

kind of hopeless to add it to the present burden that they carry. It would be an excellent investment.

Mr. HATHAWAY. What we mean is that they have to write the guidelines anyway. They should write them first and then come to Congress rather than with a draft of the bill. Then we could work backward from there as to what we think the draft of the bill ought to be to cover what they want to do.

Mr. YOUNG. I should make one comment in this connection. You used the word "secretive," John. I wouldn't concur with that. I think it has connotations I don't think you intended, but my experience has been confined to fellowship programs generally under title V. I have been closely associated with the various processes, developing the guidelines, participating in some of the reviews of both the experience and the prospective, and also the committee which Mr. Bigelow set up to look back at the year of action and try to make some sense out of it.

Most of the difficulty I think is the absence of time and the fact that people have not formulated their ideas and a considerable amount of leadtime is required.

Of course that is a very excellent suggestion of trying to do this beforehand, Mr. Gibbons. This Experienced Teacher Fellowship Program, for example, was signed on November 8 and the fellowships were announced on February 10. That is a herculean task because it meant that the guidelines had to be developed and to accomplish this Mr. Bigelow invited a number of people (I was not among them) to develop the guidelines for the Experienced Teacher Fellowship Program.

Then the announcement came that they had a thousand proposals. All that action. They had 50 to 75 people around the country to review these proposals. Now he is trying to look at this question of changing the guidelines and so forth, but the time that is involved is enormous in trying to get people freed from the university responsibility, the school responsibility, to come down to Washington to present their views. It is a very difficult problem.

I would like to say I have no idea of this guidance institute issue to which Mr. Arbuckle has referred, but with respect to the title V I know that Mr. Bigelow has involved a number of people in this process and, in fact, in a fashion which I think is quite different from what we would expect in bureaucratic arrangement.

In some of these things he has called the people together, set the charge and then withdrawn himself, saying, "You come up with something that makes sense." It is your responsibility. He has not abdicated his responsibility as a bureaucrat to go into this matter of awards, but he has sought the reaction of the people in the field.

Mr. HERZOG. I agree with what Mr. Young has said. I would like to make a couple of suggestions. First I think USOE is understaffed. It should be looked into. Second, I think the career and professional opportunities of working in the Office should be enhanced, so that the Nation is assured of obtaining the best possible men and women to work there.

Mr. GIBBONS. How do you do that? Pay them more?

Mr. HERZOG. That would be one way. Secretary Gardner, according to the newspapers, has a plan for reorganizing the entire Depart-