

Mr. QUIE. Have you analyzed this program to where you believe that all parts of it are good, and do you support every bit of this big program here?

Dr. SCHOTTLAND. Well, there are certain things we think are going to be more valuable than others. We are hoping that once this program is passed with the specific things that are in it that we can also begin to look to the gaps in the program, that we can begin to think of an overall plan in the attack on poverty. If you were going into a private business, you would want to develop a pretty complete plan of action, including an analysis of your production, your sales, the market, and so forth.

We do not like to do that in Government programs for some reason. We do not like to think it through along the broad front because that sounds too much like planning, but, really we have to do this in this attack on poverty so that we can do it as efficiently and as effectively as possible. I am hoping that out of this will come much more thinking about some of the gaps in the program so that we can make a real impact on the problem.

Mr. QUIE. In other words, what you are saying is all that is proposed here is good but there may be some gaps that may have to be filled in?

Dr. SCHOTTLAND. That is right.

Mr. QUIE. You mention this is the first time in history where the resources and leadership of such a wide range of Federal departments have been so extensively related to attacking a social problem. Does this mean that each specific department itself has not proposed anything as far reaching as this, or are you only drawing attention to the fact that we are going to have a man who will be the general of the war on poverty and we have never had a general.

Dr. SCHOTTLAND. I think it is both. We have never had any person with the authority to really utilize the programs of the various departments and coordinate all of these departments. I think that is very good.

I think also that—no; I would not say that no one has proposed anything as sweeping as this before. There have been proposals that have been very broad. But the one thing we like about this particular proposal is that it does make it possible through the Office of the President to overcome some of the jurisdictional problems between departments. When you have a program of employment and retraining in the Department of Labor this has influence on other programs that might be in HEW and one way to make some sense out of this is to have it coordinated at the presidential level.

Mr. QUIE. You mean to say that no President before this one has proposed the coordination or even worked at coordination of the poverty programs?

Dr. SCHOTTLAND. No; there have been various methods of coordination, interdepartmental committees, the Budget Bureau is a coordinating agency, itself. But there have not been very many times since way back that we have had an agency right in the Office of the President charged with this kind of responsibility. I think it is a good device for this particular type of program. I would not want to recommend it for everything or we would have all offices in the Office of the President.