

June 14, 1965

MEMORANDUM FOR SECRETARY CHELSEA

SUBJECT: REPORT OF WHITE HOUSE TASK FORCE ON EDUCATION

In response to your request, and that of Commissioner Kappel, our Task Force was established by the President on April 15. Our assignment was to develop, within sixty days, proposals to assist 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 Commissioner Kappel and your staff, 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 Commissioner Kappel and your staff, a proposed organization structure which would 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 had earlier concluded, has been the need for overhauling the recruiting machinery so that the Office can attract outstanding people in sufficient numbers to carry out their 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 the Office and your staff before our arrival. Most of the recommendations have been adopted by Commissioner Keppel, with implementation already underway, and we have been most impressed by the vigorous way in which he and the Deputy Commissioner have moved forward with those actions they regard as necessary for undertaking the new legislative charter.

It is essential that this early momentum be maintained. We have urged the designation of one person in the Office of the Commissioner to provide him and the Deputy Commissioner with the necessary follow-up to insure rapid implementation of changes in organization and procedures which the Commissioner and 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 we have incorporated a number of their views.

We are hopeful that our suggestions have been of help to the Office of Education and to the Department.

Attachment

Dwight A. Ink

Chairman, White House Task Force
on Education

Herbert Jasper

Member

Nicholas Oganovic

Member

Gilbert A. Schulkind

Alternate Member

cc: Mr. Keppel
Mr. Loomis
Mr. Jasper
Mr. Oganovic
Mr. Schulkind
Mr. Ink

DAI/GAS/tvf