

Editorial Board: E. C. Branson, S. H. Hobbs, Jr., L. R. Wilson, E. W. Knight, D. D. Carroll, J. B. Bullitt, H. W. Odum. Entered as second-class matter November 14, 1914, at the Postoffice at Chapel Hill, N. C., under the act of August 24, 1912.

PROGRAM

First National Regional Conference on
Town and County Administration
Chapel Hill, N. C., Sept. 19, 20, 21, 1921

Under the Joint Auspices of
THE UNIVERSITY OF NORTH CAROLINA
And the
NATIONAL MUNICIPAL LEAGUE

With the informal cooperation of
THE NORTH CAROLINA MUNICIPAL ASSOCIATION
THE N. C. ASSOCIATION OF COUNTY COMMISSIONERS
THE NORTH CAROLINA COMMERCIAL SECRETARIES

To make concrete, definite, and substantial contributions to present-day critical problems in the development of American Democracy and to make usable to the people the important facts of local government.

The greatest public service today is devotion to the upbuilding of our community institutions, our town governments, our town and country improvements, our schools, and all that multitude of volunteer institutions in promotion of education, recreation, and commerce. The war created a great lot of people who wish to lean on federal and state governments. Our country was built by pushers, not leaners. Progress of the nation is simply the sum total of local progress. We will go backwards the moment we destroy the initiative of our people by constant extension of federal authority.—Herbert Hoover, in greetings to this conference.

Undoubtedly, the conference you are planning will be very helpful. The schedule of subjects to be discussed covers a wide range and is particularly wise, as it seems to me, in identifying the commercial and social aspects of municipal administration with the financial considerations, all of them being tied together in the mind of any really constructive Municipal Executive.—Newton D. Baker, in greetings to this conference.

MONDAY EVENING, SEPTEMBER NINETEENTH
TUESDAY MORNING, NOON, AFTERNOON, AND EVENING,
SEPTEMBER TWENTIETH
WEDNESDAY MORNING, NOON, AND AFTERNOON, SEPTEMBER TWENTY-FIRST

Headquarters: PEABODY HALL ON THE CAMPUS

PROGRAM

Monday Evening, 8:30 o'clock, September Nineteenth
General Meeting, Gerrard Hall, Dr. E. C. Branson presiding.

1. Address of Welcome—President Harry Woodburn Chase, of the University, who will also present
2. Greetings from:
President Warren G. Harding
Secretary Herbert Hoover
Hon. Newton D. Baker
Hon. Wm. G. McAdoo
Hon. Josephus Daniels
Professor Wm. B. Munro of Harvard University
Professor Wm. E. Dodd of the University of Chicago
And Others.
3. Address of the Evening: Active Citizenship and Government—Hon. Cameron Morrison, Governor of North Carolina.

Tuesday Morning 9:00 o'clock, September twentieth
Municipal Finance, Peabody Hall, Dean D. D. Carroll, presiding

1. Welcome to Town Officials—Hon. W. S. Roberson, Mayor of Chapel Hill
2. Response for the National Municipal League—Dr. H. W. Dodds, Executive Secretary, New York
3. Critical Financial Problems of American Towns and Cities—Hon. Arthur N. Pierson, Member of the General Assembly of New Jersey, and author of the New Jersey local finance acts.
4. The General Meaning of the Present North Carolina Finance Act—Professor A. C. McIntosh, Professor of Law, University of North Carolina.
5. Financial Problems of North Carolina Towns Today—Hon. Gallatin Roberts, Mayor of Asheville and President of the North Carolina Municipal Association
6. Is It Safe to Take Liberties with Laws Relating to Municipal Taxation in Anticipation of Curative Legislation?—Hon. T. B. Eldridge, Mayor of Raleigh and Secretary of the North Carolina Municipal Association
7. Brief Discussions, with round-table questions and reports from towns represented, led by:
Hon. James Cowan, Mayor of Wilmington
Hon. James Hanes, Mayor of Winston-Salem
Hon. J. O. Walker, Mayor of Charlotte, and
Other representatives present
8. The Essentials of a Workable Municipal Finance Act—Hon. Arthur N. Pierson, of New Jersey

Tuesday Noon, 1 o'clock, September Twentieth
General Luncheon, Swain Hall, Col. Joseph H. Pratt presiding

1. Address: Interpreting Public Welfare in Terms of Budgets—Hon. Arthur N. Pierson, of New Jersey

Tuesday Afternoon, 2:30 o'clock, September Twentieth
Room 4, Peabody Hall

1. Progress in Municipal Government in the United States Within Recent Years: City Manager Towns—Commission Forms of Government—Other Efforts—Mr. H. W. Dodds, Executive Secretary of the National Municipal League, New York
2. Examples of Progress in North Carolina: City Manager:
Mr. T. C. Painter, City Manager for Greensboro
Mr. R. G. Rigsby, City Manager for Durham
Mr. R. G. Henry, City Manager for Hickory
And others in attendance
Commission Form of Government:
Mayor James Cowan of Wilmington
Mayor T. B. Eldridge of Raleigh
And others reporting
Commissioner-Manager:
Mayor Claude Kiser of Greensboro
3. The Scientific Budget in Municipal Administration—Mr. Lionel Weil, Member Finance Committee, Goldsboro
4. Attainable Programs for Commercial Secretaries in Developing Better Municipalities
Mr. C. W. Roberts, Secretary of the Greensboro Chamber of Commerce and President of the North Carolina Commercial Secretaries
Mr. Burke Hobgood of Durham
Mr. W. E. Ritter of Winston-Salem

Tuesday Afternoon, 5:00 o'clock, September Twentieth

1. Illustrated Lecture on Town Planning—Mr. Morris Knowles, City-Planning Expert, Pittsburg, Penn.
2. Discussion of Zoning—Mr. Jeffries C. Grinnalds, City-Planning Engineer, Baltimore, Maryland

A UNIVERSITY IDEAL

I would not have universities incapable of educating for positions of highest responsibility, but I would have them recognize that raising the intellectual level of the mass offers the opportunity for the man of genius to emerge. It as surely produces leadership as would be done if all opportunity were offered to the few, to the exclusion of the many.

Through the ages the cumulative tendency has been for power to flow from the few to the many. Authority in these days is derived from qualities that make for influence rather than from attempted domination.

Likewise, I would argue that leadership is tested by the extent of its ability to produce and utilize leadership in others, and that its value is reckoned in terms of service to others, rather than in terms of ascendancy over others.—President E. W. Hopkins, Dartmouth.

TROUBLE IN CALIFORNIA

During the last ten years the revenues for state purposes in California have been raised by taxes on the franchises and incomes of the corporations doing business in the state. As in North Carolina there is no tax levied on general property for the support of state departments, state institutions, and state enterprises. The general property taxpayer is relieved of all taxes for state purposes.

This tax system in California has been in vogue long enough to take stock of the plan somewhat.

The first thing to say is, that legislators in voting state appropriations are relieved of responsibility to their home constituencies. They do not fear to vote state appropriations in multiplied millions. Rather, they fear not to vote for such appropriations because the masses of the people at home do not pay these taxes, and so have everything to gain and nothing to lose. The result is that the last legislature voted ninety-one million dollars for state expenses during the ensuing two years.

It is an increase of nearly thirty-eight millions since 1919 and of fifty-six millions since 1915. During the period of segregated taxes, state expenditures have more than trebled.

The second thing to say is, that the people of California have learned during these ten years to wring tax moneys out of the corporations of the state, and apparently they are minded to do it more and more remorselessly. The King tax law of 1921 lays still heavier burdens upon the corporations, and in the future they will pay heavier and still heavier taxes for state support. True, the constitution provides that state emergency taxes on an ad valorem basis may be levied on all property in California, but no such taxes have been levied since 1911. When emergencies arise it is far more agreeable to the feelings of legislators and constituencies to shove the burden onto the shoulders of the corporations.

The third thing to say is, that the industrial development of California is distinctly imperiled, and the progress of the state jeopardized. The state is dominantly an agricultural civilization. Her agriculture is remarkably varied. It is abundant and luscious. Almost every penny of her six hundred millions of crop products are food products—fruits, nuts, vegetables, barley, wheat, hay and forage, and the like. If her livestock products be added, the total runs around twelve hundred dollars a year per family.

So far California does not bulk big as a manufacturing state. So, for lack of coal and steam power all these years. Fuel oil has given her a start of late, but it is an uncertain basis for investors in manufacturing enterprises. The state needs abundant hydro-electric power, and at present barely a sixth of the potential hydro-electric power of the state has been developed. The demand calls for an investment of a hundred millions a year for ten years in hydro-electric power plants alone.

If ever the state moves on up into vigorous manufacture there will assuredly be no richer area on earth. When the world is again at peace and America reaches out into the Far East for her share of trade, California will be a frontier post, and she needs to be not a way-station merely but a manufacturing center as well.

But can she ever hope to be a manufacturing center, hobbled and crippled as she now is by her present system of taxation?

It looks fairly clear that anybody and everybody who enjoys the protection and the services of a state and its institutions ought to contribute to the full limits of his ability in supporting the state and its enterprises. But once begun the wrong way it is hard in democratic communities to change a system of taxation. And the greater the delay the greater the difficulty in righting unwise tax systems.—E. C. B.

AN IMPORTANT MEETING

One of the most representative and most effective conventions recently held in North Carolina was the meeting of the North Carolina Association of County Commissioners held at Washington on the second Tuesday, Wednesday, and Thursday of August. Not only was there a good attendance, but the interest was keen, discussions were on a high plane, and there was a rare enthusiasm broadcast. This enthusiasm took the form of new energies to make the Association a growing and powerful agency for good, and for developing high standards of county government. It is doubtful if a more upstanding body of men could be got together in this State. President W. C. Jones and his co-workers deserve a vote of thanks for so good a meeting. Incoming President Patton may rest assured also that the State will be with him in making the Association even more successful in the future. With every county a member, what can they not accomplish?

The University is already planning to offer its services to the Commissioners for their meeting next August at Chapel Hill, and will await the wishes of the Association. The University and State Departments of Public Welfare are now applicants for membership under the new rules, and it is hoped that all the State Departments may enroll. The September Conference at Chapel Hill this year will serve as a preliminary to the State Conference of the Commissioners next year.

Tuesday Evening, 8:30 o'clock, September Twentieth

- General Session, Gerrard Hall, Mr. H. W. Dodds, Presiding
1. Attainable Standards of Town and County Education—Hon. E. C. Brooks, State Superintendent of Public Instruction, North Carolina
 2. Attainable Standards of Town and County Public Health—Dr. W. S. Rankin, Secretary of the North Carolina State Board of Health
 3. Attainable Standards of Public Welfare—Mrs. Clarence A. Johnson, State Commissioner of Public Welfare, North Carolina
 4. Attainable Standards of Individual Public Service—Dr. W. L. Poteat, President of Wake Forest College

Wednesday Morning, 9:00 o'clock, September Twenty-First

- County Administration, Peabody 4, Dr. E. C. Branson presiding
1. Welcome to County Officials—Mr. R. H. Ward, Chairman Board of County Commissioners, Orange County
 2. The North Carolina Association of County Commissioners and their 1921-22 Plans—Mr. T. B. Patten, President and Chairman of the Board of Commissioners for Buncombe County
 3. The County Commissioner: The Bigness of His Work—Dr. E. C. Branson, University of North Carolina
 4. New Efforts Toward Progress in County Government in the United States—Mr. H. W. Dodds, Executive Secretary of the National Municipal League
 5. Needed County Legislation in North Carolina—Hon. Lindsay Warren of Washington, N. C.
 6. Can the County-Manager Plan Be Adapted to Our Present Needs?
Discussion

Wednesday Noon, 1:00 o'clock, September Twenty-First

- General Luncheon, Swain Hall, Mr. Charles B. Woollen presiding
1. Address: Hon. Baxter Durham, State Auditor for North Carolina

Wednesday Afternoon, 2:30 o'clock, September Twenty-First

- Closing Session, Town and County, Peabody 4, Mr. H. W. Dodds presiding
1. The Close Relationship Between Town and County—Hon. Henry Dwire, Editor Twin City Sentinel
 2. Minimum Standards for Home and Farm Work in the County—Dr. B. W. Kilgore, Director, Cooperative Extension Work in North Carolina
 3. Minimum Standards for Road Work—Hon. W. A. McGirt, Highway Commissioner, Wilmington
 4. Minimum Standards for County School Work—Professor E. W. Knight, University of North Carolina
 5. Minimum Standards for County Libraries—Professor L. R. Wilson, University of North Carolina
 6. Minimum Standards in County Homes and Hospitals—Mr. W. C. Jones, Commissioner, High Point

NOTE: The meetings on COUNTY ADMINISTRATION are but preliminary to what it is hoped will be the real meeting of those interested in County Government next August when the State Convention of County Commissioners hold their annual meeting at Chapel Hill. It is proposed that the University extend to them every facility at hand and offer to serve them in whatever way they may desire in making their own meeting profitable and pleasant.

GENERAL INFORMATION

A Conference for Work: It is hoped that all delegates to the Town and County Conference will realize the difficulty of including in the limited time all the needed topics and that they will, therefore, join heartily in the intensely crowded program. It is hoped, further, in view of the very close relation between town and county that all delegates will plan to remain through the whole conference.

Special Features: There will be a number of papers read by title, but produced in the Proceedings in full. Among these will be that of Professor E. C. Lindeman on Minimum Standards for Recreation; by Mr. H. W. Waddell, State Auditor for Massachusetts on Standards of Accounting, and others. There will be greetings from the Minnesota League of Municipalities and from the People's Association of Pennsylvania, from the National Country Life Association, and others, giving stories of progress. There will be small exhibits by Mr. T. C. Atwood, Construction Engineer for the University, showing the plans of University development; Mr. Knowles and Mr. Ritter will show three typical City Plans of Winston-Salem; Mr. Saville will have maps showing distribution of their work, as will also the departments of Public Health and Public Welfare. Other exhibits will be included in maps by Mr. Branson, Mr. Odum, Mr. Hobbs, Miss Roberson.

There will be special opportunities for individual and group conferences with Mr. Pierson and Mr. Dodds and others with reference to work in other places and with reference to North Carolina plans and legislation. Mr. Atwood will be glad to show visitors the locations and plans for new buildings and for the development of the campus and town.

Chapel Hill Arrangements: Accommodations for delegates will be made in the University Dormitories and meals provided in Swain Hall. For women visitors special provisions will be made in private homes. The charges for University accommodations will be nominal and as near bare cost as is possible.

Headquarters for the conference will be in PEABODY HALL. Room 3 will serve as registration headquarters and for committee conferences; Room 4 will serve as the main conference room; Rooms 12 and 14 may be used as headquarters for secretarial work, writing, telephoning, and other needed conveniences. Other details will be explained by the Committees.

Unless trunks are to be checked, the best plan will be for delegates to travel to Durham and take the regular jitney to Chapel Hill, reporting at once to Peabody for assignments. For further information and for special reservations address

Howard W. Odum, Chapel Hill, N. C.
COMMITTEE ON PROGRAMS AND MEETINGS
E. C. Branson, Chapel Hill
H. W. Dodds, New York
Gallatin Roberts, Asheville

COMMITTEE ON LOCAL ARRANGEMENTS
Howard W. Odum, Chapel Hill
Miss Hattie Berry
S. H. Hobbs, Chapel Hill
Harold D. Meyer, Chapel Hill
Mrs. C. S. Manning
Mrs. T. J. Wilson