

Congress has developed its programs for higher education and because of the effective fashion in which they have been administered, the extent and scope of federal programs in which Knox has been able to share has been extensive. As a matter of fact, a review of federal programs available to even so small a college as Knox is astounding. cf. Appendix.

Let me make it abundantly clear that trustees and administration and faculty of Knox College feel that Congress is to be commended for the extraordinarily effective and prompt fashion in which you have addressed yourselves to a broad spectrum of very basic and important problems in the field of higher education. You have permitted neither the complexity nor the vast dimensions of these problems to stand in the way of forthright and immediate action. Furthermore, we are especially appreciative of the helpful and understanding attitudes which your able and respected administrators have brought to the management of the programs you have established.

Because most of the men who will speak here this morning are from large multi-purpose universities, I shall confine my suggestions and observations to those areas which are especially applicable to free-standing liberal arts colleges. Of course I am well aware of the fact that some of these concerns are shared with the large complex universities.

*First:* I suppose that every speaker who appears before you will point to the pressing need for more adequate funds for the College Housing Loan Program and for the Educational Facilities Loan Program. You must be aware of the extent to which the growth of many colleges, large and small, is seriously delayed by the lack of funds in these two programs.

Although I am not competent to judge its impact on the federal budget, I am convinced that the proposal of Mr. Raffkind for no-interest college housing loans by providing federal government guarantees and interest subsidies to private investors would stimulate expansion of college housing facilities to its required pace.

*Second:* One of your primary objectives has been to increase the number of spaces available to the growing number of students seeking admission to institutions of higher learning. You have taken gigantic strides to increase student facilities—teaching and research facilities as well as dormitories, dining rooms, and unions. However, you have yet to provide some much-needed tools to enable expanding institutions to acquire the land necessary for growth.

You must be well aware of the fact that a host of colleges are situated in land-locked locations. This is true of many liberal arts colleges as well as urban universities. For many of these institutions growth is not a viable possibility unless there is opportunity for expanding the boundaries of the campus. Cost of land acquisition is an important, but by no means the only, consideration. The reluctant or recalcitrant seller can be a major impediment to campus expansion.

Urban Renewal has proved to be an effective aid for those colleges whose unique circumstances permit its use, but land-locked colleges are not always located adjacent to areas which qualify for Urban Renewal. These colleges, therefore, must utilize the cumbersome and slow and expensive method of individual negotiation with owners of adjacent properties. The power of eminent domain, with appropriate safe guards for community planning and land use, may offer one alternative.

*Third:* Through a series of fortuitous circumstances, I have been placed in a position to be especially sensitized to the lack of managerial expertise in a host of small liberal arts colleges. There can be no question about the fact that many colleges are not making optimum use of existing resources of personnel and funds due, in part, to lack of sophistication in rudiments of good institutional management procedures. Most, but by no means all, of these institutions would be included among those which you define as "developing colleges."

This problem will be brought into even sharper focus if you will examine the extent to which these institutions, the very colleges which most need help, have failed to avail themselves of the many opportunities you have placed before them. For this failure they frequently plead lack of staff, without even recognizing the fact that they cannot afford to be inadequately staffed—that inadequate staff, in and of itself, may contribute to inefficiency.

I would urge the development of programs directed toward improving and strengthening the management processes and procedures at these colleges. Through such programs you could facilitate more efficient and effective utilization of institutional resources—including resources made available by the federal government.