

to do in the Women's Job Corps centers in terms of what is happening to 100 and some odd other centers.

Chairman PERKINS. Will the gentleman yield to me at this point?

Mr. DELLENBACK. Yes, Mr. Chairman.

Chairman PERKINS. I think it is fair to say after the Job Corps was first inaugurated mistakes were made. Even before you took over in Cleveland, I think we can admit that mistakes were made, but the operation today is much better and we are profiting from those mistakes. I think that is the material point here.

Mr. DELLENBACK. We are delighted to see that the mistakes are being eliminated. We are concerned over the fact, Mr. Chairman, and Dr. George, and Dr. Perlmutter, that as you are, they haven't all yet been eliminated and our concern is over the number, over the statistics that indicate how grievous have been some of the mistakes today as we search to go forward and use the funds which you and people like you entrust to us as we seek to make them go as far as possible.

Dean PERLMUTTER. You should bear in mind if you were to appoint the chief executive officer of a school or a college or a university, and tell him that you are going to monitor his mistakes in the first 2 years the way the public and the press have been talking about the Job Corps, you would never fill those positions.

I am amazed that we get the people working in them the way we do. I will tell you something. I would think several times, if you doubled my salary, to go into that job because I think it is a very impractical sort of school system with 40,000 youngsters, to run it 2 years. It is like getting married and saying, "Let's get up every morning and consider whether this marriage is going to work. Let's divorce."

We have the thing going for 2 years, and it is very bad management practice not to provide incentives to your personnel, to give them clearcut goals. The goals have not been fairly stated. You cannot really achieve the sorts of things that were stated in the first year. We realize that it is more a question of human renewal. We will take a much longer time.

No one has made a study of what the effect was on a youngster who was in 3 months and, as some of you put it, dropped out. Did he benefit from these 3 months? Was it worth \$18,000 or whatever that cost in the bookkeeping that you have set up? Maybe it was worth it. We don't know. We haven't made those studies yet. We haven't had time to make a fraction of the studies that need to be made.

All I know is that education is a slow moving process. It took us 10 years, 1948-58, to just make up our minds in the State University. We ran through three presidents before we did it. Then we appointed a fourth one who is building on the benefits of the three predecessors, and now after about 18 years we begin to sit back and say, "Well, we are making pretty good progress."

Here we say "Zero," no students. We are sitting in an abandoned brothel over there in some hotel or office, in little suites that were falling apart. Let's set up centers all over the country. We have those things set up.

I remember when Camp Catocin was opened as the first one in January 1965, great excitement. They found a boy in there with a