

ample, that dictate the kind of legislation that you are talking about, the innovations under vocational education.

In a State like Florida, there is the tremendous population growth, and the simple problems of the physical facilities that we will need 10 years from now have to be dealt with now. We can't build a school building in Dade County immediately.

We consider that we need some 2 years of leadtime between the authorization of the school and the time we can expect it. For a high school, we need 3 years. We want to put enough time and effort into the plan to make sure that the school isn't obsolete by the time it gets built.

That simply requires planning. We go ahead and plan on the assumption that funds will become available, which sometimes happens and sometimes doesn't. It would be very nice, and I am sure everybody in the school structure at any level would like to see, to have longer leadtime.

I think the same thing is true in personnel planning, or manpower planning, which is a much neglected field in education. I note under the Higher Education Act amendment it is bringing together the training programs in one place and under one act.

It is certainly a step forward in identifying the manpower needs that all the country's schools are going to need 5, 10, and 15 years from now, and to see whether we can't make the changes in training that will be responsive to these needs.

To summarize, I think in a world which is changing rapidly, where we can see some of the changes as they will appear over a period of time, we are going to have to build and change, I should say, our institutions to be more responsive to those changes, and one name for that process is planning.

People who oppose looking at planning in the terms of the bill, of saying "What do you want to do?" that is setting goals, "What different ways can you get there?" which is the alternative methods, and "How do you know you got there?" which is what evaluation is, seems to me to be in the absence of a substitute advocating nothing but on-faith kind of behavior which is not responsive to the natural world.

It may be responsive to the supernatural, but we are not talking about that. I think it is a most important piece of legislation, and it is most important to see that it gets funded.

I might add one thing. That is, that I am the secretary-treasurer of the National Committee for the Support of the Public Schools. I was chairman of a conference here in Washington last December of legislative leaders from the 50 States who came to Washington under our sponsorship.

This was funded by the Ford Foundation. They came to talk about what we consider to be a neglected area in schools. That is, the State legislatures, which appropriate the money and set the rules, and that nobody has really spent the time to explain to them fully the dins of planning and management techniques that are now available for them to observe how money is being spent.

We spent a lot of time talking about the setting up of State planning for education, and I would hope that there would be—I am quite sure there will be from what I have heard since—considerable support