

We have another million dollars that we hope to get. What we should get, there are many millions of dollars, but that is another problem. We have gotten help for libraries for what we hope to be some audiovisual centers. For the last 7 years we have had student loans, \$43,000 worth of money. So you see, the magnitude has been very small.

One of the biggest problems is how we are going to collect that money and this is a joint problem and this to me I think is perhaps national. You people are going to have to decide whether you are going to forgive it or whether you are going to really get effective machinery, and that involves cost as well. And we hope it is not our cost to make collections.

Mr. QUIE. How bad is your delinquent rate? \$48,000 is not very much.

Mr. SHABAT. No; but a good high percentage. My impression is a very high percentage has not been collected, and we have made efforts at our cost and have been unsuccessful. This is one of those problems.

I will go into what I consider to be the problems, and there are many. You see, we are a 2-year college; we are the junior college, we are part of higher education. We are strong for those students who may not go on to the senior college, in preparing them for employment directly in adult education, continuing education in a spectrum that we have not even started to touch, in my judgment.

Mr. QUIE. Could I ask you another question on this: What are you doing with Headstart?

Mr. SHABAT. We have only been training a thousand of them in each of the past two summers in cooperation with Roosevelt, and that is only a beginning because I am not happy with what we have done. We have done a good job, and we have a long way to go. We have done it on a shoestring. We have put up a lot of money in addition to the \$90,000 we received. We believed in this sharing thing up to a point.

Now to train a thousand teacher aids ourselves in the summer in their orientation so that we can go into the inner city, that is important. We are only at the beginning there. I am very critical of our own position and our own efforts.

I would say that one of the things we see that is promising is the intent to decentralize. I won't believe it until I see it, because this is one of the big diseases of modern society, and with all of the intent there has got to be more than just a lot of words. This is true, of course, of all major institutions, including the Chicago City College. We have eight campuses, we say we want to decentralize. Do we mean it? Then do we act on the basis of it? We hope that the decentralization will go on at a faster pace because this means flexibility, this means sensitivity to local needs, this means maximizing our cordial relations with Dr. Mousolite.

I find, for example, in a very recent program that involves Roosevelt that he has had to call Washington a number of times to get answers, which is kind of ridiculous. Once in a while we should perhaps get to the point where we say, as the old lady did when writing to a Representative, "On this next issue use your own judgment." [Laughter.]