

UNIVERSITY OF DENVER PROGRAM IN THE FIELD OF GOVERNMENT MANAGEMENT

Mindful of the growing public concern in the administrative efficiency and social utility of local government, the Department of Government Management at the University of Denver has established a training program requiring six consecutive quarters of graduate work, and a summer institute in government administration open to the general public.

Graduate training. The course in government management is designed to train the student for the critical analysis of government fiscal policy and in particular to prepare him for the conduct of investigations in the field of local government. A new professional career is believed to be in the making. The demand for services of graduates of the government management course comes primarily from the following sources:

1. Civic bodies maintaining research units for the continuing appraisal of their local governments.
2. Research organizations professionally engaged in the survey of governmental agencies and the installation of improved accounting or administrative systems.
3. Institutions of higher learning desiring trained faculty personnel for newly established departments of public administration.

For the present the graduate program in this field is limited to recipients of fellowship awards made available under a grant from the Alfred P. Sloan Foundation in furtherance of its general aim to "promote the increase and diffusion of economic knowledge." Ten graduate fellowships are offered currently on a nation-wide competitive basis.

To be eligible for an Alfred P. Sloan Foundation fellowship the candidate must have at least a bachelor's degree from a fully accredited college. He must have completed a year's course in each of the following fields: political science, economics, and accounting; and an elementary course in statistics. Candidates are rated on the basis of evidence indicating that they possess qualities of leadership and a sense of social responsibility, as well as an outstanding academic record.

The maximum fellowship stipend per 12-month period is \$1200 for single persons and \$1800 for married men. The amount determined in each case will depend upon the age, qualifications, and personal needs of the candidate. Additional allowances are made for transportation expense incurred in field work. Holders of fellowships pay the regular graduate tuition fee of \$75.00 per quarter, in each of the six quarters.

The graduate course of 18 months will ordinarily be taken for the degree of Master of Science in Government Management. For fellows who already have the Master's degree, doctoral dissertations may be prepared as part of the fellowship program, under arrangements whereby the doctorate is received through the institution from which the candidate was accredited to the University of Denver.

The curriculum for the study of government management includes courses in public administration, accounting, budgeting and auditing, public finance, business management, and statistical research. The field work of the two middle quarters includes an internship during which each fellow is given access to the fiscal offices and operating departments of a county or municipal unit. During this period of field work the candidate will conduct an audit of the fiscal operations of the county or municipality to which he is assigned, analyzing the sources of revenue and the functions among which the expenditures are distributed. Results of the audit will be formulated in a report appraising the county or municipal organization on the basis of criteria established for testing the utility of expenditures and the effectiveness of the financial controls. Upon returning from the field survey the student will join seminars in government accounting, public administration, and public finance. The objective of these three seminars is to appraise the work done by the candidate in the field, to refine his research techniques, and help him to round out the report on the governmental units surveyed.

The experience to be gained by the graduates of the government management program may eventually lead them into opportunities for responsible service within government departments. Nevertheless, it is the expectation that their employment, immediately following the training period, will be mainly in behalf of local citizens groups, or research agencies conducting appraisals of governmental units, rather than in positions as government employees.

Summer institute. Supplementing the graduate training program, the Department of Government Management will conduct a summer institute devoted to the study of relations between government and the citizen. The three-fold purpose of the institute (which will be held at Estes Park during the week of June 19 in 1939) is as follows:

1. To afford opportunity for discussion between the citizenry and public officials in government administration.
2. To strengthen citizen interest in the processes of government; to examine the problems of organization of citizen groups interested in raising the standards of governmental performance, especially in local government.
3. To provide the background information on the services of government which will enable the citizen to participate more effectively in improvement programs.

Enrollment in the institute is open to all persons who feel that they may benefit from its deliberations. Special effort will be directed at securing the attendance of representatives of citizen groups and others who represent the civic leadership of their respective communities. It is expected that participants in the institute will include representatives of business, professional, and labor organizations; journalists, ministers, educators, welfare workers, and public officers. The intention is to provide a forum in government management which is not limited to the interests of those professionally engaged in the public service, but will emphasize the share of every citizen in the burden and benefits of government.

The basic work of the institute will be carried on through a series of round tables covering the subjects of government revenues, control of expenditures, organization of local governments, social security and relief, and citizen groups in government. A general assembly will also be convened daily. The round table leaders and guest lecturers who have accepted invitations to the conference represent the responsible leadership in the national economy, as well as in government.

The University of Denver has for a number of years devoted an important part of its curriculum in the School of Commerce, Accounts, and Finance to a study of the accounting systems and administrative practices of government agencies. Through its Bureau of Business and Social Research, it has carried on investigations in public finance, housing, traffic control, public education, public health and other social service activities. It has also cooperated with the legislative bodies of the region in providing the factual basis for better management in government agencies.

The plains and mountain area, of which Denver is the center, is an especially fruitful laboratory for study of the problems of local governments. Adjoining counties represent contrasts between thriving irrigated areas and submarginal dry farming lands; between progressive new communities and nearly deserted mining communities, both operating under local governments originally intended to serve populations of far different character.

It is hoped that the educational program to be pursued at the University of Denver will develop a pattern which may be followed in other parts of the country, for qualifying competent career men in the field of government management and for stimulating public interest in the more effective functioning of local governments.