

People in Political Science

Foundation, the "Raising Rights Consciousness" program is designed to teach lawyers from Eastern Europe and the former Soviet Union about Western legal theory.

Adam Silverman and Caroline Coscia, recent graduates of Suffolk University's Master of Public Administration program, were chosen to be Presidential Management Interns.

Hanes Walton, Jr., University of Michigan, was given the 1993 Alumni Award for Distinguished Postgraduate Achievement in the Field of Education from Howard University.

In Memoriam

Maure L. Goldschmidt

Maure L. Goldschmidt, professor emeritus of political science at Reed College, died this past January in Portland. He had suffered from Parkinson's disease for several years.

Maure was a masterful teacher/scholar, a major figure in the history of Reed College, and a person of great repute among American political scientists. He brought to the teaching of political theory a capacious and tough-minded intellect, an abiding interest in the nuts-and-bolts of politics, and a deep devotion to the ideals and ambitions of a democratic polity.

His personal and professional lives were inextricably bound up with the life of Reed College. He graduated from Reed in 1930. He was one of an unusually large number of Reed students who became Rhodes Scholars, and after finishing his work at Oxford returned to Reed in 1935 as an instructor in political science. During the Second World War he worked in the Office of Price Administration and in the anti-trust division of the Department of Justice. In 1944 he earned his Ph.D. from the University of Chicago and, after teaching at Chicago and C.C.N.Y., returned again to Reed in 1946, this time permanently. In 1950 he was named Cornelia Marvin Pierce Professor of American Institu-

tions, a position he held until his retirement in 1974. He was subsequently awarded an honorary doctorate from his alma mater.

His career was filled with many of the awards, accomplishments, and distinctions that one expects of a first-rate academic: prestigious fellowships from the Social Science Research Council and the Ford Foundation, visiting professorships at Berkeley and the University of Washington, a Mellon distinguished lectureship at Reed, a Fulbright award in Hong Kong. He was also a research associate of the Hoover Institution at Stanford, and was long an active member of the Oregon chapter of the ACLU. Some of his achievements were perhaps less orthodox. Between 1966 and 1968, for example, he was chair of the department of government at the University of Nairobi in Kenya under the auspices of the Rockefeller Foundation.

But none of this really captures the character of Maure's career or the nature of his contribution. He was an intellectual in a rather old-fashioned sense, an expert in political theory and in the history of political thought (he was especially fond of Rousseau) who could also converse with power and substance in numerous other domains including economics, social theory, and history proper. He brought to all of these concerns an impressive and, in some circumstances, daunting intelligence, and a seemingly tireless capacity for intense and wide-ranging study. He was not a widely published scholar (though see his fine essay in McCoy and Playford's classic reader, *Apolitical Politics*). His preferred mode of intellectual activity was the conversation, roughly in Oakeshott's sense; and because of this, and because of his remarkable intellectual talent, he was in many ways and for many years a virtual embodiment of the spirit of Reed College as an institution devoted to serious intellectual endeavor in a context of undergraduate teaching.

Talking with him was inevitably an education. He loved to ask questions, and if his version of the elenchus was occasionally more tolerant than the original, it was always painfully clear that he was really only interested in,

and prized above all else, intellectual excellence. When one came to speak with Maure, one came prepared.

He was hard-nosed in his devotion to both political and pedagogical principles; but his was also a most generous nature. When retirement was thrust upon him, as it generally was in those days, his reaction to Reed's new young political theorist was one of warm support and intellectual enthusiasm. He just wanted to talk about political theory with me.

Maure was fortunate to have pursued his career during a time in which it was well understood that distinguished scholarship and publication are conceptually distinct. In 1961 he was elected vice president of the American Political Science Association; in 1965 he became president of the Western Political Science Association. These important honors, which today often reflect a rather new set of values and ideals, were testimony to his standing in the profession as a political scientist of genuine consequence. As such, they acknowledged the potentially great significance of a career devoted largely to undergraduate education, and served to underscore Maure Goldschmidt's status as a scholar/teacher of the very highest order.

Peter J. Steinberger
Reed College

Luther Halsey Gulick

Luther Halsey Gulick died in Walden, Vermont, on January 10, 1993, after a distinguished career of over 70 years in public administration and public service. Throughout his career he pursued three themes: the importance of the ethical dimensions of public action, the need for scientific approaches to public management, and the influence of organizational forms on public policies. His most famous work, "Notes on the Theory of Organization," has often been criticized but continues to be studied as an original and provocative intellectual achievement.

Luther Halsey Gulick was born to missionary parents in Osaka, Japan, in 1892. After early education in Japan and Germany, he attended the Hotchkiss School in Connecticut. He

received a B.A. from Oberlin College in 1914, an M.A. from Oberlin in 1915, and a Ph.D. from Columbia University in public law in 1921. His dissertation, *Evolution of the Budget in Massachusetts*, was informed by his work as the secretary of the Joint Special Commission on the Budget of the Massachusetts General Court, 1916-18. The dissertation was published by MacMillan Company in 1920.

Gulick was president of the Institute of Public Administration in New York City from 1920 to 1962, and chair of the board from 1962 to 1983. He was appointed Eaton Professor of Municipal Science and Administration by Columbia University in 1931, a position he held until 1942.

His extensive service in and with government included membership with Charles E. Merriam and Louis Brownlow on the President's Committee on Administrative Management, 1935-37. Gulick wrote "Notes on the Theory of Organization" for the Committee and drafted the final report "Administrative Management in the Government of the United States" in 1937. His government service also included positions as consultant to the chief of staff, the War Department, 1941; chief, Bureau of Organization of Planning, the War Production Board, 1941-45; member, the White House staff, 1945-46; member, U.S. Reparations Mission Staff, Moscow, Potsdam, Tokyo, Manila, Paris, Brussels, Nuremberg, and Vienna, 1945-46; executive director, Mayor's Committee on the Management Survey of the City of New York, 1950-53; City Administrator, the City of New York, 1954-56; member, New York City Charter Revision Commission, 1959-61; and member, New York World's Fair Corporation, 1967-72. In various periods he also worked on organization and management problems for the United Nations and the governments of England, Switzerland, France, Germany, Sweden, Italy, Japan, Korea, the Philippines, Greece, Iraq, Taiwan, Iran, India, Egypt, and Peru.

He was active in establishing and governing several professional associations, including the American Society of Public Administration and

the National Academy of Public Administration. He was elected president of the American Society of Public Administration in the 1940s and president of the American Political Science Association in 1952.

The computer catalog of the Library of Congress lists 24 volumes under his name. He also published dozens of articles and many reports.

Gulick wrote the "Notes on the Theory of Organization" as a working document to guide the staff of the President's Commission on Administrative Management. In a discussion of the "Notes" with Lyle Fitch of the Institute of Public Administration, Gulick said he developed his thoughts on a few Sunday afternoons sitting under a tree in the backyard of his Bronxville home.

"I didn't have time to consult any materials; I simply drew out of my subconscious the things I had absorbed while a staff member of the Bureau of Municipal Research" (Lyle Fitch, *Making Democracy Work: Luther Gulick*, Institute of Governmental Studies, University of California at Berkeley, 1991, p. 32). While he never elaborated on or defended the "Notes" when they were intensely criticized by Herbert Simon and others, many years after their publication he strongly criticized hierarchy as an organizing principle for managing the domestic functions of governments.

Luther Halsey Gulick's legacy is the example of a life of deep intellectual and practical involvement in making democratic institutions work.

James D. Carroll
Florida International University

Richard F. Heiges

Richard F. Heiges, chair of the political science department at Indiana University of Pennsylvania for 24 years prior to his retirement, passed away on January 23, 1993.

Dick Heiges assumed the chairmanship of the political science department in 1966, at the time when the department was formed out of the Social Science Division. His colleagues regularly reelected him to that post by unanimous votes of approval. Dick's quiet, low-key

administrative techniques and his openness and fairness in handling the day-to-day leadership of the department made him one of the most effective chairpersons on the entire campus. The harmonious working relationships which have characterized the department for the past two decades are a direct tribute to his skills.

Among the university administrators, Dick developed the reputation for anticipating bureaucratic deadlines and having his responses on their desks well before the materials were due. His effectiveness in developing well-prepared, carefully considered perspectives on issues meant that he rarely had to provide additional rationales or justifications for his proposals.

Dick Heiges created the internship program at IUP. The program began in the political science department. When its value became obvious, a university-wide internship program was put into place. This program alone has made a lasting and invaluable contribution to the university. Many former IUP interns are now career employees at all levels of government, business, and social service due to the experience they gained from the program. It is undoubtedly Dick's greatest legacy to the university.

Dick's administrative abilities and leadership skills were further recognized when the university decided to create a Center for Community Affairs. Dick was named director of the center at its inception and developed programs for IUP involvement with local and state governments.

Dr. Heiges retired in December of 1990. In the fall of 1992, doctors discovered that Dick had a brain tumor which required immediate surgery. While the operation seemed to be a success, Dick never fully recovered from its after effects. He passed away one day after his sixty-second birthday. The contributions he made to his department, university, and the Indiana community will keep his memory alive for years to come.

Edward E. Platt
Indiana University of Pennsylvania