

Education, higher salaries than could be attained in almost any educational program within the State.

I am not directing your attention to what the salaries should or should not be, but what does it do to the total educational program and structure?

Mr. MILLER. Mrs. Green, you have touched on several difficult problems, and if I have missed your question, would you bring me back to it?

First, the regional lab is a difficult problem, in my opinion. The regional labs set up high salaries to attract the very best people, but the fact is the jobs they have had to offer have not been exciting enough or challenging enough to attract the best people.

In other words, it has been my experience, studying the personnel of the labs, and you have, of course, made a very extensive study of this also, is that the salaries have been the major attraction and not the job, whereas we really intended it to be the other way.

They intended to give the man enough salary to get the people they wanted.

I am not so much concerned about the regional lab siphoning off from the university, because there are lots of benefits and a lot of commitments you can get from being with children, from teaching and doing research that the labs do not offer.

Mrs. GREEN. Could I interrupt there for just a moment?

The State department of education in each State should offer a salary to attract the best possible individual that they could get for the State superintendent's job. Isn't this equally as important as to set up a regional educational lab that is entirely independent and autonomous, and say "You can offer as high a salary as you want to"?

Mr. MILLER. I would say that every State superintendent in the country should receive at least the equivalent as the best paid college president in the State. That is just an opener, a flat statement. I think it is a very important and a very key job.

The salaries are nothing short of disgraceful in some States. This is a fact and it certainly has been said by many people. I think it needs to be restated.

Having said that, I don't think it is totally a salary job, though, in terms of the State department's role. Some people simply are not attracted, regardless of the salary, to the types of work that would be involved in the State departments as they now exist.

This is not saying it is bad. It is simply saying that different types of people like different types of work. I think this is a healthy situation.

So, salary would help immeasurably, but I don't think it could be equated synonymously with quality, as such. It would help a lot. This is how I see it.

Mrs. GREEN. Didn't you in your statement say in many of the States we don't have the leadership we should have?

Mr. MILLER. Yes; in the area of innovation and in the area of creativity. In other areas, in terms of certification, supervision, other types of leadership, I would have to consider each type of leadership. To me, leadership is a many splended thing, and you have to almost take it by overall leadership.