

Reed, and C. L. King—were reelected for one year, and five of shorter service—W. F. Dodd, A. W. Macmahon, C. W. Pipkin, R. M. Story, and L. D. White—for two years.

At the close of the meeting it was announced that the chairman of the committee on program for the 1932 meeting will be Morris B. Lambie, of the University of Minnesota. Round-tables were asked, as a year ago, to designate representatives to cooperate with the committee in planning the program.

Some discussion in the Executive Council of the place of meeting in 1932 brought out support chiefly for Detroit, Cincinnati, and Columbus. Decision, however, remains to be made by the Council, and will be announced in an early issue of the REVIEW. There is a possibility that a special meeting will be arranged for the summer of 1933 in connection with a proposed international congress of the social sciences to be held at Chicago during the Century of Progress Exposition.

CLYDE L. KING, *Secretary-Treasurer*.

Report of the General Chairman of the Committee on Policy for the Year 1931. The Standing Committee on Policy was organized in accordance with a resolution adopted by the Association at its annual business meeting on December 30, 1930. In addition to the General Chairman, its membership for the past year has been as follows:

Appointed members

Subcommittee on Research	Subcommittee on Publications
W. F. Willoughby	B. F. Shambaugh
Charles A. Beard	Arthur N. Holcombe
Charles E. Merriam	Isidor Loeb
Subcommittee on Personnel	Subcommittee on Political Education
William Anderson	Harold W. Dodds
Luther Gulick	William B. Munro
Harvey Walker	Earl W. Crecraft

Ex-officio members

President Edward S. Corwin (Subcommittee on Research)
 Secretary Clyde L. King (subcommittee on Research)
 Editor Frederic A. Ogg (Subcommittee on Publications)

The terms of Charles E. Merriam, Harvey Walker, Isidor Loeb, and Earl W. Crecraft expired with the annual meeting of 1931. Incoming President W. F. Willoughby designated Edward S. Corwin to fill out the remainder of the former's appointive term, reappointed Charles E.

Merriam and Earl W. Crecraft for terms of three years, and appointed John M. Gaus and Walter J. Shepard for terms of similar length.

The whole Committee has held three meetings: February 13 and 14 at Princeton, June 29 at Charlottesville, Virginia, and December 27 at Washington. On each occasion a quorum of the Committee was present and transacted important business. The minutes of these meetings have been mimeographed and are available for distribution. It is through the subcommittees, however, that the greater part of the work of the year has been done, and the achievements of the Committee on Policy will best be seen in a brief review of their activities.

The Subcommittee on Research set for itself the following objectives: "(1) securing information regarding the direction which research in the field of political science could most profitably take, and (2) the preparation of aids for students, particularly younger students, in undertaking and prosecuting research in political science." The first result was to be approached by securing the opinion of a number of leading students of political science in the United States and of not to exceed ten foreign scholars; each of the latter was to receive an honorarium of one hundred dollars for his contribution. In partial fulfillment of its second aim, the subcommittee proposed to compile (1) a selected bibliography of political science; (2) a handbook for political science research workers, containing a list of all agencies engaged in political science research, with their publications, methods of work, and funds available for fellowships or grants to political science students.

For the above purposes, the Committee on Policy allowed a budget of \$3,500. The subcommittee called on a considerable group of American scholars for their views as to the most desirable fields of research in political science. The response was far from satisfactory. Many ignored the request altogether, and many others satisfied themselves with a simple acknowledgment of its receipt. No attempt was made to gather the opinions of foreign scholars. Considerable progress, under Dr. Willoughby's immediate direction, has been made in the preparation of the "Handbook." The project for a selected bibliography has been for the time being set aside, and the Handbook project has been extended to include a complete bibliography of the publications of all agencies engaged in research, cross-indexed by localities and topics. Dr. Willoughby estimates that the Handbook will be well advanced toward completion by the end of next year.

The Subcommittee on Personnel early added to its number E. A. Cottrell, and has recently added John A. Fairlie also. It was assigned by the Committee on Policy the sum of \$1,775 as its allowance for the year 1931. It has carried on a placement service primarily for college

and university teachers. Altogether, sixteen persons with doctor's degrees and fifty-four with less preparation (about half of whom expected to take the doctor's degree within the year) registered with the service. Lists of registrants, with their records, were sent to numerous institutions. No information is available as to the number of persons obtaining positions as a result of this procedure. This is in part due to the fact that the subcommittee encourages direct communication between the registrants and institutions. The number, however, was undoubtedly small, though this fact may be ascribed to the new and untried character of the service and the unusual difficulty of finding positions at all in this year of depression. The subcommittee considers that the service has a valuable by-product in calling the attention of appointing authorities to the existence and work of the Political Science Association and to the desirability of filling positions in the social science field with persons trained in political science. It recommends the continuance of the experiment for another year.

The Subcommittee on Personnel has also prepared a list of fellowships, scholarships, assistantships, and grants-in-aid in this country and abroad open to graduate students in political science. Copies are now available in mimeographed form. The subcommittee has begun an analysis of courses now offered in political science, the types of positions available for teachers of political science, and the training and qualifications of the persons at present holding these positions. This work will be continued during another year.

The subcommittee has also recommended a project prepared in detail by Dr. Luther Gulick for a comprehensive survey of training for the public service. No more timely and significant subject of research could be suggested to the Association. The future of our profession, and of our country itself, depends on the development of an intelligent corps of public servants trained not only in the specific tasks committed to them but in the general field of politics and administration. It is only from men so trained that we can expect true executive leadership. Without them, the classified civil service is condemned to remain the grave of mediocrity and to be ignored in the selection of the higher personnel. This project of the subcommittee was approved by the Committee on Policy, the Executive Council, and the Association at the 1931 meeting, and the subcommittee has been authorized to raise, with the assistance of the General Chairman, a budget of \$169,000 for a period of three years and to initiate the survey.

The Subcommittee on Personnel held two meetings: February 13 and 14 at Princeton, and November 9 at Buffalo. It expended, in all, \$1,004.90. It has in mind a number of other projects of more or less importance,

such as: (a) the holding of further conferences on training for the public service; (b) the study of the vocational opportunities for men trained in political science in governmental research work; (c) the maintenance of fairly continuous contacts with civil service commissions, so as to be ready to grasp opportunities for increasing the openings for political scientists in government service; (d) the analysis of the vocational interests, aptitudes, and abilities which we should look for in college undergraduates before encouraging them to go on into graduate work in political science; and many others.

The Subcommittee on Publications has made two considerable contributions to the progress of the Association. It recommended (and the full Committee on Policy and the Executive Council at the Virginia meeting in June, and also the 1931 meeting of the Association, ratified the proposal) to convert the AMERICAN POLITICAL SCIENCE REVIEW into a bimonthly. To make this possible without too great a burden upon the Managing Editor, the Committee on Policy agreed to appropriate six hundred dollars annually from its funds to supplement the usual appropriations of the Association. The REVIEW therefore becomes a bimonthly with the February, 1932, issue.

The second achievement of the Subcommittee on Publications was to dispel the doubts which have hitherto obscured all our debates over programs of publication. There has long been talk of Association aid in the publication of (1) worthy studies which commercial publishers refuse—a monograph series; (2) a series of documents, domestic and foreign; (3) a series of political science classics, many of which are unavailable in good English editions. The subcommittee asked the opinion of the members of the Association on the usefulness of each of these series. The returns showed in each case heavy favorable majorities. Out of 359 votes, there were on the monograph series 73 per cent yes, 5 per cent qualified yes, 10 per cent no, 3 per cent qualified no, and 9 per cent doubtful; on the documents series, 79 per cent yes, 5 per cent qualified yes, 5 per cent no, 2 per cent qualified no, and 9 per cent doubtful; and on the classics series, 62 per cent yes, 7 per cent qualified yes, 20 per cent no, 4 per cent qualified no, and 7 per cent doubtful. But the subcommittee did what the mere quantitative researcher never would have done—it published in a large mimeographed volume a digest of the reasons by which those replying explained their votes. When the Committee on Policy met at Charlottesville last June and the findings of the subcommittee were presented, member after member said, “I voted ‘yes’ on all three projects, but after reading the reasons adduced on both sides I have changed my mind.” So a resolution presented by the subcommittee for the appointment of a committee to undertake publication of a mono-

graph series was, with the subcommittee's acquiescence, referred back to it; and the Council and Association have acquiesced in this action with apparent unanimity. This leaves the way clear for the unhindered consideration of the problem of periodical publication. The enlargement and improvement of the REVIEW, the use of supplements for the publication of useful documents or long articles, the question of a journal of public administration, the possibility of a periodical suited to the needs of teachers of government in the secondary and elementary schools—these matters the subcommittee is considering. At the same time, it is nursing the suggestion of a full-time editor-secretary housed in a building in New York or Washington along with the secretariats of other social science associations. This subcommittee spent but \$272.87 out of an appropriation of \$750.

The Subcommittee on Political Education has divided its work into several independent, though parallel, efforts.

1. *Citizenship Training.* Under the direction of E. W. Crecraft, the subcommittee, with the addition of Edgar Dawson and John P. Senning, has undertaken to advance the place occupied by government among the social studies now taught in secondary and elementary schools. It has sought contacts with teachers' colleges and normal schools, in which the bulk of our teachers are trained, and has established coöperative relations with important educational groups interested in the social sciences.

In the furtherance of the first of these purposes, it has caused to be held a series of conferences at which educators, secondary and elementary teachers of the social sciences, and college and university teachers of political science have appeared together on the same programs to discuss the place of government in the public schools. The first of these conferences, attended by about a hundred persons, was held at Indianapolis in October in connection with the meeting of the social science section of the State Teachers' Association. Frank Bates, of Indiana University, presided, and the meeting resulted in the formation of a permanent committee whose main objectives are: (1) better preparation by colleges of education and normal schools of those who are to teach civics and government in our schools, and (2) better understanding of the fact that civics, whatever it may include, must emphasize mainly government—its forms, functions, policies, activities—and the relation of the individual citizen to the state or body politic. The second conference, organized by B. A. Arneson of Ohio Wesleyan University, was held at Columbus, Ohio, on November 16. The fifty persons present included educators, educational administrators, and political scientists. The third conference was held at the State Teachers College at Upper Montclair, New Jersey, on No-

vember 21. About a hundred persons were present. President H. A. Sprague of the State Teachers College presided. The program included addresses by Professors Crecraft, Dawson, Barnard, and others. State and local educational authorities participated in the discussion.

The subcommittee also planned for the 1931 meeting of the Association a three-day round table on Government and Education. On the program were educational authorities like Charles H. Judd, George S. Counts, J. B. Edmonson, J. O. Engleman, and W. J. Cooper, and such political scientists as Frank Bates, B. F. Shambaugh, B. A. Arneson, Karl F. Geiser, Peter H. Odegard, Edgar Dawson, John P. Senning, John A. Lapp, and others. More than 650 invitations to attend this round table were sent to presidents of normal schools and teachers colleges, professors of education in universities, directors of social studies in large high schools, superintendents of schools, and others. An average of sixty persons attended the round table, and the opinion seemed general that it should be repeated at the next annual meeting.

In promoting coöperation with other groups interested in the social studies, the subcommittee has worked with the American Historical Association Commission on the Social Studies, of which two leading political scientists, C. A. Beard and C. E. Merriam, were already members. A committee consisting of Edgar Dawson and E. W. Crecraft has also been appointed to coöperate with the American Council of Education's Committee on Materials for the Social Studies in the Schools, headed by Dr. Judd.

2. *Pre-Legal Studies.* A second effort of the subcommittee has been the establishment of a Committee on Political Science as a Pre-Legal Study, to serve with a similar committee appointed by the Association of American Law Schools. For this purpose the subcommittee has associated with itself F. W. Coker, R. E. Cushman, C. H. McIlwain, and Raymond Moley. This group has had one meeting, at Princeton on December 12.

3. *Conferences.* The third effort of the subcommittee, under the direct superintendence of its chairman, H. W. Dodds, has been the organization of conferences designed to promote better understanding between political scientists, politicians, and public officials. Four such conferences have been held this year,¹ and nine have already been scheduled for next year. The membership of these conferences is restricted to invited guests, an effort being made to hold the number to not more than twenty-five. The meetings have no formal programs and no publicity, although an

¹At the University of Wisconsin on rural local government; Dallas, Texas, on state finance; the University of Missouri on county government; and Princeton University on the reports of the New Jersey Tax Survey Commission dealing with local government reorganization and finance.

analysis of the facts and issues involved in the subject of discussion is furnished in advance to each participant. Emphasis is placed upon free discussion and frank exchange of viewpoints. The purpose is to promote mutual acquaintance of and unhampered interchange of opinion by political scientists and public officials, not to draft programs of political action or governmental reform. The conferences therefore do not frame resolutions or arrive at definite conclusions.

The process of getting conferences of this type under way has been a long and arduous one. Such conferences have never before been attempted, and it was somewhat difficult at first to bring the members of the Association to an understanding of their character and advantages. The first step of the subcommittee was to organize an advisory council consisting of Willis J. Abbott, Henry J. Allen, Bruce Bliven, Louis Brownlow, Harry F. Byrd, Morse A. Cartwright, William J. Cooper, Bronson Cutting, Walter F. Dodd, Joseph B. Ely, Mrs. George Gellhorn, Arnold B. Hall, Frank B. Kent, David Lawrence, George F. Milton, Chester H. Rowell, Elmer Scott, Walter Dill Scott, Murray Seasongood, Miss Belle Sherwin, Henry Suzzallo, Henry W. Toll, Frederic C. Walcott, and George White. A meeting of this advisory council was held at Princeton on March 27 and 28 to discuss the nature of the conferences, topics to be considered in them, and the technique of their management.

On the first of May, the subcommittee opened an office at 20 Nassau St., Princeton, and shortly thereafter it addressed a questionnaire to all the individual members of the Association explaining the nature of the conferences and requesting suggestions for topics, places, and personnel. A hundred and one members responded with suggestions for nearly two hundred conferences. With these suggestions as a basis, the subcommittee went to work to get individuals or groups to undertake the actual organization of conferences. We had hoped that the local committees would be in a position to finance their own conferences, but the difficulty of raising money, peculiarly great at this time, proved an invincible stumbling-block in the way of getting them started. At its Charlottesville meeting, the Committee on Policy authorized the subcommittee to offer from its funds a subsidy of not more than five hundred dollars for each such conference. The offer of financial assistance immediately stimulated the desire of local groups to hold conferences, and it now seems that the number which can be held will be limited only by the funds available for the purpose. Definite figures are not yet at hand as to the cost of the four conferences. The conference at the University of Wisconsin, however, cost only \$206.56, and it is probable that the cost of most of those now scheduled will fall below the five-hundred-dollar mark. In most cases, some institution will provide a place of meeting and guest quarters in

dormitories, etc., at less than commercial rates. All of the four which have been held this year and those scheduled for next year have been organized upon a local basis, and all of those already held and most of those scheduled deal with subjects in the field of local government. It was thought wise to limit the subjects and areas of the conferences, not only from motives of economy, but also because the subcommittee felt that the technique of handling the conferences should be better developed before conferences on a national scale were attempted.

The organization of the conferences has been found to require a great deal of correspondence; a very careful set of instructions has been prepared for the benefit of those holding them, but this does not obviate the necessity for constant communication between the local committees and the office in Princeton. Each conference as it is held adds to a fund of experience which is of greater and greater value in holding future conferences, but such experience must of necessity be accumulated in some central office and thence redistributed. It cannot flow directly from conference to conference. Careful supervision and unceasing attention to every detail are essential.

As to the success of the conferences, the testimony is unanimous. The subcommittee has prepared a report in which the opinions of many persons in attendance have been digested. This report is available in mimeographed form, and persons who desire copies of it, or who are interested in the possibility of a conference in their region, are invited to write to Professor Dodds at the address given above.

Activities of the General Chairman. Some idea of the varied activities of the General Chairman may be gathered from the following statistics. He has made sixteen trips in the interest of the Committee on Policy, some of considerable duration. He has stopped to transact business on behalf of the Committee at sixteen different places a total of twenty-nine times. For example, he has visited Washington five, Princeton four, and New York eight times. He has attended eleven meetings of the Committee on Policy and its subcommittees, addressed three state and regional associations, attended two conferences of officials and experts, and participated in four or five committee meetings or conferences with other groups. The total amount of time spent away from Ann Arbor on the service of the Committee amounted to sixty-two days, or the equivalent of two full months of time. Assuming another month spent at Ann Arbor on the work of the Committee, we may judge that at least one quarter of the time of the General Chairman has been devoted to the work of the Committee.

Important Matters Referred to the Committee. At its 1930 meeting in Cleveland, the Council referred to the Committee on Policy two major

questions: (1) the relationship of the American Political Science Association to state and regional political science associations, and (2) the request for coöperation from the National Advisory Council on Radio in Education.

1. *State and Regional Associations.* In the opinion of the Committee, the establishment of state or regional associations expresses a natural desire on the part of members of the profession for smaller and more intimate meetings in which a larger proportion of the membership may have an opportunity to read papers or participate in discussions, and which may be attended at less financial sacrifice than the annual meetings of the national Association. At the same time, it has seemed to the Committee that the encouragement of such associations could be made a means of promoting membership in the national Association and of extending its influence among the rank and file of the profession, especially among teachers in teacher-training institutions and in public and private schools. Accordingly, the Committee adopted at its Charlottesville meeting the following resolution, which was subsequently approved by the Council:

“(1) That we encourage the formation of state or regional political science associations (whether they are to be the one or the other depending upon local circumstances); or where, as in Michigan, there exists a history and political science section of the State Academy of Science, Arts, and Letters, that we take advantage of the existing organization even though it is not strictly a political science association; (2) That we invite the president or a representative of each of these associations to meet at the Christmas meeting with the Council and the Committee on Policy with a view to promoting a unified program of activities; (3) That we particularly emphasize with the regional associations their importance as a means of reaching the rank and file of the teaching profession, especially with reference to training for citizenship; (4) That we offer to the membership of state and regional associations an associate membership in the American Political Science Association at four dollars (in addition to their membership in their own associations)—that is, at enough to pay for the cost of sending them the REVIEW. These associate members will not, of course, have the right to vote at meetings of the Association.

The presidents of eight such associations were present at a joint session of the Council and Committee on Policy at Washington on December 27. As a result of extended discussion, the Council voted to rescind its approval of the fourth paragraph above, it being the view of the representatives of the state and regional associations that more could be accomplished by a plan of mutual assistance, the national Association sending speakers to state or regional meetings and the local associations con-

ducting a direct campaign for membership in the national Association.

2. *Civic Education by Radio.* The National Advisory Council on Radio in Education, an organization of leaders in education, government, industry, and community affairs whose purpose is to foster the better utilization of radio as an educational instrument through the development of sound programs and the study of the most effective technique of broadcasting them, has been endeavoring to form a series of committees representing the various fields of learning each of which shall prepare integrated series of broadcast programs. In response to its request, the American Economic Association and the American Psychological Association have each participated in the preparation of weekly programs which have recently been put on the air.

The request which the Radio Council addressed to the Political Science Association was referred to the Committee on Policy. Correspondence was begun between the chairman of the Subcommittee on Political Education and Levering Tyson, the director of the Radio Council, but no definite steps were taken until last fall, when, following a conference between Mr. Tyson and the General Chairman of the Committee on Policy, it was decided to organize, as a branch of the Subcommittee on Political Education, a committee to prepare a program of political science broadcasts. Mr. Tyson and the General Chairman went so far as to endeavor to induce R. C. Brooks to accept the chairmanship of such a committee. Professor Brooks ultimately declined, but while negotiations were still in progress the National Broadcasting Company offered, through the Radio Council, to donate at least a half-hour weekly on Tuesday evenings for four years for programs in civic education. The value of the time so offered is more than a million and a half dollars. This presented a challenge which could not be neglected and called for the organization of a coöperating committee on broader lines than would have been necessary if the Association were merely to sponsor a brief series of broadcasts as originally intended. The General Chairman therefore assumed the authority to join with Mr. Tyson in inviting a group consisting of political scientists, educators, and public men to consider what should be done. At this meeting were present Guy Moffett of the Spelman Fund, Frederick P. Keppel of the Carnegie Corporation, Charles A. Beard, Charles E. Merriam, E. W. Crecraft, H. W. Dodds, C. F. Dolle, W. F. Russell, W. G. Carr, William Hard, John Ellwood, and Thomas H. Reed, chairman.

This meeting directed the General Chairman of the Committee on Policy and Mr. Tyson to appoint a committee of not more than fifteen persons to coöperate with the Radio Council in the preparation of a four-year program of civic education by radio. The following persons have accepted membership on this committee: Charles A. Beard, George S.

Counts, William Hard, John A. Lapp, Katherine Ludington, Joseph McGoldrick, A. B. Meredith, Charles E. Merriam, Harold G. Moulton, Frederic A. Ogg, Murray Seasongood, Bessie L. Pierce, Chester H. Rowell, and Thomas H. Reed. At a meeting held in New York on December 12, this committee adopted a tentative budget totaling \$125,000 a year for four years, to be raised by the Radio Council with the help of the committee, and created an executive committee consisting of John A. Lapp, Joseph McGoldrick, George S. Counts, William Hard, and Thomas H. Reed, chairman, actively to direct the preparation of a program and the other steps necessary to secure a radio audience and leave upon it a permanent impression of real educational value. It is not always realized that it is not enough to put a good address on the air. Many good addresses go almost unheard and are quickly forgotten by the few who hear them, simply because they have not been sufficiently advertised in advance and because there has been no adequate follow-up procedure. It is necessary to secure a radio audience by awakening in advance a desire to hear a particular program, and it is necessary for good educational results to supply syllabi, reading lists, and printed copies of the address after its delivery.

The project which this committee has before it affords the greatest single opportunity directly to affect citizenship in the United States that has ever been offered. The Political Science Association cannot afford to neglect it. Representatives of our profession have rightly assumed places of leadership on this committee; and at the 1931 meeting of the Association the Committee on Policy, the Executive Council, and the Association itself successively ratified the action of the General Chairman in this matter and expressed their deep interest in the success of the project.

Summary. The first year of the Committee on Policy under the subsidy from the Carnegie Corporation has been one of tentative efforts and trial experiences. It would have been reasonable to expect that the Committee would not be able in its first year to do more than gradually find its way into fruitful activities. As a matter of fact, the Committee has done much more than this. It has prepared a large-scale research project—a survey of training for the public service. It has put in the way of solution the problem of relating the rank and file of our profession to the American Political Science Association. It has opened a way for the enlargement and development of the AMERICAN POLITICAL SCIENCE REVIEW. Through the conferences fostered by the Subcommittee on Political Education, it has established and proved the value of a new means of contact between politicians and political scientists, equally advantageous to both. It has asserted the rights of government in the school curriculum and made real progress toward a better understanding between educational author-

ities and political scientists as to the supremely important problem of training for citizenship. It has assumed leadership in the greatest movement for adult civic education that our country has yet seen. It would seem that Beard was right when he advised us to create a Committee on Policy.

The general chairman wishes to take this opportunity to thank the members of the Committee and those who have been associated with them for their loyal and self-sacrificing efforts in making the work of the Committee a success. Many of them have given prodigally of their time and energy, and it is to them that we owe the record of this year's achievements.

Respectfully submitted,

THOMAS H. REED, *General Chairman*

FINANCIAL STATEMENT, COMMITTEE ON POLICY
Appropriation Statement as of December 21, 1931

General Committee Fund

Receipts

Unappropriated balance	\$2,732.68	
Interest	133.11	
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	\$2,865.79	\$2,865.79

Expenditures

Office	\$ 368.56	
Travel	2,752.87	
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	\$3,121.43	\$3,121.43

Deficit		\$ 255.64	\$ 255.64 (—)
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General Chairman

Receipts

Appropriation	\$1,500.00	
Additional appropriation	400.00	
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	\$1,900.00	\$1,900.00

Expenditures

Office	\$ 693.57	
Travel	945.45	
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	\$1,639.02	1,639.02

Balance		\$ 260.98
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Expenditures from cash revolving fund

Office	\$ 21.50	
Travel	5.21	
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	\$ 26.71	26.71

Net balance		\$ 234.27	234.27
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Subcommittee on Research

Appropriation	\$3,500.00	
Expenditures		
Office	\$1,048.63	1,048.63
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Net balance	\$2,451.37	2,451.37

Subcommittee on Political Education, General Account

Appropriation	\$4,750.00	
Expenditures		
Office	\$2,972.22	
Travel	1,741.43	
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	\$4,713.65	\$4,713.65
		<hr/>
Net balance	\$ 36.35	36.35

Subcommittee on Political Education, Civics Study

Appropriation	\$ 750.00	
Expenditures		
Office	\$ 158.98	
Travel	644.20	
	<hr/>	
	\$ 803.18	803.18
		<hr/>
Deficit	\$ 53.18	53.18 (—)

Subcommittee on Publications

Appropriation	\$ 750.00	
Expenditures		
Office	\$ 272.87	272.87
		<hr/>
Net balance	\$ 477.13	477.13

Subcommittee on Personnel

Appropriation	\$1,775.00	
Expenditures		
Office	\$ 464.85	
Travel	540.05	
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	\$1,004.90	1,004.90
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Balance	\$ 770.10	
Expenditures from cash revolving fund		
Office		93.15
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Net balance	\$ 676.95	676.95
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Net total balance		\$3,567.25

Budget for 1932

Receipts

Grant from Carnegie Corporation for 1932	\$15,000
Balance from 1931	3,000
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\$18,000

Allocation

General Chairman expenses	\$ 1,400
Research subcommittee	3,000
Personnel subcommittee	1,600
Publications subcommittee	
1. General Expense	400
2. REVIEW	600
Political Education subcommittee	
1. Training for citizenship	1,200
2. Political conferences	8,440
General fund	1,360
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\$18,000