



**SCHOOL OF  
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**Assess the Progress in Public Administration within  
the last Century in the United States  
Timeline 1900 to 2018**

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**TIMELINE**  
**Public Administration's**  
**Revolutionary Events**  
**1900 and 2018**

**1901, Theodore Roosevelt, The Great Frontier**

President Theodore Roosevelt was, like the two Johnson's, ushered in due to the death of the president. Roosevelt developed the great natural parks in the Western regions of the nation. Recently, Theodore Roosevelt's statue with a Black man and Native American man flanking the sides of him on his horse was removed due to the racist connotation that the statue promoted racial supremacy which is not his legacy.

**1910, Frederick Winslow Taylor, Scientific Management**

Taylor was forced to leave Bethlehem Steel in 1901 after discord with other managers. Now a wealthy man, Taylor focused the remainder of his career promoting his management and machining methods through lecturing, writing, and consulting. In 1910, owing to the Eastern Rate Case, Frederick Winslow Taylor and his Scientific Management methodologies became famous worldwide. In 1911, Taylor introduced his The Principles of Scientific Management paper to the ASME, eight years after his Shop Management paper.

**1913, Woodrow Wilson, 28<sup>th</sup> President of the United States, Founder of Public Administration**

1887, Published journal focused on the need to establish a discipline and field of study focused on Public Administration, focused on the structure and ethics of government leadership, corporate/business management, and how established standard practices and theories can propel the goals of the infrastructure of excellence in leadership.

*Wilson's Presidency Segregated America*

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The Timeline listed to the left of this assessment provides a list of the Political leaders, Social Activists, and theorists that impacted Public Administration. Timelines serve this purpose, to allow us to witness the leaders that were alive at the same time and to recognized that some of our most ardent leaders worked together.

This Assessment provides the theories of Public Administration and how they aligned to our presidential leaders' in the era of transportation growth; effective presidential administrations' bills, laws, and new government infrastructures; and new era of freedom, to better our nation.

I begin with President Theodore Roosevelt and Woodrow Wilson and the railroad companies, although administrative structures of government and manufacturing plants were the focus of Public Administration. Railroad transport companies with the consultation of Public Administration theorists provided the mobility the presidents needed to build successful economies.

The theorists and leaders' publications documented the entrepreneurial innovations, ethical advancements, managerial infrastructures, and presidential achievements that influenced our great economy and modernized our nation.

In 1901, as the twentieth century arrived shooting its way in, our new President, Theodore Roosevelt, was sworn in to replace President McKinley, who was assassinated by a lone gunman at a public social the president hosted in Buffalo, New York. After being shot, McKinley lived eight days and died in his New York home. Roosevelt, the youngest president in history would assume the office. Franklin Roosevelt was returning from a cruise vacation when he heard the news of Theodore, his cousin, ascending to the role.

**The New Age of Manufacturing and Transportation, 1900**

Forty years earlier, Cornelius Vanderbilt (1794-1877), who owned an American shipping and ship building empire, had

African Americans passed civil service exams and became employed in the executive offices of the federal government. However, by 1920, promotions to well-paying federal jobs had nearly vanished for black workers.

### **1916, Henri Fayol, Classical Management Theory**

In 1900 Fayol became a member of the Comité Central des Houillères de France, member of the board of the Comité des forges and administrator of the Société de Commentry, Fourchambault et Decazeville. Eventually, the board decided to abandon its iron and steel business and the coal mines. They chose Henri Fayol to oversee this as the new managing director. Upon receiving the position, Fayol presented the board with a plan to restore the firm. The board accepted the proposal. When he retired in 1918, the company was financially strong and one of the largest industrial combines in Europe. His work was based largely on his own management experience, he developed his concept of administration.

### **1921, Luther Gulick, POSDCORB**

In 1921 he had become president of its Institute of Public Administration and served until 1962. He then became its chairman and served until 1982. Gulick taught at Columbia from 1931–1942, where he was appointed Eaton Professor of Municipal Science and Administration. From 1936–1938 he served on the three-member Committee on Administrative Management (better known as the Brownlow Committee) in 1937 appointed by **President Franklin D. Roosevelt to reorganize the executive branch of the federal government.**

From 1954 to 1956, he served as city administrator of New York City.

**And ...**

### **1933, Franklin Roosevelt, The New Deal and The Executive Orders**

In 1937, Luther Gulick was appointed by **President Franklin D. Roosevelt to reorganize the executive branch of the federal government.** Roosevelt's entered

introduced rail transport for cargo and travelers. In 1897, [My Great-Great Grandfather, Robert Partee, of Spencer, NC, sold land to my Great-Great-Great Uncle, Congressman John Henderson, for Southern Railroad, to build tracks down the mid-western region of the state. Southern Railroad allowed my grandfather to build homes for those employed to work.](#) The nation was becoming a coast to coast, northern, southern, eastern, and western rail transport service and expanded the nation's innovations to export internationally.

Southern Railroad was becoming national, at this same time Public Administration theory was becoming an official study of government and leadership through Woodrow Wilson beginning in 1877. At the time President Theodore Roosevelt's presidency began in 1901, great profits were made by the Morgan's, James Hill, Jay and George Gould, Cornelius Vanderbilt, Edward Harriman, Collis P. Huntington, and Andrew Carnegie.

Roosevelt was inspiring and energetic. He was focused on America's economic stability and relations around the world and domestically. His efforts to maintain ethics of the owners of the railroad companies engaged in creating monopolies, paying unfair wages and for rebates, accepting unfair demands from labor organizations, under the table negotiations with manufacturers and contractors. Their unethical business practices hurt deliveries and the economy. T. Roosevelt was forced to legislate to protect their workers, customers, contractors, and the railroad owners. The bills were a part of the Square Deal and included the Elkins Act of 1903, Hepburn Act of 1906, and Mann-Elkins Act of 1910.

President Theodore Roosevelt was a skilled public administrator, being from a long line of administrators. Assessing his strategies today, I align him with two theorists, James MacGregor Burns (Transformational Leadership) and Max Weber (Bureaucratic). As Burns illustrated in his theory of Transitional Leadership, T. Roosevelt is highly ethical and keenly focuses on the ethics of leaders in business and government. He was highly engaged in the nation's business practices and protected all side of the economy, including the entrepreneur, clients, workers, and contractors to keep citizens protected by creating laws to follow. He displayed an obligation to maintain balance, justice, and equality. Under Weber's theory of Bureaucratic Leadership, Roosevelt considered the hierarchy of authority and its weaknesses. The wealthy are perceived as endless supplies without regard to budgets. Roosevelt, set laws

the presidency during the Great Depression, and created jobs, bills that ensured equality in career pursuits and growth, Commander in Chief of WWII.

### **1943, Abraham Maslow, The Hierarchy of Needs**

An American psychologist who was best known for creating [Maslow's hierarchy of needs](#), a theory of psychological health predicated on fulfilling innate human needs in priority, culminating in self-actualization.

### **1960, Paul Hersey, Situational Management**

Hersey's works included Management of Organizational Behavior: Utilizing Human Resources, Organizational Change through Effective Leadership and Selling: A Behavioral Science Approach. His most recent books included The Situational Leader, Situational Selling, Situational Service: Customer Care for the Practitioner, and Situational Parenting. [citation needed]

### **1961, John Kennedy, Civil Rights Movement**

John Kennedy's Civil Rights Bill of 1964 challenged and overrode state segregation laws that promoted racial supremacy. It was enacted. He led the nation through a very violent racist era in America.

### **1963, Lyndon Johnson, Civil Rights Movement**

President Johnson assumed the presidency upon the assassination of John Kennedy. Johnson is credited in fulfilling Kennedy's goal to unite the nation under the Civil Rights Act.

### **1956-64, Martin Luther King, Jr., Civil Rights Movement**

Martin Luther King, Jr. was a teacher of non-violent protest in America, skills he had learned from Mahatma Gandhi.

### **1971, James MacGregor Burns, Transformational and Transactional Management**

to limit the abuse of the wealthy to avoid sudden revenue losses without favoring either side.

### **Taylor's Scientific Management for Railroad Inefficiencies**

In 1901, Frederick Taylor was growing in popularity due to his masterful management of manufacturing companies. By 1910, at the same time Roosevelt's acts were enacted, Taylor was also putting new innovative theories to work with the railroads. The railroad companies made demands to government to increase the travel rate for customers because of losses from, most likely due to uncontrolled rebates. The losses were balanced through Taylor's Scientific Management which corrected the railroad's inefficiencies and impacted profits without increasing the patrons ticket cost. Taylor kept "his promise of a scientific management system that would save Eastern Railroad one million dollars every day." [9]

### **Woodrow Wilson, President, Founder of Public Administration**

In 1913, President Woodrow Wilson, just as Theodore Roosevelt had done, battled with the railroad owners over ethical issues related to becoming monopolies and paying fair wages. Wilson's skills in Public Administration greatly benefited the employees through ensuring just wages, the owners through continued profits, and the customers through reliable courteous services without rate increases. Comparing his approaches to Public Administration theorists I align him with Max Weber's Bureaucratic Leadership theory and Frederick Taylor's Scientific Leadership theory. Wilson's policies were not flexible, were rule focused, designed to protect the citizens, and focused on the science of the business's operations for savings and modifications for improvements.

The president believed that the study of government and its administrative procedures and infrastructures were to be studied for standard methods of finding solutions under the study of Public Administration. The same time Wilson improved conditions for the railroad, Henri Fayol was working with the mining industry utilizing his Administration Management theories.

### **Henry Fayol's Administration Management**

He was the Woodrow Wilson Professor of Government Emeritus at [Williams College](#) and Distinguished Leadership Scholar at the James MacGregor Burns Academy of Leadership of the School of Public Policy at the [University of Maryland, College Park](#). In 1971 Burns received the [Pulitzer Prize](#)<sup>[5]</sup> and the [National Book Award in History and Biography](#)<sup>[6]</sup> for his work on America's 32nd president, *Roosevelt: The Soldier of Freedom*.

### **1979, Kenneth Blanchard, Situational Management**

An American author. His extensive writing career includes over 60 published books, most of which are co-authored books. His most successful book, *The One Minute Manager*, has sold over 13 million copies and been translated into many languages.

Blanchard is also the Chief Spiritual Officer of The Ken Blanchard Companies, an international management training and consulting firm that he and his wife, Marjorie Blanchard, co-founded in 1979 in San Diego, California. Blanchard is known for the quote "None of us is as smart as all of us."

### **2009, Barack Obama, Obamacare**

President Obama was the first Black American to hold the office. He was a high achiever that was successful in all his life's pursuits, and even assassinated Bin Laden when his predecessor, Bush, could not. He was never great at budgeting, so the national debt reached its highest under Obama-Biden.

**And ...**

### **1918, Max Weber, Bureaucracies Max Weber Bureaucracy Theory**

Max Weber, a German scientist, defines bureaucracy as a highly structured, formalized, and an impersonal organization.

He also instituted the belief that an organization must have a defined hierarchical structure and clear

Fayolism was used to develop engineering improvements for the mining industry through Fayolism beginning in 1916. Henry Fayol's Administration Management Plans had proven successful. His methods for improving and speeding up the processes through management proved effective. Fayol focused on administration's procedures for budgeting, wages, accounting, technical problems, and employee skills compliance improved employment longevity. Fayol was hired to develop engineering improvements for the mining industry in 1916.

Engineering mining operations made him a success in Public Administration. Public Administration was becoming a respected and noble profession and study through theorists such as Henri Fayol. The field would continue to gain notability through Luther Gulick and Max Weber in 1918 and through Franklin Roosevelt's presidential terms. As the coal mining industry flourished so did railroad transporting of coal. Coal became one of the key transports by rail. As of 2019, one company's revenue, CSX, for rail transport of coal was \$7.6 billion. The nation's revenue for transporting coal by rail is \$47 per ton for 740 million tons, which totals \$34,780,000,000 (Thirty-four billion, seven hundred eighty million dollars). Public Administration has greatly impacted the wealth of the industries around the world.

### **The New Era of Effective Presidential Administration, 1900**

#### **Luther Gulick's Theory of POSDCORB aligns with Franklin D. Roosevelt's Development of the Committee on Administrative Management**

Luther Gulick is considered one of the most highly respected theorists in the field of Public Administration. Gulick worked directly with President Franklin D. Roosevelt from 1936–1938 he served on the three-member Committee on Administrative Management (better known as the Brownlow Committee) in 1937, officially titled the President's Committee on Administrative Management. The objective of the committee was to form a presidential administrative body, or Executive Administrative body that directly served the president.

“The Brownlow Committee recommended a vast overhaul of the executive branch, the hiring of new assistants, and the creation of the Executive Office of the President (EOP). The report proved controversial, and Congress delayed approval until 1939. At that time, it approved a less ambitious plan for the

rules, [regulations](#), and lines of [authority](#) which govern it. Max Weber bureaucracy ideally has the following characteristics:

- Specialization of [labor](#)
- A formal set of rules and regulations
- Well-defined hierarchy within the [organization](#)
- Impersonality in the application of rules

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reorganization of the Executive branch. Later presidents, however, would expand the EOP, fashioning it into the nerve center of the modern administrative state.” [12]

Gulick’s Public Administration theory, POSDCORB, aligned with the objectives of the committee. Reorganizing staff, hiring, and developing a new infrastructure for the highest office in the United States. His theories of prioritizing and organizing a more systematic office structure were keys to achieving desired results, which include Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting. The foundation of every government office should alleviate the unnecessary distractions that impede the officials’ efforts and work that best serve and protect the economy of the people of the United States.

#### The New Era of Freedom

**President John Kennedy, Lyndon Johnson, and Dr. Martin Luther King’s Civil Rights Movement and Civil Rights Act, under leadership styles that Align with the Public Administration Theories of Abraham Maslow’s Hierarchy of Needs; James MacGregor Burns’ Transformational Management; and Paul Hersey and Ken Blanchard’s Situational Management.**

The Civil Rights Movement jolted the nation from the local polls to the halls of the White House and Congress. Black Americans sought a political vote to elect officials that bore responsibility for ALL Americans. The nation’s elected officials had created laws that barred most Black people from engaging in the political process to discourage voting, which if legalized could improve conditions in the predominantly Black communities. The leadership that directly impacted the Civil Rights Act was Dr. Martin Luther King, Jr.; President John Kennedy; and President Lyndon Johnson. Many were murdered during these days of national protest, and President Kennedy was assassinated days after a televised speech to the public about introducing the Civil Rights Act. A few years after the assassination, Bobby Kennedy and Martin King were also assassinated. President Johnson took on the Civil Rights Bill and fought diligently to honor the work of Kennedy. It brought into existence sweeping changes across the nation and legalized equal opportunities and criminalized discriminations. The Civil Rights Act passed in 1964.

Martin Luther King, Jr.'s work most closely aligns with Abraham Maslow's Theory of the Hierarchy of Needs. As a leader he addressed all five needs of humanity that ensured their place of importance and citizenship in the nation. 1) physiological needs 2) safety, home, economy 3) love, belonging, family, society, group 4) self-esteem, confidence, motivation 5) self-actualization, accept facts, relaxation, creativity. Prior to 1964, laws did not protect Black citizens and expectations of needs were never assumed.

President John Kennedy's leadership through the writing of the Civil Rights Bill aligned with James MacGregor Burns' theory of Transformational Leadership, who also utilized Maslow's Hierarchy of Needs in developing his theory. Kennedy's vision was to transform his nation into an ethical, diverse, mutually respectful nation, such as the nation where he spent a good part of his life, England. John's father, Ambassador Joseph Kennedy, allowed his children to assimilate in the social life of the British and they were far ahead of the United States in the ethics of race relations. The Kennedy's returned to the states with ambitions to pursue elected office. America's racist laws and practices during Kennedy's presidency revealed his love of all people in the same vein as the Royalty of England, open, willing to experience cultural difference empirically. America had never seen such love of people. His Civil Rights Bill was revolutionary. While most presidents align with Bureaucratic Leadership; Kennedy's was transformational.

After Kennedy's assassination, as previously noted, President Lyndon Johnson stood firm to pass the Civil Rights Act. He and Kennedy were similar in leadership, but Johnson was not the creative passionate leader that Kennedy was but was aligned more so with Situational Leadership, which returned the focus of the presidency to the systems of government, and not his power. He balanced the comprehension of Civil Rights Act for the three branches of government to gain support from all three. He was a rancher, tamed horses, and farmed working with animals, and crossing these talents with presidential leadership, provided skills to effectively provide needs or the punitive measures needed to win. He knew the senate needed S3/D3 (Supporting/Lacks Confidence), the congress needed S1/D1 (Directing/Enthusiastic), and the citizen leaders S4/D4 (Delegating/Self-Reliant).

## **President Barack Obama aligns with Max Weber's Bureaucratic Leadership Theories**

Planes, not trains, were used as military weapons to murder over 3,000 Americans on September 11, 2001. Max Weber's theories of Bureaucracy in Public Administration are primarily aligned to presidents, congressional members, governors, state legislators, and local officials. Orders of Police and military leadership fall under the plan of a bureaucratic leadership. President Barack Obama's response to the 9-11 attack, that took place under his predecessor, George W. Bush's term, was managed with precision and an authoritative leadership that was not emotionally involved. Like the Bureaucratic Leadership theories describe, Obama's leadership was impersonal and hierarchical. He declared war on the enemy's leadership that was confirmed as the leading source of the 9-11 attack. Obama was successful with killing Bin Laden, the one that the American leadership declared guilty.

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