

systems and procedures unique to public service and an understanding of the way Government works.

It would also provide an "overlay" of graduate study in public affairs and public administration for those persons whose professional training is in law, engineering, medicine, education, architecture, or in one or another of the academic disciplines needed for planning and administering an extensive range of professional, scientific, and technical governmental programs.

First, the bill could be used to establish strong regional centers for general public service study or for one or another of its functional specialties.

These centers could, for example, offer programs in such fields as public works management (already such a program is underway at the University of Pittsburgh); the training of science administrators (five such programs have been started with funds from NASA but more are needed); management of environmental pollution control activities; education of city and county managers; organization and administration of antipoverty programs; and special multidisciplinary programs in the fields of economic, social, and physical urban development.

Such centers could well involve consortiums of two or more universities located in adjacent areas, capitalizing on the specialized resources of each.

Second, studies could be undertaken to determine the optimum mix of 2-year, 4-year, graduate and professionally educated staff. Manpower shortages can be partially alleviated through more effective use of scarce and highly educated personnel. Reassignment of those portions of their work not demanding their highest skills to subprofessionals and technicians probably offers one of the most efficient and most individually satisfying ways for upgrading Government service.

Third, grants could be used to support research and investigation into the kinds of educational programs most useful to State and local governments and the best methods for providing them.

In the field of public administration, for example, there is wide belief among local, State and Federal administrators that many of the courses offered in the universities are not as relevant to the problems of contemporary government as they should be.

Fourth, experiments and demonstrations in curriculum combinations and specialized educational programs among many widely different academic disciplines are needed for the development of modern government managers, most of whom are drawn from technical, professional, or scientific disciplines.

Such experiments and demonstrations could well include study more relevant to the real problems of government through use of practitioners as guest lecturers, adjunct professors, or field work directors. These might include judges, social workers, city managers, tax, health, and welfare officials, transportation authorities, State and local budget directors, legislators, councilmen and civic leaders.

There would also be advantage in developing field experience as a requirement for a graduate degree in many programs where it is not now included.

Fifth, studies could be undertaken, and demonstration projects tried, to develop and test better integrated graduate and undergradu-