

and the political science department. Participating in the program were Professors William Anderson, A. N. Christensen, E. M. Kirkpatrick, B. E. Lippincott, Lloyd M. Short, and J. R. Starr, of the political science department, and Professor Horace Read, of the Law School.

The Tax Policy League, organized in 1932 and operated since that time as a national research and public information service in the field of public finance, with headquarters in New York, has become affiliated with the Wharton School of Finance and Commerce at the University of Pennsylvania, where it will hereafter be known as the Tax Institute. Legal transfer was made on authorization given at a formal meeting of the League membership on October 24. Dr. Mabel L. Walker, executive secretary of the League since its organization, will continue as director of the Tax Institute, which will maintain headquarters at 135 S. Thirty-sixth Street, Philadelphia. The transfer was made possible by the Alfred P. Sloan Foundation, which has awarded a grant to the University to support the work of the Tax Institute during its first year.

The effect of the national defense program on cities was one of the chief topics of discussion at the twenty-seventh annual conference of the International City Managers' Association, held at Colorado Springs late in September. Speakers included Daniel W. Hoan, mayor of Milwaukee for twenty-four years and now associate director of the division of state and local coöperation, Council of National Defense; Earl D. Mallery, director, American Municipal Association; Carl H. Chatters, executive director, Municipal Finance Officers' Association; Albert W. Noonan, executive director, National Association of Assessing Officers; and David L. Robinson, Jr., executive director of Public Administration Service. The conference, which was attended by 100 city managers and 140 other persons, also heard an address by L. P. Cookingham, city manager of Kansas City, Missouri, and president of the Association for the past year, on the subject of "The Rôle of Management in a Democracy," and a banquet address by Robert L. Stearns, president of the University of Colorado, on the subject of "The National Emergency and Our Public Institutions." Problems of municipal finance, municipal public relations, and municipal management also were discussed at the conference. Mr. Roy S. Braden, town manager of Greenbelt, Maryland, was elected president of the Association, and City Managers C. Sophus Johnson, Grand Rapids, Michigan, H. J. Graeser, Marshall, Texas, and A. F. Newman, Decatur, Georgia, were chosen vice-presidents.

The Program of the Social Science Research Council's Committee on Public Administration. While the Committee on Public Administration of the Social Science Research Council deals with economists, lawyers,

geographers, psychologists, and scholars in other social sciences, its chief work is with political scientists; and the Council has within the year urged the Committee to consider itself a committee in the general field of government, not construing the scope of public administration too narrowly. The Committee hopes that at the December meeting of the American Political Science Association, the Association's delegates to the Social Science Research Council may arouse effective discussion of this part of the work of the Council; and to the end that members may have a better picture of the Committee's activities and current program, the Managing Editor has kindly granted space in the REVIEW for a brief report.

The Committee seeks to carry on in its field the general program of the Council in stimulating, planning, promoting, and improving research, its personnel, materials, methods, and dissemination. It uses many of the devices of the Council: the conference, the committee, the memorandum, the report. It has on occasion carried on directly under its auspices special studies which no other agency seemed equipped to undertake. It has no such research under way at present, but the reports resulting from some of its studies are still moving toward publication. *Public Administration and the U. S. Department of Agriculture*, by John M. Gaus and Leon O. Wolcott, with a chapter by Verne Lewis, is scheduled for publication in November, 1940; *University Preparation for Public Administration*, by George A. Graham, in January, 1941; and *The Administration of the Emergency Work Relief Program*, by Arthur W. Macmahon and John D. Millett, based upon the "capture and record" study by Mr. Macmahon and Gladys Ogden, in February, 1941.

Conspectus of Research Fields. The Committee has issued since 1937 the following memoranda outlining suggested research topics: (1) Administrative Law, by Oliver P. Field; (2) Public Personnel Administration, by Leonard D. White; (3) The Use of the Government Corporation, by a conference committee; (4) Employer-Employee Relations in the Public Service, sponsored by a committee: John J. Corson, Sterling Spero, and Arnold Zander; John J. Corson, draftsman.

The Committee has in progress the preparation of similar memoranda in the following fields: (1) Government and Public Opinion. Committee: Harwood Childs, Hadley Cantril, and Lloyd Free; Bruce L. Smith, draftsman; (2) Judicial Administration. Committee: Judge Charles E. Clark, chairman, Henry Chandler, administrator of the U. S. Courts, and six others; Charles U. Samenow, draftsman; (3) Public Budgeting. John D. Millett, draftsman; (4) The Legislative Process. Committee: Edwin E. Witte and others; Garland Routt, draftsman.

New Materials for Research. Dean Mosher described in this REVIEW for February, 1939, the program of the Special Committee on Research Materials, under the chairmanship of George C. S. Benson, in seeking to

stimulate case reports in administration. The first collection of twenty cases was issued in a loose-leaf binder in May, 1940; a second collection of about the same number in November, 1940. About twenty-five governmental agencies, administrators, and students contributed cases to these two batches. The Committee hopes to develop a continuing flow for periodic publication.

Administrative Aptitude. In 1939, the President's Committee on Civil Service Improvement requested the aid of the Council in recommending scientific tests for administrative ability. The Council remitted the problem to the Committee on Public Administration for the stimulation of study in collaboration with psychologists. It is recognized that the isolation, analysis, and perfection of usable tests for administrative ability are long-range problems. The Committee is keeping in touch with L. L. Thurstone of Chicago in his experiments at factorial analysis in this field; it is seeking to collect Strong interest tests from several hundred administrators during the year 1940-41, for Professor Strong to score, to see whether there are distinctive profiles for administrators. The Staff is counselling Albert Blankenship, Ph.D. in psychology, who is devoting a year, under a fellowship from the Rockefeller Foundation, in equipping himself to apply his knowledge of testing techniques in this field. The Committee hopes to stimulate biographies and autobiographies of administrators as an important contribution to understanding of administrative ability.

Federal-State-Local Relations. During the year, the Committee gave renewed attention to programming research in federal-state-local relations. An outline, based in part on earlier memoranda prepared for the Committee in past years by John M. Gaus, Herman Finer, Arthur Macmahon, Robert Cushman, and Joseph P. Harris, was developed by Leonard D. White. A stimulating series of working hypotheses was assembled by William Anderson, and a bibliography was begun under his supervision. These were submitted to a conference of specialists convened in June, 1940.

Promotion of Collaborative Studies. The success of the Committee in enlisting the voluntary collaboration of forty scholars in parallel local studies of city manager government has led it to apply this method of channeling research energies in other fields. A pilot study, *The Administration of Municipal Tort Liability in Los Angeles*, by Leon T. David and John Feldmeier, was published in 1939. During 1940, five parallel studies were brought to completion, with the cooperation of the city attorneys in each city: Chicago, Paul A. H. Shults, assistant city attorney, and Thelma Brook Simon, of the University of Chicago Law School; Boston, E. Edgar Fuller, of Harvard University; Medford, Massachusetts, Mark Gallagher, assistant city solicitor; Austin, Texas, Gus Levy, of the University of Texas; Washington, D. C., Robert Ferguson, of George

Washington University Law School. The Committee is facilitating the completion of Judge Dorothy Kenyon's study of the use of hearings in municipal administration in New York City and stimulated a parallel study of Boston by Theodore C. Osborne, of the Harvard Law School.

The opportunity presented itself in April, 1940, to aid the Attorney-General's Committee on Administrative Procedure by stimulating field studies in port cities of the operation of two maritime acts, to supplement the Committee's observations in Washington. Despite the unfavorable time of year and the need for reports by June, useful reports were made in Seattle by Kenneth Cole, of the University of Washington; in San Francisco, by Charles Aikin, of the University of California, and Harvey Mansfield, then at Leland Stanford University; in New Orleans, by M. G. Dakin, of L.S.U.; in Jacksonville, by Victoria Schuck, of the Florida State College for Women; in New York, by Samuel Ehrenberg, of N.Y.U.; and in Cleveland, by Christian Larsen and Roland J. Stanger, of Western Reserve University.

Emergency Activities. During the summer, the Committee asked Arthur N. Holcombe, of Harvard University, to visit Canada to see whether the Canadian administrative adaptations to war would be instructive for the defense program of the United States. Pendleton Herring, of Harvard University, a member of the Committee, supervised the preparation of *Civil-Military Relations; Bibliographical Notes on Administrative Problems of Civilian Mobilization*, published in October, 1940. The Committee maintained Joseph P. Harris in Washington during the summer for liaison between the defense administrators and the research personnel of the country in administration. It initiated explorations of the political bases and administrative arrangements for closer coöperation between the democracies of this hemisphere and elsewhere, leading to a first conference sponsored by the Council in November, 1940.

Clearing House Activities. The staff prepared the fifth annual list of courses and professors in public administration, and a third topical checklist of researches under way in universities. Personal contacts were maintained during the year with 26 universities and research institutions; over 65 persons came to the Committee's office during the year for advice on personnel, on employment, or on education for research in administration. Over 30 persons asked advice on individual research projects, running from mere reference to source material to the reading and criticism of manuscripts.

The chairman and secretary of the Committee hold the same offices in the Committee on Research of the American Society for Public Administration. The staff of the Committee consists of Charles S. Ascher, secretary, Patterson H. French and John D. Millett, staff members, and Miss Frances Cole, editorial associate.—CHARLES S. ASCHER, *Secretary*.