

the book. I am sure, too, that some of my own ideas will undergo a change as I gain firsthand experience on the job. Meanwhile, I hope the book will contribute in some small measure to a better understanding of the Defense management problem and perhaps point to some solutions.

My feelings have not changed since I said those words.

Mr. Chairman, I have appreciated this opportunity to explain my position in some detail. I will be happy now to answer any questions you or the committee may have.

Thank you.

The CHAIRMAN. We are very happy to welcome you to this committee. This is the first time you have been here. You are in the position of money manager for the Department of Defense. Yours is a most important job. Your record is such as to show great promise in this high office.

On page 236, to page 265, beginning at the bottom of page 236 in your book are certain comments which would throw a lot of light upon your thinking, however, in reference to this organization. Of course, that book is copyrighted by the Rand Corp.

May we inquire, though, if you would put those excerpts in the record?

Secretary HITCH. Yes, I would be very happy to have those excerpts put in the record.

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