

bility of duplication in the act, or to put it another way, suppose you have a State that has completed its study and has come up with a plan, it would occur to me that they would not need the money half as much as many other States who have not made any comprehensive study or planning at all I am sure there are such States.

Again I wonder if you have provided some flexibility. That is all I am asking. Not that the idea is good or bad. Have we flexibility? After all you are providing for only \$15 million the first year. That is not a great deal of money. My question again is directed to the question, how can you get the most use out of it.

I would not think you would be getting the most use out of it if you put money into a State that had recently completed a pretty good study and come up with some sort of plan. As one of the State superintendents said, what we need right now is not planning money but implementation money to implement the plan we have got.

I think there might be some point to that.

Secretary GARDNER. I think we have a more ambitious conception of what this planning involves than the State superintendent whom you quoted. In my opinion he must have again had a fairly shallow view of what educational planning amounts to. I do not know where he could have gotten the information to have an effective plan.

The plain truth is we have enormous aspirations, the American people have enormous aspirations for so many things, health and education and housing and all kinds of things that put heavy burdens on our resources and in many of these fields heavy burdens on our manpower, and if we are going to do the job that needs to be done we can't any longer do it in a helter-skelter way, everybody dashing down the road doing what comes naturally.

We are going to have to ask ourselves, for example, in the field of higher education, what are the most economical and effective patterns of institutional development in higher education?

What is the sensible thing to do if you want to get the most education for the youngster out of every dollar you spend? Do you scatter junior colleges around the State? Do you put all your resources into a central campus? How do you spend your money so that you get the most out of it?

This is the kind of judgment for which we have laid a basis in many other fields of human endeavor. We have not in education. We spend our money fairly blindly, even today.

Mr. GURNEY. Let me ask this other question with regard to comprehensive study and planning. Again I wish I knew what study they had done so that I could speak better to it. But you did say, Mr. Secretary, that you doubted if they really made the sort of study they should have made and come up with the sort of plan they should have.

I don't know anything about that but let me ask you this. What makes you think that if a State seriously undertook a study would not be able to get the sort of input in it that you want or to put it another way, where is expertise going to come from that is not available to them now?

This incidentally was the State of Illinois which is one of the wealthier and richer States and as I understand it has at least some of the best educational systems in the country.