

though physical support does imply intellectual and moral support, I am of the firm belief that the most important question we can ask about any Federal program is not what construction or expansion does it make possible, but what ideas does it encourage?"

Dr. John W. Gardner, Secretary of the Department of Health, Education, and Welfare, expressing his strong conviction that Federal programs are important only as they affect the lives of citizens, spoke on a similar theme in his remarks to the Foreign Service Association, Department of State, June 30, 1966. He stressed the phrase, "creative federalism" which President Johnson emphasized in a speech made at the University of Michigan in 1964.

Very briefly, I won't read the next part of the testimony, what this means is that all of our citizenry, lay and professional, must work in a cooperative manner in order to understand the basic issues confronting education and determine to solve them. We cannot by any other means obtain success, because under our democratic system, any and all levels of government—local, State, or Federal—cannot succeed unless they are participating, actively endorsing, and understand the steps that have to be taken.

As I say, we have used the terms "cooperation," "partnership," "dialog," or "creative federalism" or whatever terms we use, to strike a responsive chord in the hearts and minds of individuals, but problems exist. One is the apprehension of Federal control. The committee may wish to explore this further at the conclusion of the testimony.

My credo in such matters is based on the words of Thomas Jefferson:

I know of no safe depository of the ultimate powers of society but the people themselves, or if we think them not enlightened enough to exercise their control with a wholesome discretion, the remedy is not to take it from them, but to inform their discretion by education.

Having stated this, I must add, of course, that we should want our Government to be capable of great leadership in the arena of national and world affairs. Therefore, the only sure bulwark of continuing liberty is a government strong enough to protect the interests of the people, and a people strong enough and well informed enough to maintain its sovereign control over its government.

The administration of the regional office has been easy and yet difficult. In the almost 6 years of inhabiting the Chicago office, following 2 years in Washington, and some 20 years of teaching and administration in large and small public and private institutions of higher education, I feel we are recovering from a "siege of famine." It should be added hastily that we are not in a "state of feasting"—far from it—but our "meals" are becoming somewhat more balanced. The word "easy" has been utilized because we have always had the strong support of our extremely able, highly competent, and very sympathetic regional director, Mr. Melville H. Hosch, who has been a tower of strength in the implementation of our role and function.

This past year has seen a new development which has given us a great deal of encouragement and hope. Dr. James A. Turman, associate commissioner for field services, and his staff through many, many intricate workings and overcoming of obstacles are now working with the bureau chiefs, so that we now have additional staff members to accomplish what was an almost impossible task. I say this