

# **Luther Halsey Gulick III papers**

**Finding aid prepared by Aleksandr Gelfand, Ralph Blumenthal, and Jessica Wagner.**

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Baruch College Archives

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## Summary Information

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<b>Repository</b>	Baruch College Archives
<b>Creator</b>	Gulick, Luther Halsey, 1892-1993
<b>Title</b>	Luther Halsey Gulick III papers
<b>Date [bulk]</b>	Bulk, 1920-1980
<b>Date [inclusive]</b>	1906-1990
<b>Extent</b>	130.0 Linear feet
<b>Language</b>	English
<b>Language of Materials</b>	Material is predominantly in English with some in German, Japanese, Chinese, Polish, French, Arabic, and Russian.
<b>Abstract</b>	Luther Halsey Gulick III (1892-1993) was a prominent social scientist, director of the Institute of Public Administration; consultant to many national, state, and local public and private organizations; and adviser to President Roosevelt and Mayor Robert F. Wagner Jr. The collection documents Gulick's century-long activities and includes his writings and lectures, reports and notes from his projects, awards and personal and public correspondence.

### Preferred Citation

Luther Halsey Gulick III papers, Baruch College Archives, Newman Library.

## Biography

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Luther Halsey Gulick III was born in Osaka, Japan on January 17, 1892 into a prominent American missionary family. The second of four children, Gulick spent his early youth in Japan and Europe, moving to the United States in 1906 for schooling. Admitted to Oberlin College in 1910, he studied politics and government, receiving his bachelors in June of 1914. At Oberlin he met and later married his classmate Helen McKelvey Swift, daughter of a Congregational minister. Initially wanting to become a missionary, he continued his studies at Oberlin, receiving an MA in philosophy in 1915. Influenced by Charles Beard, a prominent political scientist and professor, Gulick decided to pursue a governmental rather than a missionary career. In 1915 he moved to New York City, enrolling in the study of public law at Columbia University. On the advice of Charles Beard, he entered the Training School of Public Service, endowed by Mrs. E.H. Harriman and managed by the New York Bureau of Municipal Research, where he studied until 1917, staying on as an employee on a part-time basis afterwards.

When the United States entered World War I, Gulick joined the General Staff of the U.S. Army Statistical Branch in 1918 as an assistant chief of the Organization and Information Section. In 1919 Charles Beard became the director of the Bureau of Municipal Research, inviting Luther Gulick to take up the vacant position of the director of Training School of Public Service, which Gulick accepted. He occupied that position for two years, receiving his PH.D from Columbia in 1920. When the Bureau of Municipal Research was reorganized into the National Institute of Public Administration (NIPA), Charles Beard resigned his position, leaving Gulick to become the first director of the new organization. Gulick remained director when NIPA was reorganized in 1931 into the Institute of Public Administration (IPA). As part of the reorganization, IPA entered into an affiliation agreement with Columbia University and Gulick was appointed the Eaton Professor of Municipal Science and Administration. As head of NIPA and later IPA, Gulick conducted survey and research projects in New York, Massachusetts, Virginia, South Dakota, Delaware, and Maine, among other states, that dealt with municipal reorganization and reform. In the 1930s he helped found the American Society of Public Administration and the Public Administration Clearing House. An expert in the field of public administration, he was much sought out as a consultant for projects that included the Commission on Inquiry of Public Personnel, the Rockefeller Liquor Study Commission, and the New York Board of Regent's Inquiry. In 1936 he was asked by President Roosevelt to take part in the Presidential Committee on Administrative Management (PCAM), together with Louis Brownlow and Charles Merriam, which led to the creation of the executive office of the President. The background of this project resulted in the Gulick manuscript "Notes on the Theory of Organization," where he first introduced the concept of POSTCORB (Planning, Organizing, Staffing, Directing, Coordinating, Reporting, Budgeting), functions with broader application to the field of administration.

During World War II Gulick was based in Washington DC, assisting the Federal Government in the war effort as a consultant. In that capacity he worked for the National Resources Planning Board, the War Department, War Production Board, and the Office of Foreign Relief and Rehabilitation Operations, where he aided in the organization of the United Nations Relief and Rehabilitation Administration

(UNRRA). In 1945 he was a part of the U.S. delegation sent to the Potsdam Conference and later accompanied the United States Reparation Mission to Europe and Asia.

Returning to New York, Gulick continued as head of IPA until 1950 when he was asked by New York City Mayor O'Dwyer to head the Mayor's Committee on Management Survey, a large-scale government improvement study. Upon its completion, he was appointed as the first City Administrator of New York by Mayor Wagner in 1954 where he served until 1956. Afterwards Gulick briefly returned as director of IPA, retiring from that position in 1961, when he was appointed chairman of the Board of Trustees.

Throughout the late 1950s into the 1970s, Gulick was involved in international and metropolitan projects, traveling to Iran to implement a national development plan; Egypt, to advise its government on drafting a new constitution for the United Arab Republic; and to India where he worked to implement new water supply policies for the metro region of Calcutta.

In the United States he continued to write, lecture, attend conferences and symposiums; serve on commissions and committees, and engage in fundraising. In 1969 his wife, Helen Gulick, passed away and he married Carol Moffet, a widow and long-time friend of the family, in 1970. In the 1980s Luther Gulick increasingly wound down his activities, traveling less but continuing to come to his office at IPA. In 1982 he retired from the board of the Institute of Public Administration. Luther Gulick died on January 10, 1993 in a retirement home near Greensboro, Vermont.

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## Scope and Contents

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This collection documents the activities of Luther H. Gulick, an expert in public administration, as a consultant, member, and director of various agencies in the national and local government, as well as in the private sector.

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## Arrangement

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The collection is arranged into six series: I. Personal; II. Articles and Speeches; III. General; IV Project/ Working Papers, V. World War II; VI. Library. Three of the series have been further subdivided into subseries. The contents of each series are arranged alphabetically, except series six, which does not have an arrangement.

## **Administrative Information**

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### **Publication Information**

Baruch College Archives

### **Provenance**

Collection donated as part of the Institute of Public Administration records to Baruch College in 2009.

### **Repository Information**

Baruch College Archives, William and Anita Newman Library. 151 East 25th Street, New York, NY 10010. (646) 312-1623.

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## **Related Materials**

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### **Related Archival Materials**

See Institute of Public Administration records.

## Series I: Personal Files

## Collection Inventory

### 1 Series I: Personal Files

#### Scope and Contents

This series contains correspondence with his parents, siblings, and friends; his schedules and calendar notebooks detailing with his daily routines, engagements attended, awards presented to him by national and state organizations, biographical information, financial documents relating to his work and property holdings, and other materials dealing with his personal affairs.

	<b>Box</b>	<b>Folder</b>
Account of Switzerland Trip [1906 August?]	1	1
Asia Foundation Insurance 1961	1	2
Automobile 1947-1953	1	3
Badges 1936	1	4
Biographical Data 1962-1967	1	5
Biographical Information 1933-1942	1	6
Biographical Information After 1961	1	7
Boat 1961; 1971-1973	1	8

## Series I: Personal Files

Business and Other Cards 1957-1958; Undated	1	9
Calendar 1939-1941	1	10
		<b>Box</b>
Calendar Diary (Loose Pages) 1923		16
Calendar Diary (Loose Pages) 1924		16
Calendar Diary (Loose Pages) 1925		16
Calendar Diary (Loose Pages) 1926		16
Calendar Diary (Loose Pages) 1927		16
Calendar Diary (Loose Pages) 1928		16
Calendar Diary (Loose Pages) 1929		16
Calendar Diary (Loose Pages) 1933		16
Calendar Diary (Bound) 1934		16
Calendar Diary (Loose Pages) 1935		16
Calendar Diary (Loose Pages) 1936		16



Series I: Personal Files

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Calendar Diary (Loose Pages) 1937	17
Calendar Diary (Loose Pages) 1938	17
Calendar Diary (Loose Pages) 1939	17
Calendar Diary (Loose Pages) 1940	17
Calendar Diary (Bound) 1941	17
Calendar Diary (Bound) 1942	17
Calendar Diary (Bound) 1946	17
Calendar Diary (Bound) 1947	17
Calendar Diary (Bound) 1948	17
Calendar Diary (Bound) 1949	17
Calendar Diary (Bound) 1950	17
Calendar Diary (Bound) 1952	17
Calendar Diary (Bound) 1953	17
Calendar Diary (Bound) 1955	17

Series I: Personal Files

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Calendar Diary (Bound) 1956	17
Calendar Diary (Bound) 1957	17
Calendar Diary (Bound) 1958	17
Calendar Diary (Bound) 1959	17
Calendar Diary (Bound) 1960	17
Calendar Diary (Bound) 1962	17
Calendar Diary (Bound) 1963	17
Calendar Diary (Bound) 1964	17
Calendar Diary (Bound) 1965	17
Calendar Diary (Bound) 1966	17
Calendar Diary (Bound) 1967	17
Calendar Diary (Bound) 1968	18
Calendar Diary (Bound) 1969	18
Calendar Diary (Bound) 1973	18

## Series I: Personal Files

Calendar Diary (Bound) 1977		18
Calendar Diary (Bound) 1978		18
Calendar Diary (Bound) 1982		18
	<b>Box</b>	<b>Folder</b>
China Travel Request 1971	1	11
Clippings 1917-1956	1	12
Clippings 1933	1	13
Clippings 1934	1	14
Clubs 1934-1937	1	15
College Papers 1914-1915	1	16
College Papers Circa 1917-1920	1	17
Columbia University Appointments 1920, 1931	1	18
Correspondence - Columbia University and Massachusetts 1917	2	1
Correspondence - General 1918-1922	2	2

Series I: Personal Files

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Correspondence - General 1924-1927	2	3
Correspondence - General 1934	2	4
Correspondence - General 1934-1935	2	5
Correspondence - General 1936-1938	2	6
Correspondence - General 1938-1939	2	7
Correspondence - General 1940-1941	3	1
Correspondence - General 1951-1953	3	2
Correspondence - General, 1 of 2 1954	3	3
Correspondence - General, 2 of 2 1954	3	4
Correspondence - General, 1 of 2 1955	3	5
Correspondence - General, 2 of 2 1955	3	6
Correspondence - General 1956	3	7
Correspondence - General 1957-1958	3	8
Correspondence - Family 1924-1935	4	1

## Series I: Personal Files

Correspondence - Family 1932-1935	4	2
Correspondence - Family 1935-1937	4	3
Correspondence - Family 1937-1938	4	4
Correspondence - Family 1938-1939	4	5
Correspondence - Family 1940-1941	4	6
Correspondence - Family and Other 1941	4	7
Correspondence - Family and Other 1946-1949	4	8
Correspondence - Family and Other 1946-1953	5	1
Correspondence - Family 1950	5	2
Correspondence - Family - Brother Sidney 1955-1981	5	3
Correspondence - Family - Distant Gulicks 1945-1977	5	4
Correspondence - Family - Leeds Gulick 1918, 1945-1953	5	5
Correspondence - Family - Moffett 1944-1961	5	6
Correspondence - IPA 1935-1941	5	7

## Series I: Personal Files

Correspondence - Miscellaneous 1941-1975	5	8
Correspondence - WWI and Other Miscellaneous 1916-1919	5	9
		<b>Oversize</b>
Department of State Awards 1934-1936		2
	<b>Box</b>	<b>Folder</b>
Engagements Accepted 1953-1954	5	10
Engagements Accepted 1954	5	11
Engagements Accepted 1955-1956	5	12
Engagements Accepted 1957	5	13
Engagements Declined 1953-1954	6	1
Engagements Declined 1953-1955	6	2
Engagements Declined 1954	6	3
Engagements Declined 1954-1955	6	4
Engagements Declined, 1 of 2 1954-1955	6	5
Engagements Declined, 2 of 2 1955	6	6

## Series I: Personal Files

Engagements Declined 1955-1956	6	7
Engagements Declined 1956-1957	6	8
Engagements Declined 1958	7	1
Engagements Fulfilled 1955	7	2
Engagements Fulfilled 1958	7	3
European Trips 1931-1932	7	4
European Trips 1932-1934	7	5
European Trips 1934	7	6
European Trips (Documents) 1927-1937	7	7
European Trips - Miscellaneous 1932-1934	7	8
European Trip - Notepad Pre 1948	7	9
Financial - Asia Trip Receipts and Other Expense Documents 1961-1962	7	10
Financial - Banking Documents Circa 1930-1950	7	11
Financial - Budgets and Income Tax 1915-1937	8	1

## Series I: Personal Files

Financial - Business Tax 1923	8	2
Financial - Cancelled Checks 1936-1938	8	3
Financial - Estate of Katherine B. Clark 1957	8	4
Financial - Estate of Katherine B. Clark 1957-1958	8	5
Financial - Estate of Katherine B. Clark 1958-1959	8	6
Financial - Expenses and Vouchers for the Year 1959	8	7
Financial - Income Statements and Tax Information 1944-1946	8	8
Financial - Income Tax Forms 1920-1923	8	9
Financial - Income Tax(Luther Gulick) 1921-1936	9	1
Financial - Income Tax(Sidney L. Gulick) 1930-1936	9	2
		<b>Upsize</b>
Financial - Insurance Circa 1934-1936		3
	<b>Box</b>	<b>Folder</b>
Financial - Insurance Correspondence 1934-1936	9	3
Financial - Insurance and Tax 1928-1929	9	4



## Series I: Personal Files

Financial - IPA and Other Miscellaneous 1946-1953	9	5
Financial - National Resource Planning Board - Vouchers and Statements 1941	9	6
Financial - Receipts 1919-1923	9	7
Financial - Receipts 1919-1924	9	8
Financial - Receipts 1923-1925	9	9
Financial - Receipts, 1 of 2 1924-1933	9	10
Financial - Receipts, 2 of 2 1925-1933	10	1
Financial - Receipts and Related Miscellaneous 1934-1938	10	2
Financial - Receipts 1934-1941	10	3
Financial - Receipts 1936-1941	10	4
Financial - Receipts - European Trip 1931	10	5
Financial - Receipts and Expenses Billed, 1 of 2 1958	10	6
Financial - Receipts and Expenses Billed, 2 of 2 1958	10	7

## Series I: Personal Files

Financial - Receipts, Officers Clearance 1944-1948	10	8
Financial - Receipts, Vouchers and Other Miscellaneous, 1 of 2 1960-1961	10	9
Financial - Receipts, Vouchers and Other Miscellaneous, 2 of 2 1960-1961	11	1
Financial - Sidney Gulick Estate and Related, 1 of 2 1945-1949	11	2
Financial - Sidney Gulick Estate and Related, 2 of 2 1945-1949	11	3
Financial - Statements 1932 February-September	11	4
Financial - Statements 1932 September-1933 February	11	5
Financial - Statements 1933 February-August	11	6
Financial - Statements 1933 August-1934 January	11	7
Financial - Statements 1934 January-June	12	1
Financial - Statements 1934 June-December	12	2
Financial - Statements 1935 September-1936 February	12	3
Financial - Statements 1935 April-September	12	4

## Series I: Personal Files

Financial - Statements 1934 December-1935 April	12	5
Financial - Statements - Miscellaneous 1934-1935	12	6
Financial - Statements and Receipts 1936-1938	12	7
Financial - Teachers Insurance and Annuity 1956-1957	13	1
Financial - Travel and Other Receipts 1961	13	2
Fiorello H. LaGuardia Award Nomination 1953 October 16	13	3
Frances A. Gulick 1976-1978	13	4
Genealogy 1916-1932	13	5
Genealogy 1925	13	6
Genealogy and Other Miscellaneous 1922-1923	13	7
Greensboro, Vermont 1961	13	8
Gulick Memorial Fund 1957	13	9
Japan - Correspondence re. "Toward Understanding Japan" 1934-1940	13	10
Iran Trip 1955-1958	13	11

## Series I: Personal Files

Mechanical Merge Calculator Invention 1930	13	12
Mementos 1940-1946	13	13
Millburn N.J. Property 1925-1945	13	14
Millburn N.J. Property 1936	14	1
Millburn N.J. Property - Mortgage and Sale Documents 1925-1942	14	2
Miscellaneous - Correspondence, Financial, Photos 1922-1953	14	3
Miscellaneous - Financial, Photos, Printed Material 1920-1960	14	4
Miscellaneous - Correspondence, etc. 1971-1978	14	5
Miscellaneous Matters - Clippings, Puzzles, Excerpts, etc. 1926-1940	14	6
Music Circa 1938	14	7
Oberlin College 1920-1925	14	8
Painting (Taken from Germany) 1948-1949	14	9
Passport and Visa Applications 1955-1984	14	10

**Box**

## Series I: Personal Files

Rolodex Circa 1916-1935		19
	<b>Box</b>	<b>Folder</b>
Ruth Colegrove 1946	14	11
Schedule 1951	14	12
Sidney Gulick - Condolences and Memorial Service 1945-1946	14	13
Stamps and Commemorative Envelopes 1959-1961	14	14
		<b>Oversize</b>
Temporary Commission on City Finances Certificate 1963 December 23		3
	<b>Box</b>	<b>Folder</b>
Tropical Fruit Growers Association 1924-1925	14	15
Union Club 1946-1950	15	1
		<b>Oversize</b>
U.S. Council of National Defense Certificate 1919 June 28		2
U.S. Reparation Mission to Japan Certificate 1946 April 1		2
	<b>Box</b>	<b>Folder</b>
Various Affairs - Invitations, Travel and Job Related 1942-1944	15	2
Voting Machine Invention 1922-1924	15	3

## Series II: Articles and Speeches

		<b>Oversize</b>
Voting Machine Invention Circa 1922-1924		5
	<b>Box</b>	<b>Folder</b>
WWI Insurance 1918-1919	15	4
<b>2 Series II: Articles and Speeches</b>		
<b>Scope and Contents</b>		
<p>This series contains materials written by Gulick including notes and drafts for speeches, lectures, and manuscripts; published articles and speeches, reviews and correspondence dealing with his written work. The series also contains his notes, outlines, and printed materials used during his lectures at Columbia University.</p>		
<b>1 Alphabetical</b>		
	<b>Box</b>	<b>Folder</b>
ABC of Budget Making in New York City (For Charter Revision Committee) 1966 February 14	1	1
Addresses Circa 1940-1944	1	2
Addresses 1941	1	3
Addresses 1942	1	4
Addresses and Other Materials 1945	1	5

## Alphabetical

Addresses 1946	1	6
Addresses 1947	1	7
Addresses 1948	1	8
Addresses, 1 of 2 1949	1	9
Addresses, 2 of 2 1949	1	10
Addresses 1949-1952	2	1
Addresses 1953	2	2
Administration and the World War 1946 March 26	2	3
Administrative Reflections from World War II 1948	2	4
American Society of Public Administration (ASPA) - Albany Speech (5/8/56) 1955 November-1956 July	2	5
Annals Paper (Metropolitan Organization: New Designs for Living) 1957	2	6
Broadway Tabernacle Speech (3/2/55) 1955 January-March	2	7
Bronx Rotary Club 1955 January 18	2	8

## Alphabetical

Changing Problems and Lines of Attack 1957	2	9
Changing Problems and Lines of Attack - Drafts and Proofs, 1 of 2 1957	2	10
Changing Problems and Lines of Attack - Drafts and Proofs, 2 of 2 1957	2	11
Changing Problems and Lines of Attack - New Era Proofs 1957	2	12
Citizens Unions 1950 May 13	2	13
Civil Service Assembly 1956 October 8	2	14
Columbia University (1/54) 1953-1954	3	1
Comments by a Political Scientist Undated	3	2
Committee on the Future of the Metropolitan Regional Council (1/13/59) 1959 January 6-13	3	3
"The Comptroller" 1966 November	3	4
Controllers Institute of America 1950 October 18	3	5
Cubberly Papers (Stanford University) 1962	3	6
Democracy and Administration Face the Future Circa 1970-1979	3	7



## Alphabetical

Difficulties in Developing State and Local Career Services 1935	3	8
Draft (Unidentified Fragment) Undated	3	9
Drafts 1966-1969	3	10
Drafts, Notes and Other Miscellaneous 1963-1985	3	11
Dynamics 1982	3	12
Economic Club of Detroit 1957 November 4	3	13
Education and the Future of the Public Service 1940	3	14
Education and Progress (Walla Walla) 1952 May 25	3	15
Employees Suggestion Award Program (5/25/54) 1954 May	3	16
Forestry Draft 1949 December	3	17
The Future of the City (Brussels) 1963 June 19	3	18
Future Role of the Property Tax in the Financial Local Government 1955 October 17	3	19
Government in Metropolitan Areas, 1 of 2 1960	3	20

## Alphabetical

Government in Metropolitan Areas, 2 of 2 1960	4	1
Governing Metropolitan Communities, Cleveland (5/23/56) 1955 December-1956 May	4	2
Graduate School of Public Administration, NYU 1954 April 9	4	3
Horace Mann School Commencement 1954 June 1	4	4
Ideas - Notes Undated	4	5
Intelligence, N & A 1984 October 3	4	6
John Hopkins University - Lecture Notes 1963 April	4	7
League of West Side Organizations (5/25/55) 1955 April-May	4	8
League of Women Voters (5/23/50) 1950 May-July	4	9
League of Women Voters (5/24/51) 1950 April-1951 May	4	10
Lectures 1943-1983	4	11
Local Government and Post Defense Planning 1941	4	12
Metropolitan Organization 1957 November	4	13

## Alphabetical

Metropolitan and Urban Problems (Denver, Colorado, 1/17/58) 1957-1958	4	14
Miscellaneous, 1 of 2 Circa 1920-1980	4	15
Miscellaneous, 2 of 2 Circa 1920-1980	4	16
Miscellaneous Drafts and Notes Undated	5	1
Monetary Policy Can Solve the Subway Problem Circa 1970-1979	5	2
Municipal Forum of the City of NY 1951 January 19	5	3
Municipal Government (Encyclopedia Britannica) 1941-1947	5	4
Municipal Government (Encyclopedia Britannica) 1943-1945	5	5
Municipal Government (Encyclopedia Britannica), 1 of 2 1948	5	6
Municipal Government (Encyclopedia Britannica), 2 of 2 1948	5	7
Municipal Government (Encyclopedia Britannica) 1949-1950	5	8
Municipal Government (Encyclopedia Britannica) 1951	5	9
Municipal Government (Encyclopedia Britannica) 1952	5	10
Municipal Government (Encyclopedia Britannica) 1953	5	11

## Alphabetical

Municipal Government (Encyclopedia Britannica) 1954-1959	5	12
Municipal Government (Encyclopedia Britannica) 1958	6	1
Municipal Government (Encyclopedia Britannica) 1963-1965	6	2
National Audubon Society 1968 March	6	3
National Conference of Christians and Jews 1954 February 16	6	4
National Maritime Day Ceremonies 1955 May 22	6	5
National Recreation Association (1/25/56) 1952-1956	6	6
The New Math Circa 1970-1979	6	7
New Orleans Bureau of Governmental Research 1957 October 18	6	8
New York City to Shake the Dust Out of Management ("The American City" 1950 July	6	9
New York Management and the Far Horizon (LWV at Hotel Shelton) 1953 November 17	6	10
New York Society of Architects 1954 December 21	6	11
Next Steps Ahead for New Jersey (Upsala College) 1969 January 29	6	12

## Alphabetical

Non-Property Revenues and Urban Finance 1955 May 19	6	13
Notes Undated	6	14
Notes 1935-1936	6	15
Notes and Drafts Pre 1939	6	16
Notes on the Theory of Organization 1937	6	17
NPA Business Committee 1956 April 10	6	18
Office of Rehabilitation and Relief Operations 1943	6	19
Operation Bootstrap (National Civic Review) 1959 September	6	20
Our Four Commandments Undated	6	21
Plan for an Institute of Public Administration at Pittsburgh 1949	6	22
Planning and Goals (Miscellaneous Notes) 1968-1982	6	23
Planning and Public Policy (Detroit, 3/6/58) 1958 February-March	6	24
The Plight of the Cities (Academy of Political Science, 11/28/67) 1967	7	1
Policy Contributions from Professional Public Administrators 1980-1981	7	2

## Alphabetical

Political Science Association Speech 1952	7	3
Post War Planning in Great Britain 1942	7	4
Progress and Survey Speech (5/1/52) 1952-1953	7	5
Public Administration as a Profession 1949 October 3	7	6
Recreation (Atlantic City) 1958 September 25	7	7
Regional Plan Association 1954 October 6	7	8
Regional Plan Conference 1958 October 8	7	9
Reprints and Manuscript Miscellaneous 1954-1980	7	10
Resources for the Future Forum (2/27/58) 1958 February-March	7	11
Reviews Circa 1922-1924	7	12
Reviews (of Gulick's Work) 1965-1970	7	13
Rhode Island 1961 May 24	7	14
Robert F. Wagner Speech in Ottawa, Canada 1955 August 23	7	15

## Alphabetical

Science of Organization (Notes on the Theory of Organization) [Circa 1937] - 1949	7	16
Scientific Approach to the Problems of Society and Government 1938 March	7	17
Southern Regional Conference of Council of State Governments (Baltimore) 1957 September 27	7	18
Sputnik (Society for the Advancement of Management) 1957-1958	8	1
State Department - Various 1943-1945	8	2
State Sponsored Education in Public Administration 1956 November	8	3
Teheran 1959 April 13	8	4
Think Notes - Boat People, Cities Creation, Artificial Intelligence, Inflation, Organizational Development Circa 1970-1980	8	5
Underlying Considerations of the "Race Problem" 1969 March 6	8	6
U.S. Conference of Mayors (5/19/55) 1955 May	8	7
U.S. Conference of Mayors (Miami) 1958 September 12	8	8
U.S. Congressional Hearing Subcommittee on Tax Policy Studies and Hearings (12/55) 1955 May-June	8	9

**Chronological**

War Production Board and Other 1942	8	10
WCBS - Notes, TV Broadcast, etc. 1960	8	11
Weekapang Inn, Executive School (Rhode Island, 9/10/57) 1957 August-September	9	1
Westchester County Association 1961 May 25	9	2
Wherrett Lecture (University of Pittsburgh) 1956 May 22	9	3
Whitman College Speech 1951-1952	9	4
Your City-State: Keeping Pace with Growth Circa 1960-1962	9	5
<b>2 Chronological</b>		
	<b>Box</b>	<b>Folder</b>
Chronological Circa 1916-1928	9	6
Chronological Circa 1916-1928	9	7
Chronological Circa 1919-1935	9	8
Chronological 1920	9	9
Chronological 1921	9	10



Chronological

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Chronological 1922	9	11
Chronological 1923	9	12
Chronological 1924	9	13
Chronological 1925	9	14
Chronological 1926	10	1
Chronological 1927	10	2
Chronological 1928	10	3
Chronological 1929	10	4
Chronological 1930	10	5
Chronological 1931	10	6
Chronological 1931	10	7
Chronological 1932	10	8
Chronological 1932	10	9
Chronological 1933	10	10

Chronological

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Chronological 1933	11	1
Chronological 1933	11	2
Chronological 1934	11	3
Chronological 1934	11	4
Chronological 1934-1935	11	5
Chronological 1935	11	6
Chronological 1935	11	7
Chronological 1935	11	8
Chronological 1935	12	1
Chronological 1936	12	2
Chronological 1936	12	3
Chronological 1937	12	4
Chronological 1937	12	5
Chronological 1937	12	6

Chronological

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Chronological 1938	12	7
Chronological 1938	12	8
Chronological 1938	13	1
Chronological 1939	13	2
Chronological 1939	13	3
Chronological 1939	13	4
Chronological 1940	13	5
Chronological 1941	13	6
Chronological 1941	13	7
Chronological 1942	14	1
Chronological 1942	14	2
Chronological 1942	14	3
Chronological 1942	14	4
Chronological 1943	14	5

Chronological

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**Chronological**

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This series contains the papers of the organizations that Gulick was a member of or deeply involved in as well as the files on the projects he performed for those organizations or as an independent consultant. The series includes board and other meeting transcripts and minutes, report drafts, correspondence, memorandum, expense vouchers, and printed materials.

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#### Scope and Contents

This series contains materials assembled by Gulick while he was working as a consultant for the Federal Government and includes correspondence, notes, reports, printed materials, charts, graphs, transcripts and other materials mostly dealing with World War II. Also included is a small amount of materials dealing with non-war matters but which falls within the 1940-1946 time period and was retained as part of this series.

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**Series VI: Library****Scope and Contents**

This series contains books, booklets, brochures and other printed materials collected by Gulick over the course of his life and which was not part of his other files. The publications are broadly divided into general publications, dealing with multiple topics; publications that were generated as a result of projects or where used in those projects; and publication on topics dealing with World War II.