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HÍVÁS A KÖZÖSSÉGI ÉS TUDOMÁNYOS
Alkalmazott és Kísérleti Tanács
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Dr Edmund E. Day, Director of Social Sciences.
The Rockefeller Foundation
New York

New York February 1st 1933

Dear Dr Day,

The Rockefeller Foundation has been so kind to in-
vite me to come in the United States ^{as visiting professor} for a period of from
two to four months, in order to observe administrative and
governmental work. ^{will perhaps} As you remember, I ^{debarbed} arrived in New
York November 17th, 1932.

After having conferred with you, Miss Walker, ^{Miss} ~~Miss~~
Moffette and Ruml, as well as with Dr Luther Ingham, Di-
rector of the National Institute of Public Administration,
to whom I was introduced by your Foundation, I set up
a travelling ~~programme~~ ^{program}, which has been approved by the Rocke-
feller Foundation. The theory of the program has been ^{to}
study ^{at} first ^{the} local and state governments, and ^{then} to go at the
end ^{to} Washington in order to ^{observe} ~~see~~ the national government;
2) to see different parts of the country (New England,
Middle West, South) ~~in order to~~ ^{and} get a ^{possibly profound} ~~manifold~~ insight
in organisation and activity of public administration in
the United States;

3) to be present at the Annual Meeting of the American Political Science Association held December 28-30, 1932. in Detroit (Michigan),

4) to visit en route the big ~~universities~~ ^{private} state and municipal universities and research ~~and~~ institutes according ^{to the} studies I am carrying on, as you know, ^{in international politics of science}, ~~especially~~ in connection with ^{my} the studies in government and public administration.

I started December 4, 1932 from New York, and turned back January 27, 1933. My itinerary has been the following:

New Haven (Yale University)

Boston (Government of Massachusetts, Harvard University)

Albany (Government of New York State)

Montreal (Canada) (Mac Gill University, Organisation of State and Local Government in Canada)

Toronto (Canada) (University of Toronto)

Cleveland (Ohio) (The Citizens League)

^(Illinois) Chicago (University of Chicago, Northwestern University, ~~East End School of Social Sciences,~~ Public Administration Clearing House, American Municipal Association, International City Managers Association, American Legislators Association, Municipal Finance Officers Association, American Public Welfare Association, Bureau of Public Personnel Administration, Committee on Uniform Street and Sanitation Admini-

mistration, ^{Government} City ~~Hall~~ of Chicago, School of Social Service Administration);

Detroit (Mich.) (Bureau of Governmental Research; Dearborn, Ford Plant);

Ann Arbor (University of Michigan) ~~Prof. Keedy~~);

Minneapolis (University of Minnesota, Municipal Reference Bureau,

St Paul (Minn.) (City Government)

Madison (Wisconsin) (University of Wisconsin, Legislation Reference Bureau)

Columbus (Ohio) (^{Ohio Institute,} State Government, University of Columbus)

Cincinnati (Ohio) (City Manager Plan, Municipal Reference Bureau, ^{Ohio Institute,} Municipal University)

Charlottesville (University of Virginia)

~~Raleigh~~ Durham (Duke University)

Rale Chapel Hill (University of North Carolina)

Raleigh (Government of North Carolina)

Richmond (Government of Virginia)

Washington (D.C.) (Brookings Institution, Bureau of the Budget, Bureau of ~~the~~ Efficiency, Civil Service Commission, Classification Board, Departments of the Treasury, of Agriculture, of Interior, (Education), Bureau of the President, National Council on Education, National Research Council, Carnegie Institution, Pan American Union,

Georgetown University, Howard University).

Baltimore (John's Hopkins University)

Philadelphia (University of Pennsylvania)

Princeton (New Jersey) (~~University~~ Princeton University, Rockefeller Institute of Medical Research.)

As you may see from this account, the program has been a rather large and comprehensive one. But in the same time it has been systematic enough to make my journey extremely useful and profitable.

II. ~~It is evident, that~~ Nobody is able to tell in what situations of his life, ~~or in what~~ he will ~~be~~ ^{be} influenced by so profound impressions as ~~these~~ ^{as} I got during these three months or what part such a study will have in ~~the~~ ^{his} future ~~formation of~~ ~~his~~ scientific development, but ~~as the~~ I would emphasize the following points as my ~~most strongest~~ most profound experiences:

1. My most striking general impression was to see the ^{high} degree of ~~autonomy~~ ^{autarchy} of the American scientific life. There is in all fields of humanistic and natural sciences an enormous and high standing national literature. In the libraries of the institutes and in the studios of the professors there is relatively few European literature. American scholars and scientists refer ~~to the~~ with preference to the national literature, not only if it has his reasons in the lan-

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gnages. American and European scholars do not read the same book about the same problems. Consequently the distance between both, not in respect of level, but of knowledge of each other is larger as, I am afraid, it used to be supposed.

That means on the other side, that the publication

But ^{at} the same time I have admired the very high level, you
are already reached in many fields (e.g. Organisation of State Govern-
ment in Massachusetts, City Manager plan in Cincinnati, ^{several agencies of} Federal Government
in Washington etc.) and therefore it is my opinion that you have already found
~~appropriate solutions for~~ ^{many} ~~circumstances,~~ the question is ^{only} to make ^{them} ^{by} ^{more} ^{and} ^{more} ^{units} ^{of} ^{local} ^{and} ^{state} ^{government} ^{and} ^{you} ^{are} ⁱⁿ ^{the} ^{best} ^{way} ^{to} ^{cover} ^{the} ^{new} ^{requirements} ^{of} ^{the} ^{recent} ^{development} ^{too}
~~of the results of a scientific work, for in German, or French, for~~
instance in the field of political sciences, does not mean ^{the} scientific
publicity on this side. ^{Rogow and} European scholars ought to keep in mind
this fact. European and American scholars both ought ^{to} ^{keep} ^{it} in mind,
when there is the question of international intellectual cooperation and
reciprocal understanding.

2. In the field of the praxis of government and political public
administration I had the opportunity to see the most different solutions,
systems. Different organisations of local (city, county) and state govern-
ment. ~~Mayor~~, Mayor, commission and manager plan of city government,
Manager plan in some counties, different influence of political par-
ties. Different importance of ^{non party} organisations of citizens, civil service
commissions and merit system in local and state government. Different
operation and efficiency of all these systems or lack of the more
advanced solutions in some places. ^{These} enormous variety is a con-
sequence of home-rule ^{but} ^{it} ^{shows} ^{to} ^a ^{foreign} ^{observer} ^{the} ^{con-}
stant evolution of ^{your} ^{political} ^{institutions,} I understood this
fact ^{at} ^{the} ^{beginning} ^{and} ^{it} ^{was} ^a ^{great} ^{help} ^{to} ^{me} ^{during} ^{my} ^{studies.} [†]
^(organization and technique of)
^{of my travelling in the United States,}

3. This evolution of the praxis of government and public
administration is due in ^{a large} ~~greatest~~ part to the evolution of the theory
of political sciences. The different research bureaus of cities, states,
universities, private associations ^{etc.,} are doing ^{an} ^{appreciable} ^{work}
^{of highest importance} for the perfectionnement of public administration by developing

slowly, step by step the principles and details of scientific management in public administration. I think, that especially three of these research centers have outstanding scientific importance: a) The National Institute of Public Administration, ^{Columbia University} New York, b) the University of Chicago ^{surrounded by a} group of different ^{technical} ~~research~~ organisations, c) the Brookings Institution in Washington. All of them are ~~the~~ ^{dealing directly with the} ~~products of the~~ particular American problems of the country, ^{nevertheless} ~~but~~ I am convinced, that they will ^{greatly contribute also the} ~~have great merits~~ of ~~influencing~~ ^{to the development of} political thinking in other countries too ^{in favour of} ~~in the sense of~~ ^{more} ~~experts~~ science instead of dilettantisme.

In my paper, ^{that I had the honour to present at} ~~I presented to~~ the Annual Meeting of the American Political Science Association in Detroit ~~(1911)~~, I tried to prove, ^{we} that Public Administration has reached a turning point in its history, of utmost significance: the point namely, when public administration as a whole arises from dilettantism to the level of science. That means, that while in the past ^{for the} ~~the~~ ^{organisation} ~~the~~ ^{the pure, public of the legislators} ~~the~~ ^{the opinion of the majority} ~~of the chief, or of the professional bureaucrats,~~ ^{can} ~~has been,~~ ^{it.} ~~that means:~~ dilettantisme or ~~personal~~ arbitrariness have been decisive, in the future scientific criticism will compare the results, develop the principles of ~~economique~~ and efficient management, and in this way ~~supply~~ arbitrariness by objective criteria of efficiency. That is already in part the case: concerning ^{procurement} ~~budgeting~~, tax administration ^{etc.} where the numerical method can be used, in personnel administration concerning an ever increasing number of public servants, ~~but~~ ~~and~~ the

that it has great inclination to become routine work. Therefore in most countries it is not capable to renew ^{himself} and introduce necessary reforms without ~~the~~ long delay. The ~~main~~ duty of the spiritual centers will, ~~probably~~ be to ~~act as the competent head of~~ ~~the~~ ~~chief~~ assist the chief executive ⁷ in scientific management of ~~the~~ ~~public~~ ~~administration~~ and in the same time to act as ~~the~~ ~~ever~~ ~~vigilant~~ ~~reform~~ ~~agency~~, which by his scientific spirit and equipment will be free from the stiffness and ~~slowness~~ of the conservatism of the executive agents. ~~activity~~ of the above mentioned research institutes is permanently extending the sphere of scientific management in public administration, but as a matter of fact the ^{political} theory ~~is~~ was not able till now to eliminate the ^{following} great contradiction: ~~that~~ While we demand high degree of professional experience, expert capacity, efficiency in ever more fields of public administration and ^{e.g. in} ~~from~~ ~~you~~ ~~are~~ ~~too~~ ~~extending~~ ~~the~~ ~~classified~~ ~~service~~ and merite system ~~in~~ ~~the~~ ~~just~~ ~~governments~~ ~~the~~ ~~job~~, in the lower degrees, there are just the highest positions, in all countries, in which professional formation or expert quality is not required and accumulation of governmental experience is generally not possible in consequence of sudden political changes in countries with parliamentary ~~public~~ system, or short regular terms in ~~others~~, this country. The ~~consequence~~ result is, that public administration has no spiritual center: ~~is~~ but without such one ^(ever more) the complicated organisms of a modern state cannot more run. ^{It is a common experience of public services} ~~government is no more a job of dilettants.~~ These ^{in most} spiritual centers of public administration ^{are} ~~is~~ likely to ^{the} developed ^{intellectually} from ^{intellectually} the research institutes of public administration, which are best fitted to this function. In this moment they are still outside of the organisms of ~~the~~ government, but they will probably become organic part of it in a no distant future. We cannot say what country will ^{first} accomplish ~~first~~ this decisive step, but it is sure, that a good solution will be soon adopted by the other countries. ~~This is~~ But this will be only the first step: the transformation of

the whole civil service ~~of~~ in ~~all~~ ~~over~~ the different countries ~~is~~
 by this highly qualified centers and ~~the~~ elaboration and introduction
 of scientific management in all possible fields ^(of public administration) will demand be a task
~~of~~ several generations. ~~What~~ That was the meaning of my ^{for conclusion} statement
 in Detroit, ~~where~~ namely: "While the chief problem of the ~~nineteenth~~
 nineteenth century was the adaption of the democratic and parhamen-
 tary system, that of the twentieth century will be the elevation
 of public administration to the level of science."

4. ~~These are surely~~ ^{surely} ~~things~~ You will not expect from me to
~~make here~~ a detailed scientific statement of my thesis. But I think
 that these few words will be able to show to you that my ^{in the United States}
~~journey~~ study of government and public administration has
~~had~~ ^{for me} much more, than a simple informative value. I can not
 emphasise enough how interesting it was to me to see ~~you~~
~~best~~ that your strongest men are dealing with the same
 problems as we on the other side, that they are approaching
 the problems ~~on~~ similar ways, and how encouraging ~~and~~ it
~~is~~ for ~~the~~ researchmen ^{it} is to ~~see~~ know, that ~~other~~ people in
 other countries, ~~in this continent~~ are struggling for the same
 end. Another particular reason of enthusiasm for men
 engaged in research ~~of~~ in the field of ~~polit~~ public administration
 is the fact, that ~~that~~ ^{it} is a relatively young branch of ^{science} ~~research~~
 where still enormous work is to be done.

5. My experience has shown to me, that there are ^{common problems and} points of contact ~~and common problems~~ ~~between~~ between the American and Hungarian Institutes of Public Administration and surely between many of the others.

~~The research activity in the field of governments and public administration being going on in different countries,~~
Therefore, the knowledge of the different research centers and of the international agencies of international coordination of this activity is ^{extremely} ~~very~~ important. ~~Therefore~~ I have the intention to stop on my return ¹⁾ in England in order to ~~enter in contact~~ ^{get in touch} with the English scholars and ~~to study the Treasury and some other~~ ^{with} some civil servants in interesting positions; ²⁾ in Bruxelles in order to pay a visite to the Institut International des Sciences Administratives and to the Commission des Congrès Internationaux des Sciences Administratives; ³⁾ in Geneva, ^{where I wish} in order to see the International Institute of Scientific Management, which extended recently ^{its} sphere of activity to the field of public administration. ^I hope, that all this further experience will ~~very much~~ ^{contribute in} ~~for~~ ~~developing~~ ~~an~~ ~~adequate~~ ~~point~~ ~~of~~ ~~view~~ ~~concerning~~ the international cooperation in this field. ^{as far as it is already materialized} ^{In this way my studies in London, Bruxelles and Geneva} will form a part of ^(particular) ~~my~~ the results of my ~~journey~~ ^{journey} visits to the United States as a guest of your Foundation.

^{During my stay in this country,}
6. I concentrated my energy to the study of government and public administration from the view-point of the political sciences. ~~and~~ had no time to get acquainted in the same degree with the ^{of view} ~~view~~ point of the public and particularly administrative law. But I asked ^{Dr} ~~Dr~~ Imre Nemethy, who is in the

United States for a year with a fellowship ^{kindly granted to him by} your Foundation upon my proposal, that he should confine himself to studies in administrative law. He has made already a good ~~deal~~ ^{piece} of work in this line at Columbia University and Washington and he will pass the rest of his time at Harvard University. So ~~therefore~~ I shall have in the Hungarian Institute of Public Administration a specialist of the American administrative law too.

7. In the field of University Education I have had the opportunity ^{to} see most of your leading universities, their wonderful equipment and many new buildings, ^{I had also the chance to} ~~have~~ ^{met} several presidents and deans and ^{faculty people} ~~great~~ many of the professors especially ~~in the~~ members of the departments of political sciences. I have met ^{also} several ~~heads~~ leading personalities of the national organisations of the scientific life in the United States (Prof. Photwell, James Brown Scott, John C. Merriam, W. H. Howell, Charles R. Mann, John H. Mac Cracken, William J. Cooper etc) and so I could get, ^{I think,} a fairly adequate judgement about the very high standing of your scientific institutions and also the particularities as compared with the institutions of other countries.

I would mention here, that I had the honour to write a letter in connection with these problems of policy of science, ^(to President Mason)

and I shall have opportunity to come back to these topics after the second meeting of the Directors of University Education, convened by the International Institute of Intellectual Cooperation for the 24-25th April 1933 to Paris.

Therefore ~~and~~ here I would confine myself to calling your attention to the ~~fact, that my~~ logical connection between my studies in government and public administration on the one side and international policy of science on the other side. I think that I ~~was~~ am able to make useful work in advancement of knowledge in government and political science, because I know the highest requirements from experience, which can be made to administrators, and these requirements are surely higher in international as only in national dimensions. Therefore I am always keeping in mind (when I am thinking about the perfectionment of e.g. of the civil service, or forms of government, I am always keeping in mind these ~~highest~~ international standards.

I hope, that ~~this~~ ^{short} ~~short~~ account, ~~although~~ ^{when} ~~unpleasant~~, will be able to give ^{you} a fairly good picture of my work, I have accomplished during my stay in your country, ~~my~~ ^{in the field of} attitude to the problems of our epoch ~~in~~ concerning government and public administration and the inappreciable value of this

experience for my future scientific activity. I will particularly ~~will~~ lay special stress upon the care of my good personal relations ~~I have~~ to the American scholars I have had the pleasure to form here and I ~~will~~ ^{shall} be always too glad to be useful to them in my country and elsewhere.

Let me now ~~thank~~ express to ^{the Rockefeller} your Foundation and to you personally my most cordial thanks for the invitation ~~and honour~~ by which you have honoured me, ~~the~~ my University and my Country, ^{as well as} and for the careful and exemplary management of my trip.

I want to ~~mention~~ thank also for the careful and exemplary management of my trip and for all ^{the} kindness ~~of~~ the different agents of the ~~Rockefeller~~ Foundation have always shown to me.

Believe me, dear Mr. Day,

very sincerely yours

(ZOLTAN MAGYARY)