THE INSTITUTE FOR GOVERNMENT RESEARCH

OF

THE BROOKINGS INSTITUTION

PAMPHLET No. 18

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THE BROOKINGS INSTITUTION

The Brookings Institution—Devoted to Public Service through Research and Training in the Social Sciences—was incorporated on December 8, 1927. Broadly stated, the Institution has two primary purposes: the first is to aid constructively in the development of sound national policies; and the second is to offer training of a super-graduate character to students of the social sciences. The Institution will maintain a series of co-operating institutes, equipped to carry out comprehensive and inter-related research projects.

The responsibility for the final determination of the Institution's policies and its program of work and for the administration of its endowment is vested in a self-perpetuating Board of Trustees. The Trustees have, however, defined their position with reference to the investigations conducted by the Institution in a by-law provision reading as follows: "The primary function of the Trustees is not to express their views upon the scientific investigations conducted by any division of the Institution, but only to make it possible for such scientific work to be done under the most favorable auspices." Major responsibility for "formulating general policies and co-ordinating the activities of the various divisions of the Institution" is vested in the President. The by-laws provide also that "there shall be an Advisory Council selected by the President from among the scientific staff of the Institution and representing the different divisions of the Institution."

THE BROOKINGS INSTITUTION
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THE ADMINISTRATION OF FEDERAL FINANCES

BY

DANIEL T. SELKO

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DIRECTOR'S PREFACE

When, early in 1936, the Brookings Institution undertook to assist the Senate Select Committee to Investigate Executive Agencies of the Government, and the corresponding committee of the House of Representatives, it agreed to do two things: to present such facts as it considered relevant to an understanding of the problems involved and to make recommendations. It did so under a number of functional heads, one of which, "Financial Administration," appears as a chapter in the general report submitted to Congress. The analysis was made without reference to the discussions or proposals on the subject made by any other organization, public or private.

The Brookings' report does not agree with the presentation on the same subject by the President's Committee on Administrative Management, and it is the purpose of this pamphlet to show wherein the difference lies. That the difference is fundamental will be apparent to anyone who examines the pages that follow.

In the conduct of this study and the presentation of the results the author had the cooperation of an advisory committee consisting of Lewis Meriam, L. F. Schmeckebier, H. G. Moulton, and myself.

FRED W. POWELL
Acting Director

Institute for Government Research
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4596

CONTENTS