

File

May 10, 1965

(Signed) Dwight A. Ink
Dwight A. Ink, Chairman
White House Task Force on Education

INTERVIEW WITH S. WILLIAM HERRELL, EXECUTIVE DIRECTOR, BUREAU OF HIGHER
EDUCATION (MAY 4, 1965)

Has background as Executive Officer of the Bureau for International
Affairs. Also, member of the Task Force studying higher education
just prior to establishment of Bureau.

Believes the Bureau of Higher Education should include all aspects of
OE work with universities and colleges, including that which is under
Flynt, Harris, and Caldwell. Feels an additional division might be re-
quired.

Bureau of International Education should be abolished, but important
to retain a staff office which can work across the board within OE
on international problems. We should improve our image overseas of
American education and there is much we can give the world in helping
to strengthen their educational process.

Personnel Office has provided good service to this Bureau, though he
understands other parts of the organization have stated difficulties.
Need greater emphasis on intern personnel and other clear development
efforts.

The Housing and Home Finance Agency has been responsive in meeting OE
deadlines concerning construction projects, but this does not necessarily
mean they have capacity to meet additional workload which lies ahead.
Bureau has added an architect and an engineer to their own staff.

Budget and fiscal data work under Herrell. Should combine all finance
activities at Bureau level; then, as second step, combine at Office level.
Feels initial consolidation at Office level would be difficult because
of limited staffing. Some fragmentation results from separate buildings
but much of it could be corrected. Mechanized accounting procedures badly
needed.

Need task forces to plan staffing and organization and procedures for
new program in upcoming Higher Education Bill. Write job descriptions
in advance and arrange for necessary supergrades. Should centralize per-
sonnel at Office level until Bureaus become much larger than they now are.
Should have Bureau field staff; one man in charge of the higher education
area in the field, but a top OE man in each field office should have

authority to coordinate the work of the whole office. Important to avoid staffing field office in such a way that OE seems to be speaking with different policies from the same office. Believes that in future applications for assistance should come to regional office. Specialists could come to regional office to assist them at peak times and policy or controversial items would be passed on to Washington for approval.

Optimistic with respect to civil rights, and does not anticipate any serious problems this fall.

Need better long-range plans for budget and planning purposes - five to ten year projections. Need to demonstrate better need for extending existing authorizations. Long-range planning and evaluation of work now done in Bureau need some of Flynt's own organization and administrative people to help out.

"Drastic reductions" by House in staffing for FY 66 present a serious problem.

Ought not to have one-year funds for construction. Applicant does not have adequate time to get other funds from other sources to supplement Federal assistance.

Suggests Bureaus for higher education, secondary, primary, statistics, and for continuing services (such as construction and state services).

cc: H. Jasper
G. Schulkind

Subject
Chron

DAInk/tvf