

Mr. HATHAWAY. Thank you. Go ahead.

Mr. HERZOG. I just want to call your attention to one thing which I think is an example of the very wise policy of the U.S. Office of Education. That is this Project Physics which is being sponsored both by the National Science Foundation and the U.S. Office of Education. This is a physics curriculum development project conceived in part to provide an alternative to the Physical Science Study Commission materials which are much better known which have been in use in the United States I think since the late fifties produced by the organization which is now Educational Services, Inc., Dr. Harold Zacharias. An excellent program, too. But the office has deliberately stimulated two rival curriculum development programs which have basic differences. I think it is an excellent posture to take to avoid this Federal control which people worry about.

There is another thing which I want to call to your attention, another very happy facet of the past few years. We have been sincerely and regularly impressed with the quality of the personnel at the U.S. Office of Education. This is not to say that there are probably not a few who might well be replaced. But this is a very small minority. In general the Office, considering its obscure history and the speed with which it has come into the public scrutiny and given enormous responsibilities, has an outstanding array of sensible and dedicated and intelligent people. Many of the arbitrary things that we experience, and Dr. Arbuckle referred to and I am sure you have heard from other witnesses, are a function of the other side of the problem, that they have been given enormous responsibilities which they are not used to entirely, but which there are certainly not enough of them to handle. The Office is simply too small. When you go down there, when you try to reach them on the phone, when you try to deal with them just through correspondence they quite obviously are running at a steady dogtrot. There is this musical chairs with all the reorganizations they have been through in the last several years, which I think are necessary. A lot of this last-minute business, a lot of this apparent arbitrary business, a lot of the reason that most of us feel we can't get through and talk to these people and we don't know why they are making certain decisions, I think at base is a function of the fact that they are terribly overtasked.

We are, too, and everyone these days is, afraid of increasing the Federal bureaucracy. Maybe for another agency a much better case could be made.

I sympathize very strongly with these men. I don't think Harold Howe made this point very clearly in the hearings. I suspect that as part of the general economy drive he felt it would be impolitic for him to suggest that maybe his agency could use more staff and a higher-level staff through Civil Service upgrading, and so forth, than it now has, but I am free from that restriction, and I think this agency is being mistreated by both the rest of the executive departments and the Congress.

They are given too few horses to do the job that they have been asked to do. Despite this they have performed very ably under the circumstances.

I would like to call your attention now to some of the problems. Another that we are impressed with, and this is where Joe Young can