

Mr. QUIE. Do you agree the Congress was wise to transfer the work-study out of OEO to higher education, the transference of basic adult education away from OEO to SBA?

Dr. FLEMMING. This is a good question to address to a university administrator in this instance. You know we all like to have things put together in neat packages. I suppose those of us in the university world like to be in the position where we can turn to one agency in connection with all matters of financial aid. Frankly, I would rather have had it stay in OEO because again you might keep it more closely tied into the community action program than when you get it over and make it a part of the total package.

At the university, we have to think of it as a total package, it is true, and we should. When we are dealing with the individual student we think of everything that is available to him, but I would rather have seen that stay with the Office of Economic Opportunity. I think in terms of the objectives of the Economic Opportunity Act you would get a better contribution from OEO than getting it tied in with all of the other financial aid programs.

Mr. QUIE. Then do you believe it was wise when OEO themselves delegated NYC to the Department of Labor, and rural loans to Agriculture and Nelson-Scheuer was delegated to the U.S. Office of Education?

Dr. FLEMMING. Not having had the opportunity of weighing all of the pros and cons that the Administrator of OEO made before he made that delegation, I don't think I would want to pass judgment on each delegation. I recognize that there is the other side of this, and that is that you want to utilize in your war against poverty to the fullest possible extent the resources that exist in the departments and agencies of the Government. It is possible that there are resources in given departments which if they are used effectively and under the direction of OEO can produce a good result.

The important thing here is that this was delegated, if I understand the situation correctly, by OEO. My philosophy of administration always was and always has been that, as an administrator, I can delegate authority to act to others but I cannot divest myself of responsibility for what is done when I delegate.

So it seems to me that the Administrator of OEO is still responsible for those programs and if they do not go well, he cannot come back to the Congress and say that is not my responsibility but it is somebody else's because they don't go well. Then he has to accept the fact that he made the wrong kind of delegation of authority to act.

Mr. GIBBONS. None of these delegations is permanent. They do not have the inflexibility of law.

Dr. FLEMMING. As an administrator I can delegate some authority to act to one of my deans. If he does not handle the matter in the way I think it should be handled I can withdraw that delegation at any time and I am responsible for what he does. If he is a success I can accept responsibility for the fact that he was. If he was a failure, I have to accept responsibility for that.

Mr. QUIE. What if the political situation were such in your university that the dean asked for a program and you had no other choice but to give it to him?