

June 14, 1965

MEMORANDUM FOR COMMISSIONER KEPPEL

SUBJECT: REPORT OF WHITE HOUSE TASK FORCE ON EDUCATION

In response to your request, and that of Secretary Celebrezze, our Task Force was established by the President on April 15. Our assignment was to develop, within sixty days, proposals to assist you in strengthening the capabilities of the Office of Education so that it could effectively carry out the greatly expanded programs authorized by Congress during the past year.

We have passed on to you from time to time our thinking and our recommendations in various areas of organization and management. We have now completed our review and are attaching a compilation of the Task Force's recommendations which we have developed during this period.

This compilation includes suggestions in the areas of personnel and financial administration, management reporting and information, planning and evaluation, contract and construction services, and procedures for evaluating grant and contract proposals. We have also developed, with you and DHEW staff, a proposed organization structure which should make it possible for the Office to carry out vigorously existing programs as well as to undertake rapidly new programs which may be authorized.

As you know, we have not been charged with proposing changes in the policies or goals of the Office of Education. Our recommendations are directed solely toward strengthening the ability of the Office to carry out effectively the important tasks given it under current legislation.

In our judgment, the sixfold increase in funding from the 1960 expenditure level to the more than \$3 billion authorized for FY 1966 represents an increased burden which would tax severely the capability of any organization. We have concluded that a number of changes in organization and methods are needed to strengthen the Office of Education. Most critical of all, as you and the Secretary had already concluded, has been the need for overhauling your recruiting machinery so that you draw together outstanding people in sufficient numbers to carry out your heavy responsibilities. There are now a number of very able people in the Office of Education, but many more are needed.

Many of our suggestions build upon steps envisioned by you and your staff before our arrival. Most of the recommendations have been adopted by you, with implementation already underway, and we have been most impressed by the vigorous way in which you and the Deputy Commissioner have moved forward with those actions you have regarded as necessary for undertaking your new legislative charter.

It is essential that this early momentum be maintained. We would urge the designation of one person in the Office of the Commissioner to provide you and the Deputy Commissioner with the necessary follow-up to insure rapid implementation of all changes in organization and procedures which you decide to undertake. This individual should develop a schedule of actions with target dates on each and then follow closely the progress of the bureaus and offices.

The Office of Education staff has been most helpful to us and very generous of their time. Your management staff has participated in many of our discussions, and are quite familiar with the thinking behind our recommendations, particularly in the area of organization in which we have incorporated a number of their views.

We are hopeful that our suggestions have been of help to you, and we have enjoyed the opportunity of working with you.

Dwight A. Ink

Chairman, White House Task Force
on Education

Herbert Jasper

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