

ly the quality of the programs that is being measured. Consultants, then, who evaluate programs and proposals, are functioning very much in the role of an evaluative committee and their evaluations should be professionally defensible by the evaluators and by the U.S. Office of Education.

Those individuals who accept the responsibility of functioning as evaluators of programs and proposals should also accept the professional responsibility, as does any professional evaluating committee, of suggesting specific means by which programs might be improved. A proposal might well be very poor, but the U.S. Office could be a significant instrument in helping develop better programs if a more detailed evaluation was returned to the institution, closely indicating strengths and weaknesses of the program. The ethical relationship between the applying institution and the evaluating team would also be strengthened if the evaluating team was identified.

5. As the U.S. Office of Education becomes more involved in the professional task of educating counselors and various other pupil personnel services specialists, it is important that its role and its position be clear and consistent.

Currently this is anything but the case, and it is extremely difficult to find any official who is able to clearly enunciate policy and procedures. There appears to be a minimal decentralization of authority and responsibility, and it is extremely difficult to find an official who will accept individual responsibility for any action taken by the U.S. Office of Education. The current unfortunate impression is that every decision in the Division of Educational Personnel Training is made by the Director, and other officials refuse to accept any personal responsibility for these decisions. Hopefully, in the future, the various officials working at different levels will have their areas of responsibility clarified, and will accept responsibility for decisions made in these areas.

Thank you very much.

Mr. GIBBONS. What is the name of this official?

Dr. ARBUCKLE. Dr. Bigelow is the Director.

Mr. GIBBONS. That certainly gives us some food for thought here, Dr. Arbuckle. We will try to find out the answers to some of the questions you have propounded.

Dr. ARBUCKLE. Mr. Gibbons, might I make another statement. This is sort of this morning's homework. I realize the difficulty of getting top professional people. I realize this is a very complex and a very difficult task, particularly with the tremendous expenditure in the use of Federal funds. I might say, and I will be happy to have this go on the record, that there was one such man who died last year. His name was Harold McCulley. He represented a very happy combination, I believe, that you don't find too often, of intellectual, personal, and professional integrity. There are not too many like him. Every effort should be made to locate people somewhat like him. I think the position of the Commissioner of Education is, of course, to a degree political. In a sense it is a change in position and one would expect it would be. But I think there should be a sharp differentiation below that point and I think this is very important as Federal funds