

I said, "That is nonsense. This is the sense of Congress, Congress has legislated this."

I am completely converted on this. I found that we had outstanding successes among business firms: we had some failures; we had successes among universities, and some failures; but the lesson I took from this was that all of these agencies in the society have something to contribute to the operation of the Job Corps.

I use that lesson in the university. If there is something that relates to some section of the society where I think someone is more able to talk about it than a professor, that person can profess on the campus as far as I am concerned.

Peace Corps has done this in a very beautiful way.

About the Job Corps, it seems we are partially inhibited by some of the guilt feelings we have. It strikes me that when we talk about Head-start, everybody is for the children, and when we talk about Job Corps, we begin to pick on some of the isolated instances where an adolescent gets into trouble.

We don't ever think of holding a 6-year-old responsible for his condition, if a 6-year-old comes out of dire poverty; but if a 16-year-old comes out of the same condition, we hold him responsible, we call him a delinquent, we put all sorts of bad epithets on this youngster.

He deserves more of a chance, if anything, because he started behind the finish line.

I think the real problem before this committee is, shall we do this in an independent agency, in an old line agency, shall we do it at home or away from home.

Let me say a few words about that, and I hope you will cross-question me as closely as you like to in this matter. First of all, about the agency question.

I remember when I was a beginning professor, I wrote a series of articles and published them on World War II diplomacy and post-World War II diplomacy. I took the Roosevelt administration severely to task for not setting up independent new agencies. Take lend-lease, for example.

Lend-lease. Can you imagine the Department of State carrying on lend-lease during World War II? I can't.

First I said, "Why didn't they put those functions in the Department of State?"

I can answer those questions in a developing university. I am able to do things in the University of New York which would take several generations to do in older universities in some States, which I will not mention.

There is a new dynamism, and people who have this kind of spirit, they are apt to run off at the deep end. I notice with the best of my professors, they are the most difficult people to manage, but the most creative and the most imaginative people are that way, always. And a new agency recruits talent. Talent is not created in the old line agencies. I don't want to single them out, but the old line agencies have far too many encrusted traditions here.

Thirdly, I would say perhaps more profoundly than the other two objections, I would not want to see this program become operational at the Federal level.