

Job Corps to be. You talked in terms of what you dream it can accomplish. This has been very helpful in explaining exactly what you do here today speak in favor of.

The one part of it that I am really not clear on or if I am understanding you correctly, I am not sure why I read you this way, because as an educational innovator interested in culling from experience what the laboratories will yield in the way of experience, I am not sure why you would really feel that you should put your whole basket of \$295 million in one particular type of egg container, to mix my metaphors thoroughly. Do you understand what I mean; that is, if you have \$295 million to use for this type of laboratory result-yielding, then would you not as an educational innovator rather see it used in a series of different types of programs, or would you put it all in one program which hasn't yet proven itself?

Dean PERLMUTTER. Let me tell you something about educational innovation, if I may, because this is where my life is spent. You need a receptive soil, the right environment, for educational innovation. It doesn't come about just because you grant money for, say, innovation. Very often you may wait decades until the right time arrives when you can do something.

In the history of a university it may just ride and ride and ride and nothing happens and then the same talent all of a sudden can manage to innovate.

We happen to have at this time through the strangest series of historical circumstances perhaps involving certain personalities—perhaps they ought to be mentioned—

Mr. DELLENBACK. Well, go ahead.

Dean PERLMUTTER. But we have a confluence here of a group of people who are innovative. They are there. They have started. You know, you don't build half a building and say, "Well, we could have done it better. Let's move it down the street." We have the beginnings of a very fine structure here.

I started with the metaphor of the excavation. That is where we are. We got a little concrete for it. Then you come along with another bill and say, "Well, let's not spend all the money over here. Let's start several more in other places."

Mr. DELLENBACK. I think, Dr. Perlmutter, you misinterpret what we would be, in effect, suggesting. What is in effect suggested here, is not a single building into which we are talking about putting \$295 million.

Dean PERLMUTTER. I understand. This is a collective term.

Mr. DELLENBACK. If I may carry your example one step further, it would be as if one were seeking to design a type of structure which would really serve the future and with a given amount of money and a limited amount of money we decided that we would start construction not of one building, but of 123 buildings, and in reaching for what is the perfect design, we insist on marching ahead with 123 separate but similar structures. The price we pay in part is we don't find ourselves anywhere so expert with other types of structures, knowing that we are never going to have enough money to build all the structures we would like, and we must design the structure which will really be as close to the perfect structure as we can get.