

THE BIRTH OF A SCHOOL

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Preface

One cannot spend two years in public administration in the Far East without being impressed with the fact that future development in this part of the world will to a very great extent be contingent upon the intelligence and leadership of the central governments. Neither is one able to overlook the importance of public administration techniques as these Asian countries emerge if the Free World is to remain free and gain adherents. The responsibilities of all United States overseas-mission groups are great, and especially is the obligation of those of us in public administration Herculean. It is the duty of us all to do our best to make sure that the soldiers of future generations do not die upon the World's battle fields.

Since this is a final report, no attempt is made to give a detailed account of the happenings in public administration at Seoul National University from the date of arrival in Korea of the writer until his departure two years later. Such a record may be found in the "Monthly Summary Reports" and the "Semi-Annual Contract Reports" which have been distributed to parties directly concerned.

This report does attempt to give a running account of the major events and happenings dealing with the establishment of the School and its first year of operation. In addition, some effort has been made to call the reader's

attention to some major factors which have tended to influence the development of education and training in public administration in Korea during past years. The last pages are devoted to suggestions and conclusions, with a hope that they may be helpful to those directing the program in the months ahead.

I am indebted to many persons for making my stay in Korea a most pleasant one. It has been my good fortune to have known many - too many to mention here - but I would be amiss were I not to express my deep appreciation to Dean Tai Whan Shin of the School of Public Administration for his sympathetic and understanding attitude toward one who was undertaking his first major foreign assignment. His quiet manner and his patience, his friendliness and his knowledge of and love for Korea have contributed much to the making of a rough path smooth. To all I have known and been associated with during my time here, may I say that it has been my good fortune to have passed this way.

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Introduction

Five days after the writer's arrival in Seoul he attended the general staff meeting of what was then the Office of the Economic Coordinator. Mr. Harry M. Steffey, housing finance adviser, spoke to the group that morning. He concluded his remarks with perhaps an almost forgotten passage from Kipling:

"Now it is not good, For the Christian White
To hustle the Aryan Brown
For the Christian riles
And the Aryan smiles
And weareth the Christian down:
At the end of the fight
Is a tomb stone white
With the name of the late deceased
And the epitaph reads
'A fool lies here
Who tried to hustle the East.'"

A few days later, around the luncheon table at the Chosun Hotel, an old Korean proverb was quoted: "Don't speak too soon, wait and see." In both instances the advice was good to one working in a foreign culture. This is especially true for those of us who work in the field of public administration. Our educational program must be not only related to the background and recent developments in public administration, but it must be geared into the economic, political and social objectives and trends of Korea.

To one who has lived in Korea for only a brief period, it would appear that the Korean people have been held together and controlled more by their cultural restraints, their conventions and their moral codes than by the machinery of government. Korea in all her history has never known an Oliver Cromwell, a Peter the Great, a Hitler, or a Stalin. During her long period as a nation she had many kings but only those remained in power for long who respected the rights and privileges of the people. It would appear that no one was able to hold high public office for any extended period unless he commanded the respect of the people.

Korea has been a peace-loving nation. It was not until the time of the Japanese annexation that she knew subjugation. Never in her history of more than four thousand years has Korea waged any but a defensive war. But in spite of her zeal for peace, she has never failed to rise up and fight an invading enemy.

Korea is an old country and a land of much beauty. At the core of this attractive country are the people. One cannot have lived and worked with them for a period of two years without becoming impressed with many of their sterling traits. As a group they strike one as being patriotic, generous, honest, happy and optimistic. Let us say, at the risk of making the error that often befalls one who generalizes, that the Korean appears to be proud and emotional. He possesses a good sense of humor; he respects authority

and demands respect; basically he likes Americans; and he appreciates being dealt with in a straight, common-sense manner.

Education

Learning in Korea is a power, more so than either force or money. Historically, education was for the few. Course content was academic and philosophical to a very high degree throughout the entire educational system. The methods of instruction were, and to a large degree today may be, characterized by lectures, memorization and rigid written examinations. Too much of the teaching and learning process, in public administration especially, is based upon the reading of books written by those with little knowledge of the actual workings of government and with no experience in a governmental operation. Past emphasis has been upon the advancement of the philosophical heritage of Korea rather than upon the promotion of the general welfare of the people.

Apparently little heed has been given to the administrative process in Korean education. The great interest has been in scholarship, not administration.

Speaking of the educational system in Korea, Dr. Willard E. Goslin thinks a change appears to be taking place. To quote: "Today, thirteen years after Liberation, Korea is dedicated to freedom, democracy, a substantial degree of free enterprise and to Representative Government. The traditional pattern or approach to education will not adequately serve such ends. Therefore, we find the citizens of the young Republic struggling to recast their school system. Such a change always brings into focus the diverging views,

interests and hopes of different individuals and groups in a country. It has in Korea."^{1/}

On the other hand it should be remembered that the Koreans had little opportunity to develop their own textbooks or teaching materials in any field until after the Japanese liberation. During the period of Japanese suppression the use of their national language was prohibited and later the Korean War laid waste practically the whole peninsula. Actually, when one considers the hardship under which they have labored and the brief period involved, the progress made by Korea in the development of textbooks and materials of instruction in general education has been outstanding.

The practice of requiring the passage of an examination for public service is not new in Korea. However those who were permitted to take these examinations were restricted to the higher classes. As early as the Yi Dynasty, examinations were used in the recruiting of senior civil and military officers. The questions used in these examinations were based upon Confucian teachings, since Korean life at this period was so dominated by Confucianism.

Professional education and training were regarded as of minor importance during this time; however each department of the central government did take the responsibility

^{1/}Goslin, Willard E., "Progress and Problems in Korean Education." Technical Lecture No. 12 (October 21, 1958), Seoul, Korea.

of training its own officials. For example, the Translation Board trained officials in foreign languages; the Medical Office was responsible for medical training; the Astronomy Office trained in astronomy, astrology and geography; the Home Affairs Office trained in mathematics; and the Penal Office was responsible for legal training. After 1894 some officials were sent abroad for training in the various technical fields.

During the period of Japanese domination, only a few Koreans were successful in the Japanese Higher Civil Service examination which was similar to the present Korean system. After a period of probation of six months or a year, successful candidates were appointed as senior officers.

In addition to this system there were several institutes for providing training in technical fields. These were the Local Officials' Training Institute, the Tax Officers' Training Institute, the Forestry Officers' Training Institute, Communications Training Institute, Seamen's Training Institute, Railwaymen's Training Institute, and Penal Officers' Training Institute.^{2/} Some of these still exist.

After 1945 there was little progress in the training of public officials until 1949 when the National Officials Training Institute was established. At the local level many

^{2/} Government-General of Korea, Annual Report of Government-General of Korea, 1941, (Seoul, 1942), p. 24.

efforts have been made by provincial governments for improving their officials and for providing technical knowledge and skills. In addition, each ministry has instituted its own training programs in such fields as police work, communications and railway management.

Why an Interest in Public Administration

Since 1945 at least eleven new states have emerged in Asia and the Far East. Their appearance means that new governmental authorities have been brought into existence whose primary purpose is the economic, political and social welfare of their people. If this end is to be attained, Asians will be required to re-orient their goals and methods of government.

Government in a modern state takes responsibility for improving schools, public health, police protection, agricultural production, industrial activities, commodity distribution, road building, labor relations, and a host of other activities. The State must constantly be asking itself such questions as: How well are these efforts planned and organized? How well is the personnel of these agencies chosen and trained? How effectively are they operated? How well have their functions been coordinated? And do we have the machinery to appraise and evaluate their results?

The answers to these and similar questions are the responsibility of management. Management in government is known as public administration.

The International Cooperation Administration, in its efforts to assist other countries to improve their economies and to raise their living standards, has continually faced one fundamental obstacle, namely: that the governments of the various states are inadequate - their leadership is inexperienced and untrained in the management of modern, large and complicated public enterprises. ICA set about to remedy this lack of managerial skills.

Schools or institutes of public administration are to be found in most of the underdeveloped countries throughout the world today. These have received ICA encouragement and support, their major functions being: (1) to train both students and public officials, (2) to encourage and facilitate research in the field of public administration, and (3) to furnish consultative services in the solution of public problems.

To attain these results in Korea the ICA/University of Minnesota contract was amended so as to give assistance in the establishment of a School of Public Administration at Seoul National University and to provide assistance to the National Officials Training Institute in the Office of General Affairs of the Republic of Korea government. Our remarks here shall be mainly confined to the School of Public Administration at Seoul National University.

Contract Administration

The Minnesota contract in Korea is administered by Dr. Arthur E. Schneider of the regular Minnesota staff. He has served in this capacity from the beginning in 1954, the date the contract was first signed. Coming under Dr. Schneider there are the principal or over-all advisers in the following areas: agriculture, engineering, medicine, public administration at Seoul National, and public administration at NOTI. With the exception of the latter area, the Minnesota contract is confined to working with Seoul National University. The program in public administration at Seoul National differs at least in one particular from any other phase of the contract, namely, in that it calls for the organization and establishment of a new school. In every other instance Minnesota is working with an established school or institution.

The Plan

The broad plan for the development of the public administration program in Korea under the ICA/Minnesota contract was presented in the report of June 25, 1957 prepared by George A. Warp, professor of political science and associate director, Public Administration Center, University of Minnesota. The report was prepared after a survey in Korea, after visits to ICA/Washington, and following journeys to the campuses of five universities in the States having similar public administration projects.

The plan called for the establishment of a school of public administration at Seoul National University to offer a two-year graduate training program leading to a master's degree in public administration and for the enrichment of the program at the National Officials Training Institute, the main function of which is to offer special training courses for government employees.

Program Implemented

During the first two years, 1957-59, the emphasis was on the training at the University of Minnesota of a corps of Korean instructors, the improvement of in-service training in the ROK government, the planning and establishment of a new School of Public Administration at Seoul National University, and the establishment of special public administration libraries at SNU and NOTI.

One of the first steps to be taken in carrying out the program at SNU was the selection of eleven Korean participants (professors and instructors) to be sent to Minnesota for graduate training in public administration. This group was chosen by former Dean Byung Keok Keh of the College of Law during the time Professor Warp was in Korea. Seven of the eleven returned a year later to Seoul and became full- or part-time staff members at the School; four remained for a second year of graduate work at Minnesota. In late July of 1958 another group of eight Korean participants was sent from Seoul National to Minnesota for graduate training. Of

this number three returned in August of 1959 and the remaining five are continuing their studies at Minnesota.

It is worthy of note that five of the eleven participants first sent to Minnesota have received their M.A. degrees in public administration and three of this original group have completed all requirements for their doctorates with the exception of the dissertation.

In addition to the sending of Korean professors and instructors to Minnesota for training in public administration, it was agreed that Minnesota would send an American staff to Korea for the purpose of serving as advisers to the Korean staff and to function as counterparts supplementing the efforts of their Korean colleagues when necessary. The first adviser to arrive at Seoul National University was Dr. Stuart A. MacCorkle who reached Korea on March 28, 1958. Dr. William O. Farber, research adviser, arrived on August 6, 1958 for a six-month assignment. Professor Leigh W. Hunt, Jr., library adviser, reached Seoul on August 8, 1958. Since that time Mrs. Elsie G. Hagelee joined our group as secretary on February 9, 1959; and Professor William F. Larsen, who advises in personnel administration, and Dr. John A. Dettmann, in accounting, joined us on June 22 and July 29 respectively. By September 9, 1959 the American staff was at its maximum strength. Dr. Elwyn A. Mauck, adviser in organization and management, Dr. Arthur M. Borak, adviser in financial administration; and Dr. Glenn D. Paige, adviser in research, were all in Seoul.

Activities in Korea

The writer arrived in Seoul on a cold, bleak day late in March 1958. The sky was dark, the mountains surrounding Seoul steel gray with the exception of snow patches still remaining high upon their sides. A piercing wind with frequent flurries of snow greeted us as we deplaned at Kimpo Airport. Indeed it was a contrast to the land we had left behind - sunny central Texas with its seventy-two-degree temperature.

As I think back and recall that first day in Korea, I remember it all seemed dark and gray. No, there was a bright spot: Dr. Arthur E. Schneider, chief adviser in Korea, Seoul National University Cooperative Project, (whom all of us now speak of as Art) was at the airport awaiting our arrival. His welcoming smile and his firm hand clasp we shall long remember. Miss Chung Hi Lee from Dean Tai Whan Shin's office was also there with a smile and an armful of flowers for the new arrivals.

After passing through customs - and it should be added that this was accomplished in record time because of the able assistance that was provided - we were soon on our way to the Chosun Hotel which Art spoke of in such endearing terms as "your future home." As we passed through the revolving front door of this early-nineteenth-century, semi-Victorian structure, another bright spot greeted us - the rich red carpet which extended through the halls and up the

imposing stairway. After a hot lunch we were assigned to our room; our term of duty in Korea had begun.

During the days that immediately followed we learned something of Korea's history and the development of her political institutions. Discussions were had with Korean government officials and with university deans and professors of law, political science, and economics with reference to the need for training and research in public administration. The advice and opinion of both Korean and foreign businessmen were sought as to the needs of Korea governmentwise. Visits were made to a number of government offices in an attempt to learn something about public administration as it was practiced in Korea. In addition, let it be added that throughout those early months a keen awareness developed of the part our project was to play in the Mutual Aid Program.

One of the first steps taken toward the establishment of the new School of Public Administration on Seoul National's campus was the appointment by Dean Shin of a Committee on Public Administration. The Committee consisted of five professors of law in addition to the Dean who served as its chairman. This Committee functioned as the policy-making agency for the School during its earliest stages of development. It was this Committee that selected the second group of SNU participants for the 1958-59 Minnesota graduate training program in public administration.

Shortly after the selection of this group an orientation program was organized in cooperation with the National Officials Training Institute in order that the participants from both agencies be given some preparation for their year's study on the Minnesota campus.

Dr. William O. Farber arrived in Seoul at approximately the same time as the first group of nine University of Minnesota returnees (seven at SNU and two at NOTI). His efforts during his six-month stay were directed primarily towards two projects: (1) the supervision of thesis preparation by returnees and (2) assisting them with the collection and organization of materials later to be used in connection with courses to be offered in the new School. The latter activities involved a consideration of the need to translate English materials into Korean and the preparation of a list of titles for this purpose.

Upon the arrival of Professor Leigh W. Hunt, Jr., our library adviser, in early August of 1958, a survey was launched of the various libraries at the other colleges and universities in Seoul for the purpose of becoming acquainted with their materials and cataloging systems, particularly their methods of handling Korean and other oriental materials. Prior to his coming a number of American volumes had reached Seoul National University.

It was also during the summer of 1958 that a statement describing the graduate program in public administration

at SNU was prepared and submitted to Dean Shin for consideration by the Committee on Public Administration. This statement included such topics as: (1) goals and program, (2) faculty, (3) admission requirements, (4) degree requirements, (5) internship, and (6) thesis.

A school needs not only faculty, students and books but also there must be provided buildings and equipment. During the spring and summer of 1958 there was much discussion of the physical needs of the College of Law and the School of Public Administration such as classrooms, seminar and conference rooms, library, and equipment. By September of 1958 the plans for the remodeling of the building which was to house the School were completed.

When the writer arrived in Korea the School of Public Administration had not been legally established, neither was there a budget for its operation provided. On October 14, 1958 the Ministry of Education disclosed the fact that it had approved eighteen full-time teaching positions for the School. On December 24, 1958 the National Assembly passed a total annual budget of 27,525,500 hwan for the School. This was for the fiscal year beginning January 1, 1959. On January 13, 1959 President Syngman Rhee signed a decree legalizing the School.

It was during the period from October 1958 to April 1959 that the building which was to house the School of Public Administration was vacated, remodeled and furnished. The

total cost was approximately 31,385,000 hwan - roughly 20,020,000 for remodeling and 11,365,000 for furniture. Also during this period the graduate program and the rules and regulations for the School were crystallized and approved by the Committee on Public Administration and the faculty of the College of Law.

Throughout the fall of 1958 and the early months of 1959 the American staff continued to encourage the Korean staff in the preparation of teaching materials and assisted the Korean Society of Public Administration with its preparation of the Lexicon of Public Administration Terms and Phrases. Under Dr. Farber's direction Mr. Woon Tai Kim and Mr. Hae Dong Kim completed drafts of their theses, which were transmitted to Minnesota for comment.

Professor Hunt and Mr. Hae Kyun Ahn, Librarian, continued their survey of local research centers and libraries, making an effort to contact government ministries and agencies to obtain locally published materials and documents. Professor Hunt also instituted a training program consisting of suggested readings and supervised classifying and cataloging operations in order that Mr. Ahn would be better prepared for his position as Librarian. Miss Kyung Eun Hong and Miss Song Ja Kim, library assistants, were instructed in simple library techniques and procedures. During January an inventory of book accessions was started and with the arrival of the Library of Congress catalog cards and the

control cards from Minneapolis, the permanent classification and cataloging of the collection began.

The three-month period prior to April 1, 1959, our opening date, was a busy one for both American and Korean staff members. Plans for the formal opening of the new School had to be made and carried out. These included publicity describing the program, making and printing application-for-admission forms, the preparation and administration of both written and oral examinations, the final selection of students to be admitted, as well as the appointment of the teaching staff and the opening ceremonies which were held on April 8.

Within a period of practically one year President Syngman Rhee signed a decree which legalized the School of Public Administration at Seoul National University; Dean Tai Whan Shin, who also serves as Dean of the College of Law at SNU, was appointed to head the new School; a curriculum was worked out and adopted; degree and entrance requirements were established; School regulations were approved;^{3/} a staff was appointed; Library regulations drawn up;^{4/} the building which houses the new School remodeled; furniture designed and fabricated; equipment and supplies obtained; and the School brought into operation.

^{3/} See Appendix A.

^{4/} See Appendix B.

The building housing the School is modern. In it are to be found office space for the American and Korean staff and class and seminar rooms, in addition to space for a special reference and research Library which is being provided by Minnesota with contract funds.

Of the 103 students admitted to the School, 35 attended morning classes and 68 evening. Each group carried a full load of twelve hours of classroom work per week. The type of instruction given and the material covered were the same for both day and evening classes.

A number of courses are required for those seeking the M.A. in public administration at Seoul National University. Those offered during the first semester were: Introduction to Public Administration, Government of Korea, Research Methods, and Accounting. In addition the student is required to take one elective each semester. During the first semester he was offered a choice of one from seven courses which ranged from the study of international public administration to Korean local government.^{5/}

During the first semester bi-monthly staff meetings were initiated which were attended by both the Korean and the American members. Mid-semester examinations were given, and this was an innovation in most quarters at Seoul National. Both of these practices have been continued during the second

^{5/} See Appendix C for a statement of the Graduate Program.

semester. During the first semester, at the suggestion of the students, a committee representing the student body and of their own choosing met weekly at which time various topics ranging from student activities and curricula to current events were discussed. At various times both Korean and American staff members were invited to attend as discussion leaders.

The spring of 1959 brought two outstanding educators to our School. The first was Dr. George D. Stoddard, Executive Vice-President of New York University, who came to Korea as a consultant for the International Cooperation Administration to study higher education in Korea with special reference to Seoul National University. He visited the School of Public Administration, meeting both American and Korean staff, and inspected our Library facilities.

Coming a little later in the semester was Dean Robert G. Storey, College of Law, Southern Methodist University, Dallas, Texas. During his stay in Korea he spent some time on the campus at Seoul National and visited the School of Public Administration. While on the campus he addressed the student bodies of the College of Law and of the School of Public Administration.

The second semester opened on September 1, 1959 with a full complement of American staff in Seoul - a total of eight members. The chart following carries both the Korean and American administrative and teaching staffs, in addition to the course offering for the semester.

Second Semester 1959-60

Shin, Tai-Whan-Dean
 Lee, Sang Jyo-Chief of Academic Affairs
 Han, Dai Hun-Chief of General Affairs

Stuart A. MacCorkle-Principal Adviser
 Leigh W. Hunt, Jr.-Library Adviser
 Elsie G. Hagelee-Secretary

	Hr. per Wk.	Day or Evening	
I. Required Courses			
A. Public Financial Administration and Budgeting	2	D. E.	Yu, Hoon Yu, Hoon Lee, Han Bin (Arthur M. Borak)
B. Public Personnel Administration	2	D. E.	Rho, Yung Hee Bark, Dong Suh (William F. Larsen)
C. Accounting	2	D. E.	Lee, Woong Keun Suh, Bong Kyun (John A. Dettmann)
D. Statistics	2	D. E.	Kim, Tae Choon Byun, Hyung Yoon
II. Required Elective Courses (one required)			
A. Seminar in Organization and Management	2	D. E.	Cho, Hyo Won Lee, Sang Jyo (Elwyn A. Mauck)
B. Seminar in Public Personnel Administration	2	D. E.	Rho, Yung Hee Bark, Dong Suh (William F. Larsen)
C. Seminar in Public Financial Administration	2	D. E.	Kim, Yong Kap Kim, Yong Chin (Arthur M. Borak)
III. Elective Courses			
A. Research Projects	2	D. E.	Kim, Hae Dong Kim, Hae Dong (Glenn D. Paige)
B. Government Enterprise	2	D. E.	Kim, Woon Tai Lee, Byung Uen
C. Public Relations and Reporting	2	D. E.	Ahn, Hae Kyun Park, Moon Ok (William F. Larsen & John A. Dettmann)
D. Planning	2	D. E.	Rhee, Hai Won Yu, Ho Sun
E. Administration of Foreign Aid Program	2	D. E.	Choi, Chong Ki Park, Tong Sub (Elwyn A. Mauck)
F. Principles in Educational Administration (Special Course)		D. E.	Suh, Bong Chan Suh, Bong Chan (John A. Dettmann)

The Koreans and Americans have worked together in preparing course outlines, teaching materials, and bibliographies. The Americans have given demonstration lectures in their specialties and have assisted their Korean counterparts in many instances with the writing of theses and dissertations for the completion of the requirements of graduate degrees at Minnesota. The manuscript of the Korean Government Organization Manual has been completed by the Research Center of the School. In addition the Center has begun to develop its service activities.

During late 1959 and early 1960 much thought has been given to such problems as entrance examinations; curriculum; the required internship; and a translation, research and publication program. In most cases definite proposals have been formulated. Plans are now underway for the holding of a local conference in late spring or early summer as well as a regional seminar in the fall of this year.

Within a period of one year the Korean staff has published three books and thirty-eight articles and translated three volumes from English into Korean.^{6/} Approximately twelve special lecturers have appeared at the School during the period, all except two of whom were Korean.

The School opened doors with ten fellowships. These were provided by private individuals. Three of them were

^{6/} See Appendix D.

financed by Americans, the remainder were made possible by Koreans. They varied in amount from fifty dollars to three hundred dollars. Since April 1959 the Americans have provided three additional ones giving the School, at this writing, a total of thirteen.

Being a new institution, the School of Public Administration was without a parent-teacher's association. This condition was remedied during the summer of 1959 when Dean Shin was successful in bringing one into existence. Since its creation, this organization has supplied a very modest sum which has been used to supplement existing funds for the procurement of office and classroom equipment.

In addition to the physical needs which have been mentioned elsewhere, the following equipment has been ordered and will be placed in use at the School as soon as it arrives: one duplicating machine; three English typewriters; two Korean typewriters; one opaque projector; one 16mm motion picture sound projector; one projection screen; one tape recorder; five semi-automatic, combination manual and rotary-operated calculators; and one tape adding machine, combination manual and electric, with credit balance and keyboard. One Friden calculator has been received.

Finally, it should be mentioned that during a period of two years Minnesota has provided the School with a total of approximately thirty-two hundred books and seventy periodicals. The Koreans have provided 636 books and 43 magazines.

The Minnesota Approach

It should be stated that it was understood from the beginning that all positions having administrative and instructional responsibility were to be held by Korean staff members. The Minnesota staff in Korea serve as advisers to the Koreans in the real sense of the word. The aim is to maintain an environment of warm friendship where effective interchange of ideas can take place. The School is not a replica of an American institution, neither is it at this stage of development a Korean one. In a well established institution traditions and accepted procedures tend to dictate actions and relationships - not true in one that has been newly born.

Minnesota has proceeded on the assumption that the steam from a pot of good soup is its best advertisement. There has not been a lot of noise and fanfare concerning the School. We hope and believe that we have built soundly, and there is every reason to think that when we depart the Korean staff will be trained and capable of carrying on the activities of the new School. Mike Todd, in speaking to Harvard business students a few years ago, remarked, "The most important thing in showmanship is to be sure what you are selling is good." This is our goal at Seoul National. We in public administration at Seoul National believe that both

the instructor and the student learn best by doing and that we teach most effectively by example. The lines below quoted from an unknown author well express our point of view.

I'd rather see a sermon
Than to hear one, any day;
I'd rather one should walk with me
Than merely show the way.
The eye's a better pupil,
And more willing than the ear;
Fine counsel is confusing,
But example's always clear.
I soon can learn to do it,
If you'll let me see it done;
I can see your hands in action,
But your tongue too fast may run.
And the lectures you deliver
May be very fine and true;
But I'd rather get my lesson
By observing what you do.^{1/}

Some Difficulties

Any task worth the doing requires much effort and perseverance on the part of those who undertake it. Establishing a school or college upon any campus is brought about only after many problems have been met successfully. In a foreign

^{1/}Melanson, George A., Better Management. Karachi, Institute of Public and Business Administration, University of Karachi.

land one of the first of these is language. Because of the language barrier, communication between Americans and Koreans, while not a major obstacle, no doubt has led to some misunderstanding on both sides. Again, for various reasons which we shall not attempt to enumerate here, the development of the Korean language has been retarded to a point where there is a deficiency for its meeting the technical needs of a modern society. This was especially evident to those who took part in the preparation and publication of the Lexicon and the various translations of English works into Korean which have been made by the Korean staff at this School. Many English words and phrases have been brought into existence for which there are no Korean counterparts. Some of our commonly used terms in public administration are not easily translatable into Korean.

Closely related to the language problem is the question of literature in public administration. No extensive use of Western materials has developed nor have the Koreans been able to bring into existence many of their own. No doubt it will require a generation for Korea to produce her needs in this area. In the meantime efforts are being made to translate and publish a few carefully selected titles in a limited number of areas.

Aside from the language problem, there are others. Prior to my arrival in Korea it had been decided that the School should be located at SNU and attached to the College

of Law. This decision had not met with universal approval either on or off campus. There were other universities which desired the School and perhaps some colleges on the SNU campus which would have liked it. And it is not to be forgotten that a school of public administration was a new idea in Korea. Many have been the times during the past two years when Dean Shin has called to the writer's attention the fact that there is in this country a lack of knowledge of what public administration is.

Other questions arose from time to time during those early days: for instance, what should the curriculum be in order that the needs of the country be best served? As friction and jealousy often develop between institutions, so they frequently do between individuals. The Korean staff, especially those who were in the States for only one year before becoming staff members, are young and inexperienced in the eyes of some. They are having to prove themselves not only to their older colleagues but to the student body and to government officials. The American staff too has been and is going through a period of adjustment - this is a new experience for most of us. We all have things to learn which only experience can teach.

Years ago I once heard a government official say, "There are no problems money will not solve." In Korea the meaning of this statement is more clearly understood than it is in the United States. For a period of nine months after

the arrival of the Principal Adviser the School had no budget. It was not until January 1, 1959 that the Korean government provided a budget and since that date Dean Shin and his staff have continued to struggle with financial problems.

Finally, the fact cannot be lost sight of that there are many parties interested in the School of Public Administration at Seoul National. On the American side there are ICA/Washington, USOM/Korea, and the University of Minnesota on its Minneapolis campus and in Seoul. On the Korean side we have the Korean Government and the University of which the School is a part. Obtaining understanding and cooperation between all parties concerned has not been an easy undertaking. When one considers the many organizations involved; the distance which separates many of them; and the varied background, training and experience of the personnel which staff the various participating agencies concerned with the project; one cannot help but feel that the whole undertaking has met with good success. In it there are to be found individuals and nations with different historical backgrounds, dissimilar cultures, traditions, habits and customs, working side by side with one purpose in mind - that of improving conditions in the world of which we all are a part.

Suggestions

Administration

The Dean of the College of Law and the Committee on Public Administration served the School as the policy-making

body and the chief administrative officer during the early period. Since the appointment of a full-time faculty for the School, this group has assumed the policy-making function and the Committee has disappeared. To present matters have worked out very satisfactorily; however, since the School has now reached a stage in its development where it requires much time from the chief administrator, it is recommended that as soon as feasible a full-time dean be appointed.

The full importance of the Library should be recognized - both faculty and students are dependent upon it. Its staff should be professionally trained and their number should be sufficient so as to provide for efficient administration.

As originally planned, the Research Center was to function as a research and service agency for the School. To perform these duties, a core staff of professionally trained, competent and experienced individuals is required. The proper planning of a program and the efficient execution thereof necessitates a high degree of professional skill. Such is not acquired either easily or quickly.

Staff Training

As was pointed out earlier in this report, the major objective under the ICA/Minnesota contract was the training of a Korean staff that would be capable of carrying on the activities of the School when the contract was terminated. Nineteen Korean participants have been sent to Minnesota for training. By August 1960 nine of these will have been

in the States for a two-year period. The remaining ten spent one year on the Minnesota campus.

A group of nineteen is large enough to take care of the School's needs as it is now organized. Rare will be the case when it should be necessary to send a new participant. Instead there will be from time to time a need for a limited number of former participants to return for additional training. The emphasis in the future should be upon the further training and the development of those in whom an investment has been made. In line with this thought, three former participants are being recommended for an additional year at Minnesota.

The training of Korean staff being such an important function in our project, it is believed that the best and most efficient method of training should be used to obtain this result. By and large the best results will be had by the sending of Korean staff members to the States for intensive training. It is recommended that this policy be followed and that the American staff in Korea be kept to a minimum, it being composed of highly trained, experienced and proven educators and technicians.

In order to assist in the further training of the Korean staff on the Seoul campus, a moderate fund should be provided in the School's budget so as to make possible the compensation of the Korean staff on a part-time basis for research and translation in their special fields. Were this

done, it would make for a closer working relationship between the Korean and his American counterpart. While steps have been taken to bring this about, nothing definite has been accomplished.

Curriculum

At this writing the curriculum has been tested for one year. It should be reviewed and perhaps some changes made as experience and future needs dictate. As a matter of fact, if educational institutions are to serve well the society of which they are an integral part, curricula and course content must be constantly under review.

Teaching

It appears to be a simple yet fundamental fact that no school can rise above its faculty. If the institution is to germinate seeds of excellence and promise, then those who prepare the soil for planting and nurture the young plants should be men chosen for their competency.

The most able and competent faculty will not be able to produce the desired results unless they are assured of fairly adequate financial security. The inadequacy of faculty salaries has caused some members to seek employment outside the School. This employment has included primarily teaching in other colleges or universities, translating (not always in the professor's specialty), and writing (mainly textbooks). Often this activity does not add greatly to the professional advancement of the professor. On the other

hand, there are cases where the staff member is engaged in some part-time consulting work with a governmental agency. This should be encouraged and it ought not to be difficult to increase because of the prestige attached to university teaching in Korea.

It is felt that teaching methods and techniques have improved during the second semester over those of the first. This will continue as the staff become better trained and more experienced and as Korean materials and teaching aids are improved and increased. A practice which does not meet with general approval in the States is that of the two-hour, once-a-week meeting of classes. This practice seems to be common throughout Seoul National University. It will be interesting to have the comments of the Higher Education Survey Group now engaged in the study of the University on this point.

Another matter of concern is that at the moment we have practically two student bodies, the day students and the evening students. The two groups seldom meet except at social functions or for special lectures at which the entire student body of the School appears. Much would be gained by having these groups more closely integrated. It is suggested that serious consideration be given to the means whereby this may be done.

Granted that there is a competent faculty and adequate physical plant, the most desirable results cannot be obtained

in any educational institution unless there is also excellence to be found in the student body. While the entrance examinations have followed the general policy now in use at Seoul National, it is believed that much benefit would be derived if they were revised and changed along principles now being practiced in many institutions in the States. More emphasis might well be placed upon attempting to test the student's intelligence and less upon his ability to memorize and amass a large amount of factual information. Also benefit would be gained by giving consideration to improving the method of administering these examinations. It is suggested that more time be devoted to their preparation and administration. Much would be gained by studying modern examination techniques.

Committees

Library - It is recommended that a library committee be established. It should be appointed by the Dean of the School from the faculty with a student and the Librarian serving as ex officio members. This committee would serve in an advisory capacity to the Librarian.

Research - In any school or institute of public administration the research program should be integrated into the over-all program of the organization. To assure that this be done, the Research Center should be under the direction of a committee composed of faculty members appointed by the Dean of the School. The Dean and the Librarian should

be ex officio members. This committee would serve as a policy-making body for the Center and it would report directly to the Dean of the School.

Publications - The creation of a publications committee is needed at this time. It would be appointed by the Dean from the faculty with the Director of Research at all times serving as an ex officio member. It would be a policy-making committee with power to set up rules and regulations regarding the official publications of the School. It would approve or provide for the approval of such publications before their publication and distribution.

Building and Equipment

The School of Public Administration is outgrowing its present housing facilities. There is need of additional office space for the Korean staff and this will be true even after the departure of the American advisers.

While library space is not too cramped at the moment, it soon will be. As the number of readers increases; the research activities expand; and more books, periodicals and papers are added; it will soon become inadequate.

The Research Center is already too crowded for efficient work. The School could now use to good advantage a well equipped conference room and an auditorium. To make specific recommendations would require a study of the whole University's building needs and plans, since the School of Public Administration's building program should be integrated

with that of the University. Also, as the School functions, such as research and service, library and the like, are expanded, it will be necessary in the years ahead to provide a modest amount of additional equipment.

Conclusion

Through no fault of her own, Korea has to make up for much lost time. This is as true in the training of public servants as it is in agriculture, commerce and industry. A good start has been made at Seoul National. The School of Public Administration has been established but much remains to be done. Education for a democracy is never finished. It is a necessary and continuous process. Many peoples in this world have no traditions of democracy or freedom. To assist them in the development of free political and economic systems we must help to educate them. But to do this successfully we must assist them in developing their political and economic systems at a fast rate. It would seem that both can be done if we give experience and common sense a try.

In our schools of public administration where the administrative and political leaders of tomorrow are being trained, we should never overlook the importance of the attitude of the public servant toward the public. This is easily done in this part of the world where tradition, customs and relationships are different from those of the Western world. But times are changing here as elsewhere. Future

leaders will be forced to deal with a far more literate public than have those of the past. Unless their public relations are harmonious, their leadership will fail.

APPENDICES

REGULATIONS
SCHOOL OF PUBLIC ADMINISTRATION
SEOUL NATIONAL UNIVERSITY

I. General Rules

Article 1. This School, established under the provisions of the Education Act, shall have as its purpose the training of higher governmental officials who, after the intensive study of public administration, shall have the ability to apply their knowledge.

Article 2. The School shall be named the School of Public Administration, Seoul National University and shall be attached to the College of Law, Seoul National University.

Article 3. The academic program to be offered, and the number of students in the School, shall be as follows:

A course for the master's degree in public administration.

The number of the students shall be 200.

Article 4. The classes of the School may be divided into Section 1, day-class, and Section 2, night class.

II. Admission

Article 5. The period of admission to the School shall be the thirty days following the beginning of the academic year.

Article 6. Candidates for admission are required to be within one of the following categories and to have passed

the entrance examination or other tests given by the School:

1. Graduates of universities, colleges (except junior colleges), or colleges of education. Graduates of colleges of education are, in addition, required to have been approved for further study by the Minister of Education.
2. Those who have received regular college education abroad and have been recognized as qualified by the President of Seoul National University.
3. Those who have been recognized as qualified by the Minister of Education.

Article 7. The candidate for admission shall present an application with the examination fee and the following documents:

1. A certificate of graduation or expected graduation, or a document of qualification;
2. A recommendation by the dean of his Alma Mater;
3. A document of permission by the Minister of Education for a graduate of a college of education;
4. A transcript of college records;
5. A personal history;
6. Photographs taken within the last three months;
7. A certificate of health.

Article 8. A student who fails to register at any semester may be re-admitted and may be granted recognition of credits previously accumulated.

III. The Academic Terms, Period of Attendance,
Academic Course, Internship and Credits

Article 9. The academic term of the School shall be two years.

Article 10. The period of attendance at the School shall not be more than three years.

Article 11. The academic courses which the students of the School shall take are listed in the attached table No. 1. The time schedule of classes shall be determined by the Dean and professors of the School before the beginning of every semester and submitted to the President of the University.

Article 12. The minimum credits required shall be twenty-four.

Article 13. A student shall not be allowed to take more than twelve credits per semester.

Article 14. Students who achieve the required credits shall pursue an intern training program for at least three months.

IV. Academic Records

Article 15. Grades and School records shall be as follows:

<u>Grade</u>	<u>Percentage Equivalent</u>	<u>Honor Points per Grade</u>
A (Excellent)	90 - 100	3
B (Good)	80 - 89	2
C (Fair)	70 - 79	1
D (Failure)	69 and below	0

Article 16. Though points for grades of "C" may be included, the average of all points must be the equivalent of "B" or above in the final assessment of one's academic record.

V. Leave of Absence, Return,
Withdrawal and Dismissal

Article 17. The student desiring to take a leave of absence for more than one month because of illness or other unavoidable reasons, must apply for permission to the Dean of the School.

Students may not be absent from the School for any period longer than a semester, and the total length of absences may not be over two semesters.

The student who does not return after a leave of absence will be discharged from enrollment.

The student who has received a leave of absence from the Dean for an entire registration period may be exempted from the registration fee for that period.

Article 18. A student may withdraw from the School with the permission of the President of the University by submitting an application for withdrawal with the joint signatures of his sponsors to the Dean of the School.

VI. Special Lectures, Research Students
and Foreign Students

Article 19. The School may provide special lectures if necessary and shall issue certificates of attendance for those who attend the lectures.

Article 20. The School may admit research students.

Research students shall have knowledge corresponding to that of college graduates, a recommendation from a professor of the School, and shall be required to pass the examination given by the School.

Article 21. The research student in the above article may receive a certificate of his work as in attached Form No. 1.

Article 22. A qualified foreigner who applies for admission other than under the provisions of Article 6 and Article 7, may be admitted, after a test of his knowledge, above the quota of students.

This regulation shall be applied so far as there is no other special regulation for foreign students.

Article 23. Permission for attendance by research students and the admission of foreign students shall be made within thirty days from the beginning of each semester.

VII. Faculty Meeting

Article 24. There shall be a faculty meeting in the School.

The faculty meeting shall include full, associate and assistant professors.

Article 25. The faculty meeting shall discuss the following matters:

1. Admission and the recognition of the completion of courses.

2. The design of classes.
3. The establishment and conduct of special lectures.
4. Other general academic affairs.

VIII. The School Committee

Article 26. There shall be a School Committee in the School.

The School Committee shall consist of professors of the School and of the University recommended by the Dean of the School and appointed by the President of the University.

The Dean of the School shall be the chairman of the Committee.

Article 27. The term of appointment of the Committee members shall be two years and the term of those members who are appointed because of dismissals of Committee members shall be until the end of the former members' terms.

Article 28. The School Committee shall discuss the following matters:

1. The establishment and the abolishment of major subjects and courses of study and the quota of students.
2. Examinations for degrees.
3. The enactment and amendment of the Regulations of the School.
4. Other important matters concerning the operation of the School.

Article 29. The School Committee shall be convened whenever necessary by the chairman who shall preside at such meetings.

The Committee, unless otherwise provided, may meet and transact business whenever a majority are in attendance; and decisions shall be made by an affirmative vote of two-thirds of those members present.

Additional Rules

Article 30. Matters concerning the conferring of the master's degree shall be enacted separately.

Article 31. The regulations of Seoul National University shall be applied to those matters which are not provided for in this regulation.

Article 32. This regulation shall be in effect from April 1, 1959.

The Regulation on the Conferring of Degrees

Article 1. This regulation shall be applied to matters concerning the conferring of the master's degree.

Article 2. The master's degree of public administration shall be given to a student who has satisfactorily completed his courses and internship, has submitted a thesis for examination by his thesis committee, and has passed an oral examination based on that thesis.

Article 3. The master's degree shall be conferred by a certificate of the degree as in attached Form No. 2.

Article 4. The thesis for the master's degree shall be submitted in June or December.

Article 5. The thesis for the master's degree shall be written in Korean with a summary of the thesis written in

either English, French or German. If the thesis is written in a foreign language, a summary of the thesis written in Korean shall be attached.

Article 6. Examination of the thesis and the oral test shall be conducted by three members of the thesis examination committee appointed by the Dean of the School. One of the three members shall be the chairman (main examiner) of the committee. The acceptance of the thesis shall be decided by the School Committee following the approval of two-thirds of the thesis examination committee members.

Table No. 1

Table of Courses

Compulsory

Introduction to public administration
Public financial administration and budgeting
Public personnel administration
Accounting
Statistics
Korean government
Research methods
Seminar (one):
 Organization and management
 Public financial administration
 Public personnel administration

Elective

Administrative law
Seminar in administrative law
Constitutional law
Seminar in organization and management
Seminar in public financial administration
Seminar in public personnel administration
International public administration
Comparative public administration
Government enterprises
Local government
Research projects

Public relations and reporting

Administration of foreign aid programs

Planning

Comparative administrative law

Special lectures on public administration

Form No. 1

School of Public Administration
Seoul National University
Seoul, Korea

Date:

Name:

Present address:

Permanent domicile:

Date of birth:

This is to certify that Mr.
above has completed
from

to

Signature

The Dean

School of Public Administration

Form No. 2

Seoul National University

Seoul, Korea

Date:

Name:

Permanent address:

Date of birth:

Major:

This is to certify that Mr.
above has completed the academic course, has passed the required
examinations, and is qualified for the degree of Master of Pub-
lic Administration.

Signature

President

Seoul National University

Signature

The Dean

School of Public Administration

PUBLIC ADMINISTRATION LIBRARY REGULATIONS

Chapter I. Objectives

Art. 1. The objectives of the Public Administration Library are:

- a) To assist in carrying out the instructional program of the School of Public Administration;
- b) To secure, organize and service books, periodicals, documents and other library materials used in the instructional program;
- c) To provide the physical setting and equipment which will facilitate the use of library materials;
- d) To instruct students in the effective and efficient use of the Library and its resources;
- e) To encourage students to develop the habit of self-education through organized programs of extracurricular reading;
- f) To satisfy as fully as is practicable the library requirements of faculty and students engaged in research; and
- g) To cooperate with scholars, public servants and other libraries in the community and nation.

The Library is primarily a teaching instrument. The professional library staff, administrative organization, and building are so planned as to implement teaching, learning and research through the use of all library materials.

Chapter II. Nature of the Library

Art. 2. This shall be a special library devoted to the collecting of:

- a) Materials for the study of public administration treating theory, research and practice and including textbooks, periodicals and reference works;
- b) Similar materials in the social sciences relevant to the study of public administration; and
- c) Documents and other publications of the Republic of Korea and foreign governments.

Chapter III. Use of the Library

Art. 3. The use of library materials shall be restricted to:

- a) Faculty members, research fellows, and students of the School of Public Administration; and
- b) Those other persons who have special admission cards issued by this Library. Applications for special admission cards shall require the approval of the Dean of this School based on the recommendation of the Librarian.

Art. 4. Reference materials located in the reading room may be consulted freely so long as library service is not impaired; however, no periodicals or reference works may be removed from the Library.

Art. 5. Other materials may be borrowed with the prior permission of the circulation staff as follows:

- a) Faculty members - six volumes for two weeks and three

volumes overnight. (Faculty members with offices in the Public Administration Building may borrow six additional volumes for two weeks to be kept in their offices and not to be removed from the building. Books loaned for two weeks may be recalled after one week at the request of another reader);

b) Research fellows and students - three volumes for one week and two volumes overnight.

Art. 6. All borrowed materials may be recalled at any time to be put on reserve.

Art. 7. Readers may return materials to the Library and renew their loans for similar periods when there is no other demand for such items.

Art. 8. Materials on reserve may be charged out overnight and for such periods during the day as the Librarian may decide.

Art. 9. Readers may be admitted to the stacks by permission of the Librarian.

Art.10. Readers who desire to make copies of library materials shall first obtain the permission of the Librarian by submitting the proper form stating the purpose of such action.

Art.11. Before leaving the School, faculty members, research fellows and students shall return all library materials and clear any existing charges against their records with the Librarian.

Art. 12. Those faculty members, research fellows, students or other persons of the Library who leave or terminate their association with the School because of disciplinary action, illness or other causes shall not be allowed further use of the Library and shall return all materials previously borrowed.

Chapter IV. Penalties

Art. 13. Any reader who loses, mutilates or otherwise damages library materials shall make proper compensation to the Library.

Art. 14. Any reader who fails to observe these regulations or any public notice subsequently posted, or who otherwise acts against the interests of the Library, shall have his library privileges withdrawn until restored by the Dean of this School.

Chapter V. Amendments

Art. 15. These regulations may be revised or amended at any time upon the recommendation of the Librarian and the approval of the Dean.

GRADUATE PROGRAM
1959 - 1960

SCHOOL OF PUBLIC ADMINISTRATION
SEOUL NATIONAL UNIVERSITY

During recent decades the number and complexity of governmental activities have increased markedly throughout the world. To carry on these activities, government requires a great number of professionally trained personnel in almost every area of special competence. In Korea there is a growing need for persons trained in public administration to assume responsible positions in both the central and the local government. To meet this need the School of Public Administration has been established in the College of Law of Seoul National University. Assistance in establishing the School is being provided under the International Cooperation Administration-University of Minnesota contract.

General Objectives

The School of Public Administration is to serve as a center for professional training, research, and consulting service in public administration. Accordingly, it will perform the following functions: (1) carry on a training program for both students and public officials; (2) encourage and facilitate research and publication in the field of public administration; (3) serve as an information center for those interested in public problems; and (4) furnish consultative services in the solution of public problems.

The public administration curriculum is intended to give the student a broad comprehension of the substantive content of public policy, as well as the techniques and tools which facilitate its efficient administration. The program leads to the degree of Master of Public Administration. Courses will be conducted by seminar, lecture, and research methods, according to the nature of the material and the relative advancement of the students.

Specifically, the program is designed to meet the needs of the following: college graduates wishing to prepare themselves for entrance into the general administrative services of government; college graduates now in the government service desiring a broad training as a means of advancement to higher administrative positions; college graduates in private business whose work entails close continuing relationship with government agencies and who therefore wish wider knowledge of the governmental administrative system; and students in other graduate divisions of the University preparing themselves for entrance into the technical or scientific services of the government and wishing to round out their specialization with courses in general public administration.

The School is especially desirous of attracting talented students who wish instruction in administration to qualify for major responsibilities in public service.

The Faculty

The faculty is composed of both full-time members of the School of Public Administration staff and specialists who give

part-time instruction. Many faculty members have had experience in government service in addition to their years of academic training and teaching experience both in Korea and abroad. American consultants in special administrative areas are being made available under the ICA-University of Minnesota contract.

Admission Requirements

To secure matriculation in the public administration program in the Graduate School of Public Administration, a candidate must file with the office of the School an official transcript showing that he is a graduate of a college or university and has received a degree (or be a candidate for a degree in the March preceding admission) from a four-year college recognized by the Ministry of Education. Those who have received their college degrees abroad from institutions approved by the President of Seoul National University are also eligible to apply for admission. Full information and application blanks for admission may be secured at the office of the School of Public Administration.

Final approval of admission to the School will be made by the Committee on Admission of the School of Public Administration. Admission will be based upon the results of the applicant's oral and written examinations in addition to a consideration of his under-graduate program, scholarship, personality, health, age, and related factors. Normally students will be expected to pursue a full-time academic program. However, students may enroll in the program on a part-time basis if admission requirements

and course prerequisites are satisfied.

Since the activities of government embrace many areas, students from all colleges and with various backgrounds are urged to apply for admission. While no specific courses are required for admission, courses in law, the social sciences and mathematics will prove helpful. The quota of students allotted to the School of Public Administration by the Ministry of Education is two hundred. One hundred will be selected from among the eligible applicants on the basis of competitive examinations to be given annually in March. These examinations will include English and any three of the following: law, political science, economics, sociology, psychology, history (Korean and Western), natural science and mathematics.

Registration must be made in person in the office of the School. The registration dates for the first semester are April 1, 1959 to April 4, 1959 and for the second semester, August 25, 1959 to August 31, 1959.

Degree Requirements

For the degree of Master of Public Administration twenty-four semester hours of course work and thesis are required. In most cases the thesis will be based on actual governmental experience (internship). In addition, before being accepted as a candidate for the degree, those lacking sufficient background may be required to take courses in certain basic subjects in one of the undergraduate schools of the University.

Required Courses

The courses listed below are required of all students in order that they qualify for the master's degree.

Introduction to public administration (4 hours)

Public financial administration and budgeting (2 hours)

Public personnel administration (2 hours)

Accounting (4 hours)

Statistics (2 hours)

Korean government (2 hours)

Research methods (2 hours)

Seminar (one):

Organization and management (2 hours)

Public financial administration (2 hours)

Public personnel administration (2 hours)

Elective Courses

In addition to the required course work listed above, the student must take four semester hours of approved electives chosen so as to equip him for a special area of competence in public administration. The student should plan his entire course of study and secure the approval of the Dean of the School of Public Administration prior to registration. The elective courses are as follows:

Administrative law (2 hours)

Seminar in administrative law (2 hours)

Comparative administrative law (2 hours)

Constitutional Law (2 hours)

- Seminar in constitutional law (2 hours)
- Seminar in organization and management (2 hours)
- Seminar in public financial administration (2 hours)
- Seminar in public personnel administration (2 hours)
- International public administration (2 hours)
- Comparative public administration (2 hours)
- Government enterprises (2 hours)
- Local government (2 hours)
- Research projects (2 hours)
- Public relations and reporting (2 hours)
- Administration of foreign aid programs (2 hours)
- Planning (2 hours)
- Special lectures on public administration (2 hours)

In the list of degree requirements the following sequence of courses is suggested:

<u>First Semester</u>	<u>Second Semester</u>
Introduction to public administration 4	Public personnel administration 2
Korean government 2	Public financial administration and budgeting . 2
Research methods 2	Accounting 2
Accounting 2	Statistics 2
Elective 2	Required seminar 2
	Elective 2

First Semester

Second Semester

Elective

Elective

Administrative law 2
Seminar in administrative
law 2
Constitutional law 2
Seminar in constitutional
law 2
Comparative public admin-
istration 2
Local government 2
International public admin-
istration 2

Seminar in organization
and management 2
Seminar in public finan-
cial administration 2
Seminar in public personnel
administration 2
Research projects 2
Government enterprises 2
Public relations and re-
porting 2
Planning 2
Administration of foreign
aid programs 2
Comparative administrative
law 2
Special lectures on public
administration 2

The above arrangement insures that the student will be acquainted with the basic concepts of organization and management prior to taking courses in financial administration and personnel administration. Students desiring to specialize in organization and management, public financial administration and public personnel administration may take a seminar in one or two of these areas the second semester.

To qualify for the degree of M.P.A. a student must complete his courses with at least a B average. No credit will be granted towards the degree for courses completed more than five years before the granting of the degree.

Description of Courses

First Semester (1959-60)

Introduction to public administration: Scope and methods of the science of public administration; main characteristics of modern administrative phenomena; regard to the major functions of public administration and their relation to bureaucracy and representative governmental system, organization and management in Korea, and administrative responsibility. (4 credits; 4 hours a week.)

Korean government: Consideration of Korean political system; analysis of political behavior and the political process; comparison of the presidential system with the parliamentary cabinet system; elections, political parties and pressure groups from a comparative point of view; the principles of the welfare state will be considered. (2 credits; 2 hours a week.)

Research methods: Consideration of the basic principles of research methods in the social sciences and the main procedures and techniques for the investigation of social phenomena, especially those of public administration. (2 credits; 2 hours a week.)

Accounting: Basic principles and procedures of accounting and bookkeeping; use of financial tables in financial administration; and practical procedures of governmental and business accounting. (2 credits; 2 hours a week.)

Constitutional law: Conceptions and basic principles of constitutional law; forms of states, people and territory; rights and obligations of people, and the legislative, executive and judicial branches of government; further comparative study of Korean constitutional law with the constitutional law of foreign countries. (2 credits; 2 hours a week.)

Administrative law: Basic principles of administrative law; legal relations of the state and individuals in Korea; legal aspects of administrative structure of Korean government, and the powers and duties of public officials in Korea. (2 credits; 2 hours a week.)

Local government: A study of Korean local government comparing it with that of foreign countries. (2 credits; 2 hours a week.)

Comparative public administration: A comparative study of the civil service systems in such countries as Great Britain, France, West Germany, United States, Soviet Russia and Switzerland. The systems of Far Eastern countries are also considered. (2 credits; 2 hours a week.)

International public administration: A consideration of the conceptions and problems in international public administration, especially the personnel policy in the United Nations

Secretariat and the Administrative Tribunal; consideration of problems between international and domestic public administration is included. (2 credits; 2 hours a week.)

Internship

Each student will be required to complete an approved internship in a government agency or have approved equivalent work. The internship will normally follow the completion of all course work and will vary in length from three to nine months. The planning and supervision of this phase of the program is the responsibility of the School of Public Administration.

Thesis

The student must complete a thesis. If at all practicable, the thesis will be based upon work experience in the internship. The awarding of the degree of Master of Public Administration will be conditioned on the candidate's passing an oral examination based on his thesis.

Scholarships

Seoul National University provides many scholarships for students. The general purpose of scholarships is to recognize worthy students and to encourage them to continue their education. Students who wish to receive aid should contact the Section of Student Affairs in the School.

Types of Scholarships

University scholarships: Seoul National University, through the good will of her beneficiaries, has a University Scholarship Fund of 23,000,000 hwan. Since its inception in 1954 over 1452 students have received aid. The University Scholarship Committee

was established to administer these scholarships.

In general, a scholarship is awarded to a student who is either: (a) of high academic distinction and good character; (b) financially unable to continue his studies; (c) a dependent of a wounded veteran; (d) a son or daughter of a patriot or of a soldier or policeman who died for his country or in line of duty; or (e) a son or daughter of an educator.

Students are considered for scholarships on the basis of their academic records for the first semester of the previous year. Awards are made by the President of the University upon the recommendation of the Dean of the School of Public Administration.

There are a number of other personal scholarships to students of outstanding ability.

When a student with a scholarship is on a long absence, or is under disciplinary action, or is expelled from the University, he will no longer be eligible to receive aid.

Fees

Students are required to pay tuition and other fees as set by the University at the time of registration. Tuition paid will not be reduced or refunded for a long term of absence or suspension from classes.

Tuition consists of two kinds:

- (a) that which goes to the Government treasury;
- (b) that which goes to the financial support of the University.

In addition, a beginning student must pay the entrance fee and for each semester the student is required to pay health service, University Press, and school equipment fees. The amounts of these items are as follows:

Entrance fee	HW 2,000*
Government tuition	15,000
PTA entrance fee	10,000*
PTA fee	34,000
Cost of equipment	15,000
University Press	1,200
Health service	500
Teaching materials	5,000

*For new students only.

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Seoul National University
1958-60

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