

IN MEMORIAM

HAROLD STEIN, Professor of Public and International Affairs in the Woodrow Wilson School of Public and International Affairs at Princeton University, passed away on May 8 after an extended illness. He was 63 years old.

Harold Stein had the best of four worlds. He began his professional career as a teacher and subsequently was headmaster in a secondary school. Later he received his Ph.D. in English Literature at Yale University, and established a brilliant reputation in the humanities faculty of the University of Wisconsin. In 1934 he turned to government service, where over a period of fourteen years he reached the topmost ranks of the civil service as Deputy Director of the Office of War Mobilization and Reconversion and as a member of the commission which developed the Marshall Plan. His fourth career was in academic political science, in which his talents as director of research, author, editor, and teacher quickly brought him to the top of the profession.

Harold Stein left the service of the United States government in 1948 to become staff director of the Inter-University Case Program. His achievements in altering the nature and multiplying the applications of the case method wrought far-reaching changes in the study of public administration. It was his emphasis upon the administrator's adjustment to his political environment which changed the conventional view of public administration as simply the mechanics of governmental action and created the richer and infinitely more meaningful study of the methods and conditions of political consent. The magisterial essay introducing his book, *Public Administration and Policy Development*, published in 1952, has been more frequently translated and more widely circulated than any other document in the field of public administration in our time.

Harold Stein came to Princeton in 1953 as Research Director of the Study of Civil-Military Relations, sponsored by the Twentieth Century Fund. From that year until 1958, he was a visiting lecturer and visiting professor in the Woodrow Wilson School, and from 1958 on, a full-time professor. During his years at Princeton, he and his associates produced two important works, *Arms and the State* in 1958, and *American Civil-Military Decisions* in 1963.

Harold Stein was a humanist in politics who combined qualities rarely found in one man. He had an unusual capacity for the art of getting worthwhile things done in the political world. His talent for political strategy and for recognizing the limits of political possibility gave him a gift

for political pragmatism which was exceeded by few practicing politicians. He had great sensitivity to the use of language, especially for purposes of political and administrative persuasion. He was an unusual kind of nonconformist: imaginative and original in his thinking about problems of policy and political and administrative organization and strategy, but conservative in his respect for the traditional proprieties of society and for esthetic values. In a time of increasing specialization in academic life, he upheld the Renaissance ideal of the universal man, and his exceptionally broad interests were always grounded in historical knowledge.

Throughout his life, Harold Stein had a sense of engagement with politics and a joy in being involved in political affairs, which were shared by all his immediate family. His combination of historical knowledge and humanistic values played its part in practical political affairs, too. During his Princeton years he served as the trusted adviser of Democratic party chieftains in New Jersey.

During twelve years of illness, Professor Stein was sustained by almost unbelievable courage. Pain did not destroy his love of life, nor dim his lively interest in politics. Throughout those years, if he ever yielded to self-pity, no one knew it, and he made every effort not to let even his closest friends know that he was suffering.

One of his most attractive qualities was his way with younger people: students of other disciplines, men whose work he edited and improved. He sought them out and drew them into discussion. He liked to share his relations with eminent men of affairs with younger people. He wanted his colleagues and friends of all ages to talk back for he never wanted deference and passive acceptance.

For several years Harold Stein had planned to undertake a study of Walter Bagehot and the art of political oratory. Had he been able to complete it, this study would have been a subtle blend of all the elements that characterized his personal and professional life: a great capacity to enjoy life; penetrating historical scholarship; awareness of the complexities of men and their institutions and the practices of their governments; grace, simplicity, and vitality in expression; subtlety in analysis; ability to impart the richness of his experience; and above all, that understanding and wisdom for which we all remember him.

MARVER H. BERNSTEIN
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