

young men and women into direct confrontation with the affairs and problems of state and local government?

The White House Fellows program sponsored by the Carnegie Institute brought a select group of young men and women to Washington to work directly under the members of the President's Cabinet and expose them to the highest level of executive communication. On a State and local level, this type of approach could prove even more meaningful. We would be providing inspiration where the need is greatest.

Our Graduate Corps could operate on three levels, each appropriately related to the individual's desires and skills while conforming to the demands of government. The most sophisticated and comprehensive opportunity should be provided by an internship program limited in number to the highly qualified recipients of graduate degrees. This plan would be designed to provide both academic curricular and top level administrative experience. Active recruitment among the nation's leading students would be reinforced by the provision of a salary which would be competitive with that of the Federal government and the numerous states which have already established comparable programs. Interns could function as special assistants to key department officials in diversified areas throughout the executive branch such as the State Roads Commission, the State Insurance Department, the Departments of Health, Mental Hygiene, Education and Welfare and the Governor's office. In addition, it would be my hope that the legislative branch would consider participating in this program by the utilization and placement of interns to assist in the year round projects conducted by the Legislative Council, the Fiscal Research Bureau and the Department of Legislative Reference. The real objective of this program is to attract and retain the truly gifted and already committed public administrator to service within the Maryland State government.

The second level could approximate an apprenticeship program, the primary function in this case being opportunity for experience and exposure. Consequently, eligibility would be less restrictive and participation more extensive. The graduate and qualified undergraduate student would be encouraged to enroll, possibly as a result of a work-training curriculum developed in concert with the State's colleges and University. Since opportunity and experience for the apprentice would be the primary objectives, the State would be committed only to provide commensurate remuneration—a stipend rather than a salary. Nonetheless, the apprentice would be directly involved in useful func-