

**NOTE FOR MR. DOUGLASS CATER**

**Doug:**

If you see any problems on this letter, I can revise it. Only difference in the two versions is that one encloses a list of our recommendations.

The Task Force would prefer to forward a copy, but there are two considerations:

- a. Celebrezze also may have decided to forward a copy.
- b. The President might give it public visibility, which I recommend strongly against, at least at this stage. (Action by Keppel and Celebrezze should be the focal point.)

Dwight A. Ink  
6/16/65

**Enclosures:**

Two versions of a letter  
to the President from  
Task Force re recommendations.

June 15, 1965

Dear Mr. President:

In response to your request, we have reviewed during the past sixty days the administrative capabilities of the Office of Education to carry out the greatly expanded programs which you proposed and which were authorized by the Congress during the past year.

We have concluded that a number of changes are desirable to carry out the important new responsibilities of this Office. Our recommendations have been developed in close cooperation with the Office of Education and incorporate a number of valuable suggestions from Secretary Celebrezze, Commissioner Keppel, and their staffs. Many have been approved and are already being implemented rapidly by the Commissioner and the Deputy Commissioner.

These suggestions should help the Office to make improvements in the following areas:

Personnel Administration

- Rapid recruitment of a wide range of able and imaginative people, including several outstanding leaders, to head new or reorganized programs.
- Provision for career development which will attract the best young people to the Office and offer greater opportunities and incentives for its employees.

Organization

- Establishing a simplified organization structure in which components more clearly reflect the purpose for which they are organized and can adapt readily to undertake new programs.
- Strengthening of field offices so they can play a substantive role in operating the multibillion dollar program of OE and improve service to the states and educational institutions.
- Centralizing administrative functions in staff offices which can assemble highly competent staffs that will be fully responsive to the needs of the program units.



The President

- 2 -

- Relieving professional program people of administrative detail so they can concentrate on planning and executing programs.

#### Financial Administration

- Consolidating the existing fragmented accounting activity into a modern accounting system commensurate with a multi-billion dollar program.
- More careful balancing of program needs in preparing budgets and deciding how to allocate manpower and funds within authorized programs.

#### Planning and Evaluation

- Identifying national education needs and goals, and the development of plans under which the efforts of the Office can best contribute to the meeting of these goals.
- Measuring progress in various programs against the purposes for which they were established, and assessing the value to education of the Federal dollars expended.

#### Management Information

- Building a comprehensive information system, using the newest techniques in data processing, which will develop a broad data base to serve many purposes and reduce the reporting burden upon states and institutions.
- Developing a management reporting system adequate to keep top management currently informed on program status.

We understand that Secretary Celebrezze is forwarding to you a description of administrative steps underway or planned by him and Commissioner Keppel to meet the increased responsibilities of the Office.

Respectfully yours,

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

Herbert N. Jasper, Member

Nicholas J. Oganovic, Member

Gilbert A. Schulkind, Alternate Member

The President  
The White House

DAInk/tvf



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Enclosure

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