

Congress to provide you with greater authority, and you should recommend legislation if needed.

Mr. Administrator, you have many tools. I believe SBA is the agency of the Government that is expected to be expert in recognizing and finding solutions to small business problems, whatever their nature. I believe SBA should consider itself to be a one-stop shop where the owner of a small business may come and obtain help and, in proper cases, receive financial assistance that will help and encourage him to carry on his relentless fight for survival and success.

Your qualifications to head this agency are beyond question. We know you have been the owner of a small business concern; actively managed it; competed against the giants in the industry, but still guided that small business concern into one of the more successful enterprises of its kind in the country. Your record of achievement is one of which you have every right to be justly proud.

For a number of years now, it has been the policy of this committee to hold hearings, like this one, whenever a new Administrator is placed in charge of the agency. Here lately, it seems we are holding these hearings too often. The short tenure of SBA Administrators makes it difficult for the agency to maintain a continuity of purpose—to carry out effectively the important duties and responsibilities authorized by the Congress.

Since the agency was established there have been nine different Administrators, but seven of these have served during the past 8 years.

Mr. William D. Mitchell first headed the agency, but he resigned after serving 3 months. Mr. Wendell B. Barnes followed him and here we see the outstanding exception to the rule, for he served from February 2, 1954, to November 1, 1959—a period of about 6 years.

Mr. Philip McCallum followed him, but he served only until January 20, 1961—about 1 year.

Mr. John E. Horne was next placed in charge and he served until August 7, 1963—a year and a half. He was succeeded by Mr. Eugene P. Foley who headed the agency until September 9, 1965—a 2-year span. Mr. Ross Davis, his deputy, thereafter served as Acting Administrator until May 18, 1966, at which time Mr. Bernard L. Boutin became Administrator, but he served only for 1 year—that is, until July 31, 1967.

Mr. Robert C. Moot, your immediate predecessor, headed the agency until July 21, 1968, and, of course, your appointment begins with the 1st of August of this year.

Certainly, Mr. Samuels, there is no intention to place upon your shoulders any of the responsibility for these many changes, but I know the committee would like to have your comments and suggestions about this problem as well as the other small business problems that I mentioned earlier.

Now, Mr. Administrator, before you give your statement, I want to call on Mr. Conte, our acting ranking minority member.

Mr. CONTE. Mr. Chairman, I want to join with you in welcoming Mr. Samuels before the committee here today. It is true, as you point out, that he certainly hasn't had the responsibility of running this agency very long. It is very difficult, I imagine, for him to come up here and tell us about the present policies of SBA. I am sure, how-