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Author(s): The Brookings Institution

Title: Brookings Handbook for Authors

Date: 1945

Page Numbers:

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Author(s): The Brookings Institution; A. D. H. Kaplan

Title: Big Enterprise in the Competitive System: A Script of an Educational Film based on Research of the Brookings Institution

Date: 1954

Page Numbers:

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Author(s): The Brookings Institution: Its Organization and Procedure

Title: The Brookings Institution

Date: March 1947

Page Numbers:

THE BROOKINGS INSTITUTION
SCHEDULE OF DINING ROOM RATES
(Effective September 1, 1953)

Hours:

Luncheon

Monday through Friday

12:20 p.m. to 1:30 p.m.

Dinner

Monday through Thursday

6:00 p.m. to 7:00 p.m.

Individual rates:

Luncheon

\$1.00

Dinner

\$1.50

Group rates in private room:

Luncheon

\$1.00

Dinner

\$1.75

For group reservations call: Miss Yount, NA 8-8940

THE BROOKINGS INSTITUTION

RULES AND REGULATIONS RESPECTING EMPLOYMENT AND
RETIREMENT OF STAFF
(Effective July 1, 1955)

In accordance with Article V of the By-Laws, the following Rules and Regulations Respecting Employment and Retirement of Staff shall apply (Ex. Com. 5/31/55):

I. Classification of Staff

The Staff of the Institution shall include Administrative, Professional, and Service employees, but not Maintenance employees.

1. Administrative Staff shall consist of the Officers and other Directors or Managers;
2. Professional Staff shall include the professional research and educational personnel of the following grades:
 - (a) Senior Staff, who shall have demonstrated ability to carry out major independent studies, or to direct major research or educational projects, and who have shown ability to cooperate in organized research.
 - (b) Research Associates, who shall have demonstrated ability to carry out independent research assignments with limited supervision.
 - (c) Research Assistants, who shall be qualified to carry on research or educational projects under the supervision of Senior or Associate Staff members.
 - (d) Consultants, who have special qualifications to serve as participants and advisers on Institution projects.
 - (e) Visiting Scholars, from other institutions, who may be engaged to conduct research under their own direction.
 - (f) Brookings Associates, who, while serving in other institutions, are appointed to serve as part-time advisers to the Brookings Institution, while pursuing research activities related to the work of the Institution.

5/31/55

3. **Service Staff shall include publishing, editorial, library, secretarial and clerical personnel, administrative assistants, and other personnel engaged in facilitating the research, educational, administrative, and other work of the Institution.**

II. Affiliated Personnel

The President may appoint fellows in training and guest scholars to share the privileges of the Institution for limited periods. Such appointees shall be classified as affiliated personnel and not as employees of the Institution. They include:

1. **Brookings Fellows receiving stipends from the Brookings Institution for further research training;**
2. **Guest Fellows, who are given the privileges of the Institution temporarily while they hold fellowships from other recognized agencies;**
3. **Guest Scholars, who are given the privileges of the Institution temporarily for research supported by other recognized institutions.**

III. Terms of Appointment

The Staff employees shall be appointed to Regular or Special Appointments as follows:

1. **Regular Appointments are limited to Resident Staff on full-time service, whose regular place of employment is at the Institution headquarters in Washington, D. C. These appointments have full leave and other privileges as elsewhere defined. Regular Appointments include Appointments on Tenure and Annual Appointments.**
 - (a) **Appointments on Tenure are for permanent personnel and require the approval of the Trustees. Staff members receiving appointments on tenure are eligible to serve until retired and may otherwise be removed only for cause after investigation by the Executive Committee and after opportunity has been given to the individual concerned to appear in person before the Executive Committee.**

5/31/55

- (b) Annual Appointments are for regular service and are issued for the fiscal year or for a portion of the fiscal year. These appointments are primarily for full-time Staff on continuing service with the Institution. But the contracts carry no obligation, formal or implicit, that the Institution will renew or extend the appointment beyond the expiration date of the current commitment.
2. Special Appointments include all Staff appointments other than Regular Appointments, and are primarily for Resident Staff on special assignments for a limited period, Non-Resident Staff, Part-time Employment, Temporary Employment, and Casual Employment. These appointments carry limited leave and other privileges, and apply to:
- (a) Resident Staff on special assignments for a limited period of full-time or part-time service in Washington, D. C.
- (b) Non-Resident Staff appointed for full-time or part-time service away from Washington, D. C.
- (c) Part-time Staff serving on a part-time basis in any location.
- (d) Temporary Staff on appointments of 1 year or less, or for a probationary period following initial appointment.
- (e) Casual Staff engaged for work on an hourly, daily, week-to-week or month-to-month basis.

IV. Appointment Procedures

The President is authorized to make all appointments to the Administrative, Professional, and Service Staffs of the Institution, except the appointment of Officers elected by the Board, subject to the following procedures:

1. Trustee Approval. The following appointments must be approved in advance by the Board of Trustees, or the Executive Committee:
- (a) Appointments on Tenure, which are made only on the recommendation of the President and the approval of the Board of Trustees, or the Executive Committee.

5/31/55

- (b) Term Appointments for Professional personnel which are made for periods of 1 to 5 years on condition that the terms of such contracts are specified and the appointments are approved by the Board of Trustees, or the Executive Committee.
 - (c) Appointments for the Direction of Projects, or equivalent responsibilities, which require the approval of the Board of Trustees, or the Executive Committee.
2. Presidential Appointees. Other appointments, not requiring the approval of the Board of Trustees, are made by the President for periods not exceeding one year at a time.
- (a) Reports must be made each year to the Board of Trustees, or Executive Committee, listing appointees for the next fiscal year with the rank and compensation of each.
 - (b) Reviews of the qualifications and achievements of each appointee not on Tenure or Term Appointment shall be made every third year by the President and the appointments shall be extended beyond the third year, and every third year thereafter, only if the President has reviewed the individual case and satisfied himself of the advisability of extending the appointment. The result of these three-year reviews, together with the recommendations of the President, shall be reported each year to the Board of Trustees or the Executive Committee for their information and review.

V. Retirement

The automatic retirement age, as provided in the retirement system, is 65 years for all staff members.

The Institution reserves the right, upon the recommendation of the President with the approval of the Board of Trustees or the Executive Committee, to retire any member of the Staff or other employee at any time after he or she has reached the age of 60.

The Institution may, upon the recommendation of the President with the approval of the Board of Trustees or the Executive Committee, offer retired persons new contracts of employment on such terms as circumstances may warrant; but in such cases no rights, privileges, or obligations of the retirement system shall apply, so far as Institutional contributions are concerned.

5/31/55

VI. Communication to the Trustees

Staff members holding Appointments on Tenure are free to address the Board of Trustees in writing on any matter of basic policy pertaining to the administration of the Institution.

VII. Annual Leave - Vacations

1. Purpose. The purpose of annual leave is to allow the employee a period of relaxation and revitalization. Accordingly, the Institution does not allow its employees to engage in paid employment outside the Institution during the vacation period. Nor does it provide both regular pay and annual leave pay for employees who work for the Institution during the period of potential annual leave.
2. Eligibility. Administrative, Professional, and Service employees are eligible for annual leave with pay as follows:

Full-time Staff members on Regular Appointment are entitled to 2 days per month, plus 1 extra day for the twelfth month of service (25 working days for each fiscal year), beginning with the first month of such appointment.

Full-time Staff members on Special Appointment, after 6 months of service, are entitled to 2 days per month beginning with the seventh month of full-time service.

Part-time Staff members on Special Appointment, who are working half time or more and who have completed at least 6 months of such service, are entitled to annual leave pro rata, based on a full-time rate of 2 days per month, beginning with the seventh month.

Other Staff members on Special Appointment shall not be eligible for annual leave; these include (a) full-time employees with 6 months service or less; (b) part-time employees working half time or more, but with less than 6 months service to their credit; (c) part-time employees working less than half time; (d) casual employees.

3. Anticipation. Annual leave may not be taken before it is earned.

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4. Accrual. Annual leave begins to accrue on the dates specified above, and continues while annual leave is being taken within the period of appointment. Accrual also continues during periods in which sick leave is being taken, but ceases when total disability leave or leave without pay is being taken.
5. Charging. Observed holidays that occur when annual leave is being taken are not counted as part of the leave, but specially declared holidays (such as closing before a holiday or because of heat) are so counted.
6. Vacation Period. Annual leave must be taken at a time which is convenient to the Institution. Accrued annual leave may be taken in the course of the fiscal year in which it is earned or prior to June 30 of the following fiscal year. Employees whose term of appointment is expiring must take their annual leave before the expiration of their appointment or forfeit the unused portion of their annual leave.
7. Lapsing. Accrued annual leave lapses if not used before June 30 of the fiscal year following that in which it is earned, or before the expiration of appointment. If employment is terminated by resignation or otherwise before the expiration of appointment, accrued annual leave will be paid for and added to the period of actual service to determine the termination date, but in no case will leave be paid for beyond the expiration of the current appointment.

VIII. Sick Leave

1. Purpose. Sick leave with pay is granted to employees who are incapacitated for the performance of their duties by illness or injury, or who are necessarily absent from work because of the illness, injury or death of a relative or dependent which requires their attendance.
2. Eligibility. All full-time Staff members on Regular or Special Appointment are eligible to receive sick leave with pay at the rate of 1 day per calendar month during the first year of service, and at the rate of 1.25 days per calendar month thereafter, accumulative to a maximum of 90 days.

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Staff members who are working half time or more on part-time appointment are eligible to receive sick leave with pay at the rate of 1 day per calendar month, accumulative to a maximum of 10 days.

All other Staff members who are working on temporary, part-time, or casual appointments, including per diem employees, are not eligible for sick leave with pay.

3. Accrual. Sick leave begins to accrue on the date of appointment. Accrual continues during periods in which annual leave or sick leave is being taken. Accrual ceases when total disability leave or leave without pay is being taken.
4. Anticipation. Sick leave may not be taken before it is earned or extended beyond the accumulated limit.
5. Charging. Sick leave is chargeable on the same basis as annual leave.
6. Lapsing. Sick leave is strictly for the purposes stated. It may not be converted into any other form of leave or into cash payments.

IX. Total Disability Leave

1. Purpose. Total disability leave is provided to cover full-time employees on Regular Appointment who are totally incapacitated because of accident or illness and who are expected to continue this total incapacity or disability, mental or physical, beyond the period in which all annual leave and sick leave accruals have been exhausted.

Such leave is intended solely for the employee whose condition, mental or physical, is such that return to productive work with the Institution is improbable. The purpose of total disability leave is to provide a period of full pay in which the disabled employee may have an opportunity to adjust his personal affairs, looking toward imminent compulsory retirement.

2. Eligibility. Employees with a record of 10 years or more of continuous, full-time employment with the Institution may be declared eligible for total disability leave, but such leave applies to the employee only and not to others for whom he may be responsible.

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Total disability leave may be granted at the discretion of the President of the Institution; and the Institution reserves the right, at any time, to select a physician or other qualified person to report upon the condition of the employee, and to base decision with regard to the granting or discontinuance of such leave upon such report without recourse.

3. Accrual. Total disability leave may be granted by the President to a maximum of 3 calendar months beginning as of the date the employee is declared eligible by the President. No form of leave accrues during periods when total disability leave is being taken.
4. Pay. Full pay is normally provided for total disability leave, but Institutional contributions to the retirement fund cease at the initiation of such leave.
5. Charging. Total disability leave is charged on a calendar basis for such period as it continues. No credit is allowed for non-working days.
6. Anticipation. Total disability leave may not be taken before leave is earned. It is not presumed to be earned until an employee has had at least 10 years of continuous service and all sick leave and annual leave accruals have been exhausted.
7. Extension. Extension of total disability leave, or resumption of such leave after interruption, is not permitted.
9. Lapsing. Total disability leave lapses at the end of 3 calendar months from the date of initiation, or before in case of the death of the employee or on order of the President, pursuant to report as to health status. Total disability leave may not be commuted into any other form of leave or into cash payments.

X. Leave Without Pay

The President, at his discretion, may grant leave without pay to employees of the Institution. During such periods Institutional contributions to the retirement fund and all accruals of leave cease.

Periods of leave without pay do not constitute a break in "continuous" employment in determining eligibility for certain privileges, such as disability leave, but such periods may not be counted toward total months or years of employment necessary for such eligibility.

5/31/55

In the event that a general increase or decrease in pay has been instituted for a group in which an employee absent on leave without pay would otherwise have been included, he is, upon return to pay status, eligible for such increase or subject to such decrease.

XI. Group Life Insurance

By authorization of the Board of Trustees and the Executive Committee, the Institution established on May 1, 1955, for its regular employees, a Group Life Insurance Plan underwritten by the Sun Life Assurance Company of Canada.

1. Purpose. The purpose of this insurance is to provide protection for dependents of the insured.
2. Cost. The cost of the insurance will be borne wholly by the Institution.
3. Eligibility. All full-time Staff employees customarily serving at the headquarters of the Institution in Washington, D. C., on Regular Appointment (Annual or On Tenure), provided they are not over 65 years of age and have completed at least 1 year of full-time service, or the equivalent, will be insured. Employees otherwise eligible but with less than 1 year of service may be admitted to this insurance coverage with the agreement of the President if the employee is transferring from a comparable insurance program elsewhere.
4. Benefits. The amount of life insurance and accidental death and dismemberment benefits provided, at Institution expense, shall be:

<u>For eligible Staff employees</u>	<u>Life Insurance</u>	<u>Accidental Death & Dismemberment Benefits</u>
Earning \$2,500 or more but less than \$3,500 annually . . .	\$3,000.	\$3,000.
Earning \$3,500 or more but less than \$4,500 annually . . .	\$4,000.	\$4,000.
Earning \$4,500 or more annually	\$5,000.	\$5,000.

5/31/55

5. Convertibility. Insured employees who leave the service of the Institution will have the privilege of converting these group life policies into individual policies at standard premiums for the age, occupation, and residence of the insured, and these conversions will be made without medical examination.
6. Duration. Eligible employees will be covered by this insurance only during the period of their employment with the Institution. No employee will be eligible for participation in the plan after reaching age 65 or after retirement, if it occurs earlier. During leave of absence without pay, an employee's life insurance may be continued at the employee's expense for a period not to exceed 1 year.

XII. Participation in the Retirement System

All full-time Staff employees on Regular Appointment who (a) are at least 30 years of age; (b) have a minimum salary of \$3,600; and (c) shall have completed at least three years of full-time employment with the Institution, or the equivalent, shall be eligible for participation in the Retirement System with Teachers Insurance and Annuity Association. The President shall be authorized, however, to make exceptions to this rule in his sole judgment for Staff employees.

5/31/55

~~SECRET~~

Proposed Supplementary Statement on Administrative Procedures, with
Particular Reference to the Authorization of Administrative
Expenditures from Committee Funds.

Following paragraph 3 of the agreement on the "Relation between
the Committee on the History of the Federal Reserve System and the
Brookings Institution," it is understood that that member of the
Executive Committee who is empowered to act for the Committee shall
have the power as he sees fit. In accordance with that understanding
the power to authorize expenditures for ordinary office and travel
expenses coming within the budget is hereby delegated to the Committee's
Executive Director. Any extraordinary expenditures not previously
authorized by the Executive Committee shall be submitted to the said
member for his authorization before being incurred.

3/21/55 Approved by Callahan -
Report to Don + Exec. Com.
↓
3/28/55

CERTIFICATE OF INCORPORATION

We, the undersigned, all of whom are of full age, and citizens of the United States and of the District of Columbia, desiring to associate ourselves as a corporation for educational and scientific purposes, hereby make this certificate pursuant to Chapter 5 of Title 5 of the Code of the District of Columbia, as amended.

First: The name by which this corporation shall be known in law is

The Brookings Institution

Second: The term for which it is organized is perpetual.

Third: The business and objects of the Brookings Institution are:

To promote, carry on, conduct and foster scientific research, education, training and publication in the broad fields of economics, government and administration and the political and social sciences generally, involving the study, determination, interpretation and publication of economic, political and social facts and principles relating to questions of local, national or international significance; to promote and carry out these objects, purposes and principles without regard to and independently of the special interests of any group in the body politic, either political, social or economic.

To collect, receive and maintain a fund or funds by subscription or otherwise and to apply the income and principal thereof to the promotion of the purposes hereinbefore set out and to use as means to those ends research, publication, the employment of experts and the establishment and maintenance of bureaus, committees, offices and agencies and other means which, from time to time, shall be deemed advisable and expedient.

To take and hold by bequest, devise, gift, purchase, or lease, either absolutely or in trust for any of its purposes, any property, real or personal, without limitation as to amount or value; to convey such property and to invest and reinvest any principal, and deal with and expend the income and principal of said corporation in such manner as in the judgment of its Trustees will best promote its objects.

The Brookings Institution shall have no stockholders, and no part of the net earnings of the corporation shall ever inure to the benefit of any private shareholder or individual.

Fourth: The names and places of residence of each of the original incorporators are as follows:

Harold G. Moulton	3700 Oliver Street, N. W., Washington, D. C.
Leo S. Rowe	Pan American Union, Washington, D. C.
Henry P. Seidemann	Ontario Apartment, Washington, D. C.

Fifth: The number of trustees of the Corporation for the first year of its existence shall be sixteen.

In Witness Whereof, the undersigned have made, signed, and affixed their seals to this certificate on the 26th day of April, 1939.

Harold G. Moulton	(Seal)
L. S. Rowe	(Seal)
Henry P. Seidemann	(Seal)

Address of The Brookings Institution
722 Jackson Place,
Washington, D. C.

District of Columbia--ss:

I, Ella May Mayhugh, a notary public in and for the District of Columbia, do hereby certify that Harold G. Moulton, Leo S. Rowe and Henry P. Seidemann, parties to a certain certificate of incorporation bearing date on the 26th day of April, 1939, and hereto annexed, personally appeared before me in said District, the said Harold G. Moulton, Leo S. Rowe and Henry P. Seidemann, being personally well known to me as the persons who executed the said certificate, and acknowledged the same to be their act and deed.

Given under my hand and notarial seal this 26th day of April, 1939.

Ella May Mayhugh,
Notary Public.

My commission expires October 14, 1939.



TREASURY DEPARTMENT

WASHINGTON

OFFICE OF
COMMISSIONER OF INTERNAL REVENUE

ADDRESS REPLY TO
COMMISSIONER OF INTERNAL REVENUE
AND REFER TO

IT:P:T:l
EAC

MAR 7 1940

The Brookings Institution,
722 Jackson Place, N. W.,
Washington, D. C.

Sirs:

Reference is made to the affidavit of your secretary dated January 18, 1940, submitted together with copies of your certificate of incorporation and bylaws for use in determining your present status for the purposes of Federal income taxation.

The evidence presented discloses that you were incorporated in April, 1939, under the laws of the District of Columbia as a non-stock, nonprofit organization to promote, carry on, conduct and foster scientific research, education, training and publication in the broad fields of economics, governmental administration and the political and social sciences generally, involving the study, determination, interpretation and publication of economic, political and social facts and principles relating to questions of local, national or international significance; and to promote and carry out these objects, purposes and principles without regard to and independently of the special interests of any group in the body politic, either political, social or economic.

The records of this office disclose that by Bureau ruling dated July 3, 1931, The Brookings Institution, Incorporated, a Delaware corporation, was held to be entitled to exemption from Federal income taxation under the provisions of section 105(6) of the Revenue Act of 1928, which ruling was affirmed under the Revenue Act of 1936 in Bureau letter of April 11, 1939.

It is stated in the aforementioned affidavit of your secretary that on July 1, 1939, all assets and liabilities of the Delaware corporation were transferred to your corporation and that on December 14, 1939, the Delaware corporation was dissolved. Your purposes, sources of income, program, organization and method of operation are similar to those of the Delaware corporation.

The Brookings Institution

Based upon the facts presented, it is held that you are entitled to exemption from Federal income taxation under the provisions of section 101(6) of the Internal Revenue Code (53 Stat., Part 1). You are not, therefore, required to file returns of income for 1939 and returns will not be required for subsequent years so long as there is no change in your organization, your purposes or your method of operation.

Any changes in the form of your organization or method of operation must be immediately reported to the collector of internal revenue for your district in order that the effect of such changes upon your present exempt status may be determined.

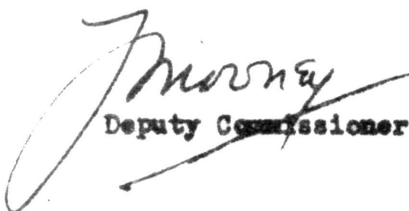
The exemption referred to in this letter does not apply to taxes levied under other titles or provisions of the Internal Revenue Code, except insofar as exemption is granted expressly under those provisions to organizations enumerated in section 101 of the Internal Revenue Code.

Contributions to your organization by individual donors are deductible by such individuals in arriving at their taxable net income in the manner and to the extent provided by section 23(e) of the Internal Revenue Code and section 23(o) of the Internal Revenue Code as amended by section 224 of the Revenue Act of 1939. The deductibility of contributions by corporations is governed by section 23(q) of the Internal Revenue Code and section 23(q) of the Internal Revenue Code as amended by section 224 of the Revenue Act of 1939.

A copy of this ruling is being transmitted to the collector of internal revenue for your district.

By direction of the Commissioner.

Respectfully,


Deputy Commissioner.



WORKMEN'S COMPENSATION BOARD

STATE OF NEW YORK

STATE OFFICE BUILDING, ALBANY 1, N. Y.

MARY DONLON
CHAIRMAN

September 27, 1954

Mr. Sheldon B. Akers, Executive Manager
The Brookings Institution
722 Jackson Place N. W.
Washington 6, D. C.

Dear Mr. Akers:

We have your letter of September 17 in continuance of correspondence with Mrs. Mildred Adams of the Committee on the History of the Federal Reserve System. She inquired of us whether the Committee had an obligation to provide for its employees benefits under the Disability Benefits and Workmen's Compensation Laws of New York State. From your letter I gather, however, that your inquiry is as to whether or not The Brookings Institution has such an obligation with respect to its employees. This is a new question which Mrs. Adams did not raise.

The certificate of incorporation, copy enclosed with your letter, bears out your statement that The Brookings Institution is organized for scientific and educational purposes. Reading it in conjunction with the statements with respect to the Committee on the History of the Federal Reserve System in our letter of August 12 to Mrs. Adams, it would seem that The Brookings Institution is exempt from the requirements to provide Disability Benefits for its employees.

So far as Workmen's Compensation is concerned, you will recall that in our letter of August 12 we pointed out to Mrs. Adams that there is under that law no such general exemption for scientific and educational non-profit corporations as is provided in the Disability Benefits Law.

Very truly yours,

John G. Brigham
Assistant Secretary

JGB:Mc

STATE OF NEW YORK



DEPARTMENT OF LABOR

DIVISION OF EMPLOYMENT
UNEMPLOYMENT INSURANCE ACCOUNTS BUREAU

42 NORTH PEARL STREET
ALBANY 1, NEW YORK

September 22, 1954

The Brookings Institution
722 Jackson Place, N.W.
Washington 6, D.C.

Atten: Mr. Sheldon B. Akers

In reply refer to:
LDD-2

Re: Committee on the History of the
Federal Reserve System

Gentlemen:

Based on the information submitted with your letter of September 8, 1954 and previous correspondence with this office, it is our opinion that the Committee on the History of the Federal Reserve System qualifies for the exemption provided under Section 560, Subdivision 4 of the New York State Unemployment Insurance Law. Accordingly, it has not become liable for contributions to the New York State Unemployment Insurance Fund.

Very truly yours,

UNEMPLOYMENT INSURANCE ACCOUNTS BUREAU
Liability and Determination Section

LC:CD

by

A handwritten signature in cursive script that reads "Leslie Curthoys".

Leslie Curthoys

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Author(s): Robert D. Calkins

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PERSONNEL OF
THE BROOKINGS INSTITUTION

October 1953

OFFICERS

*Robert D. Calkins, President
*Sheldon B. Akers, Executive Manager
Mildred Maroney (Miss), Treasurer
Elizabeth H. Wilson (Mrs.), Secretary

PROFESSIONAL STAFF a/

SENIOR STAFF

*George W. Bachman - (Medical Services)
*William A. Brown l/ - (United Nations)
*Paul T. David - (Presidential Nominating Process)
*Charles L. Dearing b/
*Robert W. Hartley - (United Nations)
*A. D. H. Kaplan - (Concentration in Industry)
*William H. Reitzel - (Major Problems)
*Harold B. Rowe - (Futures Trading)
Lewis H. Kimmel - (Miscellaneous)
Wilfred Owen - (Resources)
Milton P. Semer - (Miscellaneous)
Charles A. H. Thomson - (Education Division)

RESEARCH ASSOCIATES

Ralph M. Goldman - (Presidential Nominating Process)
Adah Lee (Miss) - (Expenditures)
Allen B. Paul c/ - (Futures Trading)
Ruth B. Russell (Miss) - (United Nations)
Leonard Wainstein c/ - (Major Problems)
William T. Wesson c/ - (Futures Trading)

RESEARCH ASSISTANTS

Constance Coblenz (Mrs.) c/ - (Major Problems)
Suzanne Green (Miss) - (United Nations)
Lillian Kay (Miss) - (Education Division)
Dorothy Mathews (Miss) c/ - (Major Problems)
Marion Montague (Miss) - (United Nations)
Jeannette Muther (Miss) - (United Nations)
Frances Shattuck (Miss) - (Convention Delegations)
Anne P. Simons (Miss) c/ - (United Nations)
Priscilla St. Denis (Mrs.) c/ - (Resources)
Marie Thresher (Mrs.) - (Concentration)

PROFESSIONAL STAFF (con'd.)CONSULTANTS

Joseph W. Ballantine - (Major Problems)
 Maynard B. Barnes - (Major Problems)
 Charles J. Moore - (Major Problems)
 Earl L. Packer - (United Nations)
 Herbert Rosinski - (Major Problems)

SERVICE STAFF a/SUPERVISORY PERSONNEL

J. K. Anderson, Manager of Publications
 Ella S. Mayhugh (Mrs.), Assistant Manager Publications
 Martha Long (Miss), Accountant
 Ruth McCarthy (Miss), Assistant to Executive Manager
 Evelyn Breck (Miss), Editor
 Margaret Maltby (Miss), Librarian
 Esther Breck (Miss), Assistant Librarian
 Dorothy Leland (Mrs.), Supervisor Stenographic Pool
 Mary Yount (Miss), Residence Manager-Dining Room Supervisor

SECRETARIES

Imogene Anderson (Miss) - (Dr. Bachman, Medical Services)
 Edna Birkel (Mrs.) d/ - (Major Problems and United Nations)
 Marguerite Boyd (Miss) - (United Nations)
 Sonia Cohen (Miss) - (Mr. Brown, United Nations)
 E. S. Jones (Miss) c/ - (Major Problems and United Nations)
 Esther Payson (Mrs.) - (Mr. Kaplan, Concentration)
 Medora Richardson (Mrs.) - (Mr. Thomson, Education Division)
 Amelia Suttle (Mrs.) - (Mr. Calkins, Administration)
 Gladys Wilson (Mrs.) c/ - (Mr. Wickens, Lending)

STENOGRAPHERS AND TYPISTS

Mary Hulick (Mrs.) - (Pool)
 Celia Conway (Miss) - (Pool)
 Evelyn Raitz (Mrs.) - (Pool)
 Marcelle Ferguson (Mrs.) c/ - (United Nations) (Hourly)
 Elizabeth Mather (Mrs.) c/ - (Pool)

SERVICE STAFF (cont'd.)

CLERICAL

Ruth S. Jackson (Mrs.) - (Library Assistant)
 Peter Gamberoni - (Publications - Shipping)
 Cecelia Ward (Mrs.) - (Receptionist and Telephone Operator - Adm.)
 Lyndall Stroud (Mrs.) - (Publications)
 John Allen - (Messenger)
 Lynn Archer (Miss) c/ - (Publications)

RESEARCH CONTRACT PERSONNEL
 (not employees)

Edward H. Buehrig - (United Nations)
 Waldo Chamberlin - (United Nations)
 Robert H. Connery - (United Nations)
 Clyde Eagleton - (United Nations)
 Helen Eilts - (United Nations)
 Leland Goodrich - (United Nations)
 Walter Kotschnig - (United Nations)
 C. Easton Rothwell - (United Nations)
 David L. Wickens - (Lending)

* Permanent tenure

a/ Items in parentheses indicate subject of current assignment

b/ On leavec/ On temporary appointment for less than the fiscal yeard/ Secretary and Administrative Assistant