

Mr. BACK. Yes, sir, that is true.

Mr. WASHINGTON. That is correct.

Mr. NELSEN. Now, dealing with the school system, it was my information that some of the students put Mr. Carmichael in his place, which is one good thing. I did hear about the appearance and the fact that some of the students took him on and did a pretty good job of making him look rather ineffective, is that true?

Dr. CARROLL. It is my understanding that the students—I am sure some of you have had an opportunity to speak to a high school audience. They are a pretty tough audience.

Mr. NELSEN. You're telling me.

Dr. CARROLL. They won't buy anything for nothing, and as I say, the rules of the game are, you present your case and then you have to open yourself up for questioning, and this is not a good place to use demagoguery because it just does not go. Plus the fact that the teachers are there and many times the students have discussed the issues that are being presented in their classes, so they are somewhat prepared for the presentation. Life presents people with different ideas. I think that the school is the proper place to consider different ideas.

Mr. NELSEN. Thank you very much.

Mr. DOWDY. Yes, I must say, I always enjoy talking to high school assemblies. They are seemingly, many of them, well-informed about what is going on, and it is a pleasure to talk to them. I enjoy their questions.

SCHOOL ADMINISTRATION

Mr. SISK. Mr. Chairman, let me first commend Commissioner Washington and Dr. Carroll, both, for very good statements. I had planned on inquiring into this financial situation, but I think my colleague from Minnesota pretty well brought that into focus.

There are some problems here on financing, even the proposal which you are supporting, as I understand it?

Mr. WASHINGTON. Yes, sir.

Mr. SISK. Now, I certainly am in support of some increases here. I do not think there is any question but what you are going to have to be brought into a better competitive position with reference to the acquisition of qualified teachers, and certainly it is essential.

I wanted to ask two or three questions, though, in connection with the fact that, of course, a high salary scale is not the sole measure of a good school system, as I believe Mr. Commissioner brought out, and as did Dr. Carroll in his testimony. I wanted specifically to ask you, Dr. Carroll, in reference to your testimony on page 9, and your discussions here, about these positions regarding the Deputy Superintendent and so on. I have not had a chance to go back over it as I hoped to, but do I understand that what you have in mind here is a "beefing up", so to speak, of the administrative end of the school system for better guidance and more control and so on; or what is your intent, basically?

Dr. CARROLL. Our intent basically is to establish the situation where the Superintendent and the Board of Education can actually administer the school system. You might be wondering what has been happening the last few years and as the Columbia University Report says, this is crises administration. You go from one crisis to the next and sometimes you can hardly keep up with them.