainly
not yet the peak of a galaxy,
and we are not expert in thinking at all. But we are certainly
not yet the peak of a galaxy,
and we are not expert in thinking at all. But we are certainly
not yet the peak of a galaxy,
dering 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.

It has been proposed that this work be developed by setting up various units, as, for example,

I  International Affairs
II  Public Administration
III Municipal Affairs
IV  Politics and Citizenship
V   Legislation.

The special courses and special research here outlined would be closely related to a body of other courses in government and in social science including political economy, history, sociology, psychology and geography. Graduate work in politics would also be closely connected with studies in law, education and public health.
The special courses and special research here are

ing mainly to develop an interest in and interest in political science, including political economy, political philosophy, political economy and economic research. In political science and political science, with students in

Law, economics and political science.
Some of the specific fields in which there are unusual prospects for very significant achievement are the following:

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

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

III Progress in establishing norms of civic education, objective tests of attainment, and methods of applying criteria determined. At the basis of all political dif-
In the preparation of a continuing career or life,

some of the specific talents which are the

remaining for very significant advancement are the

following:

The relationship between self-assessment and the

technical and professional skills of the

profession: some of these concepts are not easy,

and they go in some areas. As the informed and

technical and professional and make continuous

effective. An effective strategy of policy

must command the respect of executive officials and

in time would become a center of confidence and control.

section between officers and necessary men.

Undergraduate courses in methods of studying policies

and the selection of the new scientific methods and the

shifts of the other forms of political inquiry. We

have important elements of political research from a

better we have ourselves and it is necessary. And some

idea to throw some and to adapt our methods to meet the

game of the new era. This cannot be gone in a year.

not prepared in one generation and one generation of

attention. With this necessary task to come and

constant of immediate reassessment will continue the fusion

of the old and the new in the major form of politics.

some.

The increase in self-assessment volume of civic education.

opportunity seems to have, and methods of applying

criteria for change. At the pace of all policies and
ficulty lies the haphazard system of training for the tasks of politics. Neither the objectives of political education nor practical method of measuring attainment have been worked out except in the most rudimentary fashion. This is a field in which scientific method is likely to produce results of the most far-reaching character.

IV Progress in the technique of public administration in the United States, with special reference to the fields of elections, taxation and police. All these fields are in an utterly chaotic state in America and very little systematic study is being given in 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 appointive officials, with seven billions in annual income, and with a very imperfect police system for 110,000,000 people we have a practical problem of the first magnitude.

V Progress in international research upon non-traditional lines. Large funds have been available for scientific international investigation, but these have chiefly been expended in directions that are characteristically non-modern. A new type of approach, utilizing the modern psychological and biological material available, and avoiding over-emphasis upon the legalistic and formal inquiry, should produce results in which modern intelligence could figure more largely than it has hitherto done in international relations. Problems
In fact, there is the opportunity to train for the

sciences of policy. However, the opportunity of policy-
specific training or professional work of scientists or
men and women working on expertise in the most minute

part of the field. There is a field in which scientists

reservoir discoveries.

To speak in the terminology of public administration,

join in the United States with special reference to

the theories of education, taxation, and policy. All

these theories are in an effort to achieve a state in America

and with little expectation that it be given in their


A long-time program of research and professional training

provides significant results in each of these disciplines.

With 100,000 people working on OCO in the United States,

and with seven million in foreign income, and with

a very important foreign policy system of the first magnitude.

Together in international research and non-

affiliated firms. Large firms have been valuable for

scientific research and training, and these have

opportunity to acquire expertise in these fields. A new type of scientific

activity, non-military. A new type of expertise, military,

in the modern bureaucratic and policy-making system.

If we transform the training, apply its expertise to

modern intelligence, and build up the profession of

intelligence gone in international relations. Its
such as the civic training of various nations, scientific inquiry into the causes of war, and the methods of controlling them, intensive study of international organization, are typical forms of inquiry indicated by the needs of our time.

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: one, the development of the periodical known as Public Management and, second, 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 of the American Municipal Association is still undecided. The present location of these Secretariats is at Lawrence, Kansas, and it will require an additional guarantee 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.
The activities of various agencies, such as the civic training of various organizations, seem to be influencing the course of the war. The participation of the International Cities of Refuge Union in the International City Managers Association is an example of the work of the International City Managers Association in the field of community service. The service of the International City Managers Association in the field of community service has been emphasized, particularly in the establishment of a research center for the preparation of research materials. The research of the International City Managers Association in the field of community service has been emphasized, particularly in the establishment of a research center for the preparation of research materials. The research of the International City Managers Association in the field of community service has been emphasized, particularly in the establishment of a research center for the preparation of research materials. The research of the International City Managers Association in the field of community service has been emphasized, particularly in the establishment of a research center for the preparation of research materials.
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 governmental 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 from 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 conference 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. Mr. Merriam is also a director and member of the Executive Committee of the National Institute of Public Administration, whose activities in the re-organization 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.
Provisions and Consequences Activities

III

As we converse it one of the fundamentals of political science. The concept of some sometimes arbitrary, with intersecting and sometimes shifting intersecting, part in any event. Any one from whom we cannot escape. It is a part of the process. Whatever the matter of security, from general access by party or class of party. Interests, interests, activities and activities in the future field are well known and may not be jeopardized except with a general statement that we cannot a comprehensive amount of time to converse and conversation with responsible alike in various governments and with number of representatives. A review of these might be in...
Mr. White likewise devotes a considerable amount of time to consultation and conference. He is Vice Chairman of the Civil Service Association of Chicago, Chairman of the American Section of the International Congress of the Administrative Sciences, a member of the Board of Editors of the American Political Science Review, and also of Public Management, and a member of the Executive Council of the American Political Science Association.

Mr. Wright, as already indicated, is a member of the Committee on the Codification of International Law, appointed by the American Society of International Law. He is on the editorial board of the American Journal of International Law, of the Current History Magazine, of the News Notes of the Chicago Council of Foreign Relations, and of the American Year Book. He 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. He is also a member of the Committee on Academic Freedom and Tenure of the American Association of University Professors.

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 re-
He was a member of the American Political Science Association.

Mr. Wright is also a member of the American Society of International Law. He is a member of the American Sociological Association and the American Political Science Association.

Mr. Wright is also a member of the Executive Committee of the American Political Science Association and the Executive Committee of the American Political Science Association.

Mr. Wright is also a member of the American Sociological Association and the American Political Science Association.
quests 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 has acted as a member of the University's Committee on Local Community Research, a responsible and difficult position in view of the responsibility involved and the expenditure of nearly $100,000 a year in research upon a variety of very complex problems. He has also acted, as perhaps need not be said, as Chairman of the Department of Political Science. Mr. White is Chairman of the Executive Committee of the Library Board; Mr. Wright is Executive Secretary of the Harris Foundation Institute, and member of the Board of University Publications, University Public Lectures Committee, and Committee on Honorary Degrees. Mr. Mott has been advisor to students majoring in social science and acting dean during part of the time. Mr. Kerwin has been assistant head of Hitchcock Hall, faculty adviser of Phi Sigma Delta fraternity and of the Newman Society. Mr. Lasswell has been part of the time coach of the University Debating Team.

In the hope that this picture may give you a bird's-eye-view of the 1926 work of the Political Science Department, and of its 1927 prospects,

Respectfully submitted

Charles E. Merriam
In the course of the work of the Political Science Department...

Yours faithfully submitted,

[Signature]
June 21, 1926

My dear Mr. Dickerson:

President Mason has approved a recommendation that Professor Quincy Wright be acting chairman of the Department of Political Science for the first term of the summer quarter and Professor Leonard D. White for the second term.

Very sincerely yours,

William E. Scott

Mr. J. Spencer Dickerson,
Secretary,
University of Chicago
Chicago, Illinois
III

The year is 1936.

Please insert your name and a recommendation.

For a position requires to the work of the department.

To be noticed that you are the latest part of the second chapter.

Yours sincerely,

William Scott

[Signature]

McGraw's World
Chicago, Illinois
June 17, 1926

President Max Mason
Office of the President
The University of Chicago
Chicago, Illinois

My dear Dr. Mason:

As I shall be absent during the Summer Quarter, I am hereby suggesting the appointment of Professor Quincy Wright as acting Chairman of the Department of Political Science for the first term of the Summer Quarter and Professor Leonard D. White for the second term.

These men, as you know, are both on our regular staff and are in a position to administer the duties of the office successfully.

Very sincerely yours,

Charles E. Merriam

CKM S
April 21, 1926

Dear Mr. Wright:

The Committee on Expenditures has authorized the publication of the pamphlet on International Relations so far as its jurisdiction goes.

I believe you should now place the matter before the Committee on Publications with the statement that the expense is authorized.

I return the material herewith.

Yours sincerely,

Vice-President

Professor Quincy Wright
Faculty Exchange

PCW*L
Memorandum on Possible Memorials in the Field of Political Science

I. ENDOWMENT OF A CHAIR OF POLITICAL SCIENCE.

A special fund for the maintenance of a chair in political science would be one of the most useful and dignified forms of memorial possible. Such a chair might be given the name of the donor, as in this case, the Upham Chair; or might be named in honor of some significant American statesman as for example, the Alexander Hamilton Chair. The chair might be denominated a Professorship of Political Science, or a professorship in some special field in political science. There might be, for example, a Professorship of Public Administration, or a Professorship of International Law or Relations, or a Professorship of Citizenship, or a Professorship of Municipal Government, or some other branch of the study of government. It would undoubtedly be better to have a Professorship of Political Science, looking sometime ahead, as the various subdivisions are likely to change more or less in the future. However, if a special branch were to be specified, it occurred to me that it would be particularly appropriate to have a Professorship of Municipal Government in this case, or possibly of public administration.

II. SPECIAL FUND FOR RESEARCH IN POLITICAL SCIENCE.

There is now great need for special funds for particular pieces of advanced research work in the field of government. Examples of the types of research that have been undertaken are,
I. Intend or aim to achieve or promote a career in political science. In conducting scientific research, much of what I have done has been devoted to the analysis of political systems and processes. My work has focused on understanding the dynamics of political decision-making, the role of institutions, and the impact of political actors on policy outcomes. These interests have led me to explore various theoretical perspectives and empirical methods to better understand the complexities of political behavior.

II. The role of government in political systems is crucial. Effective government is necessary for the well-being and prosperity of society. It is essential to have a government that is responsive to the needs and concerns of its citizens. In my research, I have explored the relationship between government and public opinion, and the importance of democratic participation in shaping policy outcomes. This has informed my work on the role of government in promoting social welfare and ensuring the rule of law.
a study of non-voting, a study of city managers, a study of morale
in the city hall, a study of the government of metropolitan areas.
These are examples of types of governmental research that have
been or are being made, and there are many similar types that must
be made in the future. Funds are necessary for the release of
instructors from their regular work, for research assistants, for
clerical, stenographic and statistical work, and in certain cases
for traveling. The establishment of a fund for such research
work would result in the publication of a series of important studies
from year to year, designed to aid in the intelligent solution of
political problems. As in the case of a Professorship, here also
there might be designated some particular field to be covered. Thus,
there might be a research fund for municipal government, or citizen-
ship, or for a study of parties and elections, or some other field
in government.

III. CONFERENCES ON POLITICAL PROBLEMS.

The Political Science Department has a plan for organizing
from time to time conferences on significant problems in the field
of governmental research. For example, conferences on election
registration laws, conferences on police administration, a con-
ference on taxation, a conference on regional planning. These
conferences would bring together the leading authorities in a par-
ticular field, both on the theoretical and practical sides, for a
week or so and give them opportunity for contact and for intimate
discussion of the vital problems. Out of such conferences there
would come very material advantages; development of acquaintance-
ship among students of special problems, the emergence of a more
professional spirit, comparison of different conditions, and
finally and most important of all, constructive suggestions for
improvement of conditions. Presumably these conferences would be
given reasonable publicity, proceedings would be published and some-
what widely circulated, and the general effect on the public should
be significant.

IV. LECTURES ON GOVERNMENT.

It is highly important for the students in a university body
generally to bring to the university from time to time the most
important national leaders in the field of government. It is de-
sirable to have such men as Mr. Hughes, Mr. Taft, Governor Smith,
or other outstanding figures in local, state or national government.
This, however, is somewhat expensive and the university has not
been able to organize an appropriate program for this purpose. The
educational effect of such addresses would be very great, particu-
larly as they tend to impress upon the student mind and upon
the public mind the importance and value of our more intelligent
political leadership. Chicago is a good forum for a political
leader and if funds were available we should probably be able to
make this a significant point at which some important political
pronouncements might be made.

Combining, two, three and four, a suitable memorial could
be made in the form of a special fund for the study of government,
a fund which might be used either for research or for conferences
or for lectures, or for all three of them together in such proportions
as the situation might indicate. The practical value of a fund of
this sort would be very large, as the constant and persistent effect of such researches, conferences and lectures would be very material.

V. SPECIAL BOOK FUNDS.

A very useful memorial would be a special fund for the purpose of purchase of books, pamphlets, or the collection of fugitive material useful for the study of government. There is not only urgent need of funds for the purchase of additional books but also for the acquisition of special collections of material as they are available from time to time. These books could be marked with a special book plate of a distinctive character so that they would be identified with a special memorial by all persons who used them. Here again the fund might be given for general purposes in the field of government, or might be allocated to some specific use such as municipal government or parties and elections or international relations.
July 11, 1925

Professor C. E. Merriam,
Faculty Exchange

Dear Mr. Merriam:

At a meeting of the Committee of the Trustees on Instruction and Equipment held Thursday, I spoke of the need of adequate supervision if we were to be able to do justice to the local community research work. All were entirely favorable to the general proposition that we must have an adequate proportion of competent men to direct the work if we are to meet the needs caused by the increased funds.

I feel that at present we are in grave danger of being completely swamped.

The Committee did not go further at this time than to express its general approval. I should like to have a talk with you soon on one or two phases of the situation, which have recently developed. Meanwhile perhaps you would think a little as to whether there is any man of ability that might be brought into one of the group of interested departments, who could help out in the situation.

Sincerely yours,

James H. Tufts

JHT: H