

Institute of Public Administration records

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Baruch College Archives

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Summary Information

Repository	Baruch College Archives
Creator	Bureau of Municipal Research (New York, N.Y.).
Creator	Institute of Public Administration (New York, N.Y.).
Creator	National Institute of Public Administration (New York, N.Y.).
Title	Institute of Public Administration records
Date	1906-2003
Extent	490.0 Linear feet
Language	English
Language of Materials	Material is predominantly in English with some in Chinese, Japanese, Spanish, Arabic, Portuguese, Russian, French, Polish, German, Uzbek, Dutch, Kazakh, Turkmen, Czech.
Abstract	<p>The Institute of Public Administration (IPA) was a private, non-profit, educational and consulting organization whose aims were the creation of an efficient, honest and professional government. Founded in 1905-1906 as the Bureau of City Betterment, the organization was incorporated in 1907 as the Bureau of Municipal Research. In 1911 it organized the Training School of Public Service to train individuals for work in government service. In 1921 it was reorganized as the National Institute of Public Administration (NIPA) and in 1931 as the Institute of Public Administration (IPA). The organization was dissolved in 2004. The collection documents the activities of IPA during its almost century-long existence and includes reports, drafts and publications of surveys and studies; meetings of the board of trustees, promotional brochures,</p>

newsletters, and bulletins; and the records of various individuals who worked for IPA.

Preferred Citation

Institute of Public Administration records, Baruch College Archives, Newman Library.

Historical Note

The Institute of Public Administration was founded in 1905-1906 as the Bureau of City Betterment by William H. Allen, Henry Breure and Frederick A. Cleveland (the "ABCs"). Originally a division of the Citizens Union, a political organization dedicated to good government under the leadership of Robert Fulton Cutting, the Bureau of City Betterment received full autonomy and was incorporated as the Bureau of Municipal Research in May of 1907. Organized as a corporation under the laws of the State of New York, the Bureau was governed by a self-perpetuating board of trustees comprising ten members and a secretary. The board acted as a policy-determining body, the executive work being delegated to a director who managed all of the Bureau's operations. Henry Breure became the first director of the newly incorporated Bureau whose focus was on good government and a reform of the existing system of municipal administration of New York City.

Led by a group of experts who specialized in education, personnel, budgets and other administrative fields, the Bureau embarked on a series of studies centered on New York City. Information was assembled using questionnaires, interviews, observation, and freely available reference resources. After the data was collected and analyzed, the Bureau documented its findings in comprehensive reports, manuals, or handbooks that were meant to assist rather than critique the organization in question. Important undertakings were highlighted in Bureau's bulletins and periodicals, including "Municipal Research" and "Efficient Citizenship," or in special exhibits held for the general public.

The Bureau's first report, "How Manhattan is Governed," a study of various public aspects of Manhattan, led to the eventual dismissal of the Manhattan borough president, John F. Ahern, for incompetency. In 1908 the Bureau successfully formulated the first known program budget for the Department of Health of Staten Island (then called Richmond), which was adopted by the Board of Estimate as a model for use in all city agencies in 1909. The success of the Bureau led other municipalities and civic groups to establish their own Bureaus based on the New York model. However, lacking experience, they increasingly turned to the original Bureau for assistance and expertise. Members of the New York Bureau were frequently lent out on projects and many quickly obtained high positions in other cities. In 1911 William Allen, one of the founders of the Bureau, decided to create a school program to satisfy the nationwide need for trained men in government service. Mary Harriman, widow of the railroad tycoon Edward Harrimann contributed \$40,000 for the creation of the Training School of Public Service. Initially students spent between one and two years at the school; eventually a more rigid two year program was formulated under its director Charles Beard, a prominent public scientist, where the students split their time between theory received in class or lecture setting and the practical portion where they worked alongside a member of the Bureau, on assignments and projects. The Training School became a recruiting ground for future long term employees of the Bureau, including Arthur Buck, Carl E. McCombs, and Luther Gulick, who replaced Charles Beard as director of the Training School when Beard became the director of the Bureau.

In 1921 the Bureau and the Training School of Public Service were reorganized into the National Institute of Public Administration (NIPA) to emphasize the expansion from a local to a national mission of government reform. Luther Gulick became the first director of the new organization. Undertaking an endowment drive, NIPA was able to raise \$1.5 million, which allowed the organization to perform studies

throughout the United States dealing with public health, taxation, finance, public accounting, municipal engineering, and general administration. In 1924 the Training School of Public Service was relocated to Syracuse with all its students, becoming the Maxwell School of Citizenship and Public Affairs. The school continued its association with NIPA until 1930 when NIPA's workload became too heavy to spare staff.

In 1931 the National Institute of Public Administration was reorganized one last time into the Institute of Public Administration (IPA), to emphasize an expansion from a national to an international mission scope. Incorporated under an educational charter, IPA was given the power of granting graduate degrees in public administration, although it rarely exercised that right. As part of the reorganization, IPA entered into an affiliation agreement with Columbia University, allowing Columbia to name 4 trustees to sit on the board of IPA. This affiliation ended in 1941.

After World War II inflation depleted the purchasing power of the IPA endowment to such an extent that it was no longer possible to follow the old pattern of a professional staff that worked on extra-mural problems at cost and in the interim did research and writing. This led to greater reliance on consulting and grant work that involved more temporary personnel. IPA also attempted to restart its education program, targeting returning GIs, but only five students were matriculated and it was soon discontinued. One of the students, John Keith, later came back to IPA as an employee.

The focus of IPA in the 1950s increasingly concentrated on growing metropolitan areas and the urban problems of transportation, pollution, and water supply. Luther Gulick left IPA in 1954 and was replaced by Bruce Smith, an expert on police administration, until Gulick's return in 1956.

Gulick retired as head of IPA in 1961 and was replaced by Lyle C. Fitch, former City Administrator of New York, under whose leadership IPA completed its transformation into a consulting firm with an emphasis on international work. As part of this effort, IPA opened a satellite office in Washington DC to provide training and technical assistance for public sector operations in developing countries in Latin America, Africa and Asia. IPA international projects included urban studies, technical assistance instruction, and other research projects supported by the Ford Foundation, USAID, World Bank, and by various host countries. As well as their international activities, IPA continued to take part in domestically based projects.

In 1981 Lyle Fitch retired and was succeeded by Annmarie Walsh, an expert on urban management, who continued to manage a greatly reduced portfolio of international and domestic projects at IPA. Financial pressures led to the closure of the Washington office and a further decrease in personnel. In 1994 David Mammen, an expert on Asia, was elected as president of IPA. In 1998 IPA entered into a 5-year affiliation agreement with NYU where one-third of the board appointments were made by the University. In 2003 when the affiliation agreement was not renewed, IPA decided to terminate its activities, dissolving in 2004.

Scope and Contents

The IPA records contain materials generated as part of the almost century long activity of the Bureau of Municipal, Administration, National Institute of Public Administration, and the Institute of Public Administration; as well as the records generated by professionals employed by IPA in their capacity as public administration experts.

Arrangement

The collection is arranged into six series: I. Administrative, II. Survey and Project Files, III. Printed Materials and Reports, IV. Management and Staff Files, V. Artifacts, Media and Photographs, VI. Library.

Administrative Information

Publication Information

Baruch College Archives

Provenance

Collection donated 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.

Related Materials

Related Archival Materials

See Luther Halsey Gulick III papers.

Controlled Access Headings

Personal Name(s)

- Beard, Charles A. (Charles Austin), 1874-1948
- Bruère, Henry
- Cleveland, Frederick Albert, 1865-1946
- Fitch, Lyle C. (Lyle Craig)
- Gulick, Luther Halsey, 1892-1993
- Mammen, David
- Walsh, Annmarie Hauck

Subject(s)

- Municipal government
- Public administration

Series I: Administrative

Collection Inventory

Series I: Administrative

Scope and Contents

This series contains materials dealing with the internal administration of the Institute of Public Administration and includes board of trustee meeting notes, reports, minutes, and drafts; audits, financial statements and budgeting material; incorporation certificates, real estate documents, internal memoranda, and correspondence dealing fundraising and other matters.

Extent

Approximately 80 boxes.

Board of Trustees

General

Property

Financial and Personnel(Restricted)

Series II: Survey and Project Files

Scope and Contents

Early and National

This series consists of the working papers of the Domestic and International projects undertaken by the Institute of Public Administration and contains report drafts, notes, correspondence, memoranda, contracts, proposals, prospectuses, vouchers, budgeting information, and printed materials.

Extent

Approximately 350 boxes.

Early and National**International****Proposals****1 Series III: Printed Materials and Reports****Extent**

Approximately 165 boxes.

Scope and Contents

This series contains the final product of the surveys and projects undertaken by the Institute of Public Administration in printed form and includes original typewritten and published reports, books and papers published by members of IPA, publications on or about the history and work of the Institute of Public Administration; and promotional materials distributed by IPA, including pamphlets, brochures and periodicals.

Early Reports

Publications and Reports

Publications and Reports**Periodicals, Promotional, and Ephemera****Series IV: Management and Staff Files****Scope and Contents**

This series contains papers and office records that belonged to IPA presidents and employees and that they created and collected in the process of working for the Institute for Public Administration and in their capacity as public administration professionals. The series includes drafts and notes, internal and external correspondence, reports, project files, and printed materials.

Extent

Approximately 300 boxes.

Buck, A.E.**Chute, Charlton****Cochran, Tom****Fitch, Lyle C.****Keith, John**

Mammen, David

Mammen, David

Mantel, Howard

Myers, Summner

Rittenhaus, Irma

Smith, Bruce

Tenzer, Morton

Villar, Alberto

Walsh, Annmarie

Other Individuals

Series V: Artifacts, Media, and Photographs

Extent

Approximately 7 boxes.

Scope and Contents

Series VI: Library

This series consists of artifacts, including business card plates, pieces of IPA office, President Roosevelt's pen, and a key to Atlantic City; photographs of IPA founders and Luther Gulick; and disks, diskettes and cassette, and VHS tapes from IPA projects and library.

Series VI: Library

Extent

Approximately 140 boxes.

Scope and Contents

This series consists of books, booklets, and other printed materials that were once part of the reference library of the Institute of Public Administration.