

assignment. It is at this point that the Office's services to the applicants are affected.

The factor of fund availability to schools, State agencies and colleges and universities prior to the beginning of each successive school or college fiscal year, which in New England in general corresponds to the Federal fiscal year, is of crucial importance.

Educational agencies must make commitments by April to faculty and other staff and before the end of the year in most cases to students. When commitments based on Federal funds, the exact amount of which may not be known until several months of the school year have passed, cannot be made in advance of the college or school year, frequently well-qualified people cannot be retained or hired and in some instances very needy students may not enroll.

During the completion of the reorganization of the field services of the Office of Education, we shall be learning from experience how most effectively to use our personnel—whom to transfer and how many from Washington to the field and for what specific purposes.

The Congress and the President have dealt thoughtfully and generously with the education community of the United States. The Office in its growth for assuming new responsibilities and participating effectively in the new partnership that has developed and will continue among the Federal, State, and local agencies, must through prudent planning, honest, deliberate thinking and wise judgment demonstrate competent stewardship of the vast resources at its disposal that will inspire across the Nation and in the seat of Government confidence, trust, and approval of the way the education billions are being invested in the people of America.

There is evidence that the care with which we are proceeding is pointing toward "creative federalism" which the Secretary has so aptly defined. Improvements in the State education departments already can be cited, and schools and colleges are moving in the direction of improved programs and the output of educated youth and men and women more nearly equipped to assume a responsible role as citizens in today's rapidly changing world.

In closing, may I observe that planned expansion of our field services, within the practical limits of funds available and services that will directly benefit students, the States, schools, colleges, and the economy, fits well into the improved patterns of improved Federal-State-local relationships as outlined by the Secretary before the Senate Committee on Government Operations.

We are, I believe, in our growth in the field improving coordination at the Federal level. Through the Office of Field Services we are improving communication among levels of Government. We are keenly aware of the constant need for the need of a wise philosophy and guiding principles for our many interrelationships in the "mutually respecting partnerships we seek."

We are beginning to achieve effective coordination at Federal, State, and local levels, but we have a long way to go. We are beginning in our new programs to sense a need for creating more comprehensive planning areas. We are seeing evidence of cooperation among institutions. And we are sure of the great need continuously to improve our capacity to study and "to appraise problems."