

12/5-6/39

2003
Harvard Univ
39424

Public Administration

It was, on motion,

RESOLVED that the sum of Fifty-five thousand dollars (\$55,000),
RF 39109 or as much thereof as may be necessary, be, and it
hereby is, appropriated to HARVARD UNIVERSITY toward
an annual budget of \$75,000 for the support of its
GRADUATE SCHOOL OF PUBLIC ADMINISTRATION over a period
of five years beginning July 1, 1940, payments to be
made as follows:

1940-1941	\$15,000
1941-1942	\$15,000
1942-1943	\$10,000
1943-1944	\$10,000
1944-1945	\$ 5,000

it being understood that after 1941-1942 the funds
provided by Harvard University for this purpose shall
increase in amounts equal to the decreases in the Foun-
dation contribution.

The following were the considerations presented:

Social Sciences - Public Administration

Previous Interest: In April, 1935, the Foundation made a grant
of \$66,000, or \$13,200 a year over a five-year period terminat-
ing June 30, 1940, toward the support of Harvard's first organ-
ized program of training for public service under the auspices
of the Department of Government. Subsequent to the Littauer
grants, establishing the Graduate School of Public Administra-
tion, the Foundation made two grants of \$65,000 and \$20,000
respectively to provide for the expenses of bringing in public
officials to act as consultants in the Graduate School's program.
Of the first of these grants, something less than \$30,000 was
spent and \$35,000 reverted to the Foundation. Of the second, it
is estimated that something over \$5,000 will be turned back at
the expiration date of June 30, 1940. Of the original grant for
the Department of Government program approximately \$6,000 has
reverted. Thus, although the Foundation has made available
\$151,000 to Harvard for its program in public administration

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over the five-year period terminating June 30, 1940, the amount actually furnished will be approximately \$105,000 or assistance at an average level of \$21,000 per year.

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General Description: The Department of Government training program provided for in the Foundation grant of 1935 was carried on as an autonomous project until the current year. Originally it was conceived as a pre-entry graduate training program with students spending the first year in study at Harvard, the second upon internship with governmental agencies, and a final year at Harvard for integration of theory and practice. In operation the program has developed more flexibly, with fellows spending from one to three years upon their programs depending upon the amount of graduate work and government employment they had had before appointment. Of the thirty-one fellows working under this program to date, thirteen are still enrolled. Of the eighteen graduates, two are in Law School and one in newspaper work. Fifteen now hold responsible administrative positions in government.

One interesting repercussion of this program was its influence in making clear the need for a form of graduate training that had not been available at Harvard under the Department offerings. To meet this need provision has been made for a new degree known as a Ph.D. in Political Economy and Government.

During the current year the Department of Government project was formally merged with that of the Graduate School of Public Administration and will be continued as an integral part of the general program. Those who are directing the Graduate School judge that this part of the work has established its usefulness and its case for continuation.

The general program of the Graduate School of Public Administration, inaugurated in 1937, is designed to develop and coordinate University interests in training for public administration and in forwarding research in that field. The School has status as a separate entity within the University but in general its faculty members have dual appointments in other schools or departments, its courses have a similarly dual listing, and its students, while working for a special certificate, commonly accumulate credits allowable by other University branches.

In the general philosophy of this work at Harvard public administration is regarded as related primarily to the formulation of public policy rather than as a special discipline dealing with administrative organization and procedure. Its research seminars are organized around such topics as The Administrative Process; Agricultural, Forestry and Land Policy; Economics of Collective Bargaining; Federal Administration; Fiscal Policy; Government Control of Private Enterprise; The Legislative Process; Political Parties; Price Policies; Public Contracts. These

seminars are open both to Littauer Fellows and to regular graduate students, and the latter have outnumbered the former in the ratio of ten to one.

The Littauer fellowships carry stipends of \$1,500 and, in awarding them, preference is given to men who have had some practical experience in government employment, although this rule has not been at all strictly adhered to. Fourteen Littauer fellows were in residence during the past year, selected from one hundred and seventy applicants. Of these, ten had had previous governmental experience.

One feature which differentiates the research seminars from ordinary graduate seminars of the University is that the former make continuous use of consultants, recruited from men who have had practical experience in dealing with the problems under discussion. Originally it was planned to enlist the services of men in key positions for sustained periods, but in practice Harvard has not been able to attract men of the calibre desired for more than brief sessions of from one meeting to a couple of weeks. Nevertheless, this feature of the program has proved valuable.

Finances: The original Littauer grant was for \$2,000,000 supplemented by a later grant of \$250,000. From these funds \$750,000 was invested in the Graduate School building. The remaining capital fund of \$1,500,000 yields an income of \$60,000 per year. It is proposed to stabilize the regular operating budget of the Graduate School of Public Administration at \$75,000 per year. Of this \$60,000 will come from the Littauer endowment, and for the years 1940-1941 and 1941-1942 the Foundation is asked to contribute the additional \$15,000, which is approximately \$6,000 less than the level of our actual support over the first five years. For the years 1942-1943 and 1943-1944 the Foundation is asked to contribute \$10,000 per year with the understanding that the University will find an additional \$5,000 per year from another source or will divert University funds of that amount from other uses to this program. For the year 1944-1945 the Foundation is asked to contribute \$5,000 provided that an additional \$10,000 is provided by the University under the above formula.

Future Implications: None. This is a terminal grant for the general support of this program.

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