

T H E

F L A N N E R H O U S E

P L A N

Flanner House, Inc.
Indianapolis,
Indiana

Foreword

Flanner House is concerned with the problems of Negroes in a total community. Its present programs and the future plan set forth in this statement are devoted to meeting the basic needs of Negroes and to finding basic solutions to problems of Negroes. Flanner House offers neither a mere palliative on the one hand nor a panacea for the "American race problem" on the other. Its Board of Directors and its staff believe that good day to day services, sound planning, and step by step progress will bring practical solutions to many of the more serious problems of Negroes and of the communities of which they are a part. If this can be accomplished in one community, the pattern by which this is done will be more than suggestive to other communities.

The Flanner House Plan has grown out of forty-five years of practical work with and five years of intensive study of the problems of Negroes in Indianapolis. It encompasses continual service and study in the Institution's own community and practical experimentation with a laboratory model of national significance and meriting national interest and support. This statement is a "rough sketch" of the over-all program. The

"working drawings" in many of the suggested parts of the plan are yet to be made. It is part of the plan itself that expert help from practical specialists will be utilized to the fullest in perfecting the blue prints at each stage of the project's development.

THE FLANNER HOUSE PLAN

PART I

INTRODUCTION

There have occurred in the life of the American Negro two great crises. The first crisis was attendant to the emancipation of the Negro when approximately three and a half million Negroes were suddenly freed and faced with the problem of competing in a free labor market with little or no preparation or equipment to work as free men and to assume the responsibility of free citizens in their respective communities. Likewise, the communities in which they found themselves had little or no preparation or equipment to receive them or to induct them as free citizens in a democratic society.

To meet the urgent need of the Negro there came a large number of Americans, Negro and white, who dedicated themselves to planning and studying the problems of Negro folk. Another group of great Americans gave of their money through philanthropic enterprises and foundations to support this movement. A system of education and community development followed largely on a rural basis and the progress of the last

seventy years is well known. The work of Booker T. Washington, John Hope, The American Missionary Society, and many other groups such as The Rosenwald Fund, The Rockefeller Foundation, The Carnegie Foundation, and The Phelps-Stokes Fund developed programs with this minority group which not only greatly improved and enriched their lives but also served as a laboratory for the improvement and enrichment of the total life of the region.

There are many indications that the second crisis in the life of the American Negro, that is the urbanization of the Negro, has not yet been given mature thinking, planning, or judgment on the part of a large number of Americans. In the last thirty years approximately two and a half million Negroes have migrated from rural and village areas of the South into the industrial communities of the North.

Coming largely out of the cultural patterns characteristic of life on cotton and tobacco plantations, these people have little equipment for life in an urban or industrial setting. The techniques of discrimination and segregation have been the traditional escapes from the problem. The inevitable failure of these approaches to meet these problems has resulted in anxiety, frustration, and increasing hostility among Negroes and has prevented their making their best contribution to American life. The attempts of the community to escape from the problems rather than to meet them has added to the general confusion and conflict

now increasingly apparent and has made ultimate solutions more difficult.

Because of the attention given by American philanthropists and liberals to the problems of the Negro, a large number of institutions for education and health have been built in the South and dedicated to speak to the problem. The thinking of the general American public has not been transferred to the very serious problem of the Negro in urban communities, particularly in the North. When Americans contemplate the problems of Negroes, they immediately think of the so-called Southern problem. During the last quarter of a century a large part of this problem has been transferred to the North without the corresponding transfer of interest, of support, of understanding, and of definite planning.

The problem of integrating migrants is not new in American life. The whole settlement movement in America received its impetus from the integration of migrant families from Europe and is reflected in the work of Jane Addams, Lillian Wald, Mary Simkhovitch, and Graham Taylor. However, the problem of integrating the Negro into urban life is not identical with that of integrating first and second generation Europeans because the Negro appears to be a permanent minority. Therefore, a different sort of program must be planned and definite methods of integration developed on a non-assimilative basis.

The problems of Negroes in urban communities are being made more acute by the present war effort and will be made even more so during the period of dislocation following the war. To meet the current great manpower demands hundreds of thousands of Americans, Negro and white, are finding job opportunities in the expanded war industries. Large numbers of them coming from the South. During this migration, however, most of the newcomers are native whites who, like the earlier Negro migrant, bring their cultural and traditional patterns with them particularly with regard to the relationship between the two races. In addition, large numbers -- perhaps several millions of the soldiers now in the armed forces -- who have come from the background of Southern rural and village areas will not return to their original economic and social milieu but will seek employment and residence in Northern urban areas. This is particularly true of the million Negro soldiers who will be in armed service. These men obviously are not going to return to the South. Therefore, the problems of the Negro in northern urban communities in the next ten years will be among the most serious problems facing America and most assuredly the most serious problem facing the American Negro.

It is the purpose of The Flanner House Plan to develop a sound program of integration of Negroes into urban life on a folk basis; to provide them with certain cultural equipment and patterns necessary to make a living in industry and related urban

services and with which to find progress and satisfaction in their civic standing.

The program herein contemplated is, therefore, designed to meet the needs of the masses who must work with their hands for a livelihood. Such a program must be planned and designed to meet the needs of the total family. The Flanner House Plan is not an idea set down on paper but has been developed through working with actual migrant families over a period of ten years in a northern urban community (Indianapolis) and is now being recorded after careful study and program planning in the field.

The community of Indianapolis is ideal for this experiment. It is a so-called border city, the metropolitan district nearest the nation's exact center of population. Any patterns developed in Indianapolis can readily be applied to any large metropolitan community. The composition of its population lends itself well to such a development for it is composed largely of native white stock and American Negroes. During the past seven years, it has been the plan to develop a small laboratory model of what might be done if adequate resources could be found to put it into production.

PART II

PRESENT PROGRAM

The present program of Flanner House has grown out of forty-five years experience as a living institution. Its founders at first saw and worked to meet the immediate needs of Negroes. In their wisdom they chose to do this, not through "giving charity" but by providing services which would enable Negroes to meet their own needs -- vocational training, employment placement, and facilities such as the day nursery which would enable them to take advantage of employment opportunities. Out of their experience the Directors of Flanner House saw with increasing clarity the importance of finding basic solutions.

The program grew with experience. In 1938 the Board made a comprehensive study of needs and services.¹ Its present program reflects part of the recommendations of that research which has continued over the intervening five years.

The program is threefold:

1. Cooperative self-help enterprises
2. Vocational aids

¹ A Study of 1501 Negro Families in Indianapolis.

3. Social services.

These three groups of services help Negroes

1. To improve their standard of living through their own efforts
2. To acquire and utilize the tools for earning their livings
3. To solve their personal problems
4. To find satisfying and constructive outlets in their leisure time
5. To build better health
6. To develop capacities for leadership
7. To assume larger responsibilities for their own general welfare
8. To improve the quality of their economic and civic participation in general community life.

The specific services provided by Flanner House within this framework and directed toward these ends include the following activities for individuals and families.

Cooperative Self-Help Enterprises

Make-Over Shop. In the Make-Over Shop discarded garments and salvaged materials are refurbished and remade by women and

girls under expert supervision. During school vacations groups of girls prepare their own clothing and find wholesome occupation for their leisure time. Excess garments and materials are distributed through the social service division on the basis of need. Last year more than five thousand garments were furnished to about five hundred families.

Gardening. Gardening projects in which more than four hundred and fifty families participated this year provided many tons of foodstuffs for immediate consumption and for preservation. Garden plots, which are usually donated or located in back yards, are assigned to qualified applicants who tend them under supervision. Cooperative surveying, plowing, and seed purchasing promote economy and provide experience in group planning and wholesome activity over several months.

Food Preservation. During the past five years and particularly this year food preservation has been an important part of the food production program. Instruction and supervision are given in home canning and this year a community canning project has been made available through the Rural War Production Training Program in which canning in larger quantities is now going forward. The clients pay a small fee to cover actual cost. The Flanner House Canning Project has an annual capacity of 150,000 cans.

In addition to the canning project, a buying club has been operating for more than a year and other consumer units are planned.

Shop and Toy Repair. In 1937, a Toy Repair Department was established by the Children's Division. Equipment, furnished by one donor, has made possible a shop where boys and young men may acquire skills enabling them to find employment. These groups are taught wood and metal work, electrical work, chair caning, and upholstery. Because of the age level of this group, character building is the essence of the program. A fair share of the boys come from bad homes, have been in prison, or are on probation.

Indirectly this shop makes possible the Toy Lending Library by keeping a stock of toys in good condition.

As an outgrowth of this program, projects in home equipment repair and furniture making are already being started and others are being projected in the near future.

Vocational Aids

Employment Department. One of the first departments organized in Flanner House was the employment service. Through the years this has become a major function.

There is a close relationship between the institution, the individual, and the employer. The attempt is made to keep

these people off relief rolls. If they are not qualified for available work they are recommended to vocational classes.

A check-up is made of all individuals sent out to work. If the work is not satisfactory, the applicant must attend such classes or forego further service from the employment offices.

Personal cleanliness, health and a manners examination are pre-requisites for being sent out to a prospective employer.

In cases where there is need, a uniform is provided, and for the women local schools of beauty culture provide, free, services in proper grooming. As a result, Flanner House has the reputation of providing an outstanding type of worker. During 1941-1942, 10,230 placements were made through this department.

Educational Department. This department of Flanner House, during the year of 1941-1942, reached 741 individuals out of the 60,000 Negroes, of whom the Indianapolis Study shows 70 per cent to be in need of such service. One dollar out of nine in the institution's budget was expended in these activities, under the direction of three departments, as follows:

1. Home Economics -- Classes are offered in cooking, serving, and general cleaning. The group which most requires this service is unable to pay its cost. Because of poor home conditions virtually

all of those desiring domestic employment have no opportunity at home to learn the uses of modern home appliances, the preparation of higher grade foods, or the care of better home furnishings. Stress is laid upon personal cleanliness, health, and work habits. Preparation for employment and for home improvement result.

To the traditional educational program of Flanner House has been added special courses in "This Is Business" to meet the needs of the large groups of Negro women who are finding employment in commerce, trade, and industry for the first time. The transition from the role of cook and maid to waitress in a tea room or at the soda fountain requires a different sort of equipment both in attitudes and work habits.

2. Sewing -- Advice is given on budgeting and spending wisely for clothing. The sewing classes are in four groups:
 - (1) Women without any training in sewing and who cannot afford to buy materials.

The Make-Over Shop provides cast-off materials and the refinished articles are kept by the woman. (2) Women in somewhat better circumstances, mainly homemakers with large families, who meet in the evening for general sewing.

(3) A class of high school girls known as the "Sewing-as-a-hobby group," and (4) an advanced group preparing women to be seamstresses. Many in this latter group find positions through the Employment Department.

3. Laundry School -- This school, realizing that the day of the washboard laundress in urban centers is past, trains women with modern equipment, materials, and methods required for high class work. Nominal pay encourages them to acquire a skill which facilitates employment. Because this school has not been able wholly to support itself, it has been discontinued for several months, after fifteen years of continuous service, but will be reopened as soon as resources are available.

Social Services

Counseling. Poor, frustrated and unhappy people often require the advice of a skillful counsellor. This service was requested and provided in 1941-1942 in over three thousand instances and intensive or long-time help was given to 358 Negro families.

Important as this service is, only one dollar out of twenty dollars of the institution's budget was spent for this purpose.

Children's Division. In any underprivileged group the children suffer most and for such suffering the community, in time, pays a heavy penalty.

In 1941-1942, 242 children used the Day Nursery, the Nursery School, and the Toy Library at Flanner House. The problems of child care and child health are vital in the present emergency and Flanner House is now attempting to greatly expand this division of its operations by the construction of a larger unit to meet present war needs.

Group Work. Unemployed adults and idle youngsters, deprived of means and unacquainted with wholesome outlets for their energies, are a formidable threat to the well-being of any community. It was to this problem that Flanner House had directed its group activities.

During 1941-1942, Flanner House conducted 53 groups, with 1,000 members who, with their friends and guests, accounted for a total activity (not duplicated) attendance of 77,468.

Flanner House spends approximately one dollar out of ten dollars for group activities. Many groups pay a part of their own expenses, but still the institution is able to meet only a part of the requests that come to it for group leadership.

Health. Flanner House houses four clinics -- Tuberculosis, Well-Baby, Dental, and Maternity -- provided by the Board of Health. During 1941-1942, 6,379 patients were attended in 231 clinic sessions.

The particular section of the Negro population which is most closely touched by Flanner House is in need of elementary health guidance and is least able to meet the cost of medical care.

The institution is compelled to restrict its direct medical service to those individuals who can obtain medical care from no other sources.

PART III

FUTURE PROGRAM DEVELOPMENT

Intelligent provision for the meeting of any problem is synonymous with adequate resources both human and material. A study of the nature and proportion of the Indianapolis situation was recognized as essential. A grant of \$4,000 from the Indianapolis Foundation in 1938 made that study possible.¹

The results are believed to be typical of that which would be arrived at from a similar study of at least ten important urban areas North of the Ohio River which have witnessed a concentration of Negro migration from the South under like circumstances and during the same period.

With the development of the foregoing program and study, Flanner House is now ready to put this laboratory model into production on a community basis in which a variety of community resources can be brought to bear on the problem. The plan is to develop in Indianapolis a laboratory for community organization -- a development which will serve as a focus point for extending the program to other industrial urban areas.

¹Ibid.

For forty-five years the Board of Directors of Flanner House has been concerned with the development of a sound program to meet the needs of the urban Negro family. As has been pointed out, its interest has gone much deeper than merely relieving the immediate suffering of the neediest of the needy Negro families who have applied for the services of the agency at one of its several operating levels. Flanner House has concerned itself with trying to find some basic solutions to the problems arising from the urbanization of the Negro. It has been aware that along with the job of studying, planning, and devising methods for meeting the basic problems that it must of necessity carry forward a program of relieving immediate suffering, of finding employment, of health and vocational education, of juvenile delinquency and in other areas where pressing problems presented themselves.

The Board has realized further that the problems of the Negro in Indianapolis have merely been typical of the problems of Negroes in every other northern industrial urban community. Any skills or techniques which may be developed at Flanner House in Indianapolis for meeting the problems would be of significance to similar communities.

The task of building the program of Flanner House then developed into three definite aspects:

1. The responsibility for operating and maintaining an efficiently run, well-managed social agency to meet the needs of the current community problems.
2. The job of study and planning in the area of finding basic solutions to these problems and of implementing newly discovered skills and techniques for meeting them.
3. The job of extending this program to the point where it would be valuable to other communities as a laboratory for program development.

To this end the Board has sought to finance such a program in its immediate and long-range aspects from three sources:

1. It has asked the Indianapolis Community Fund to assume responsibility for the financing of the first aspect of the program which entails the responsibility for operating and maintaining an efficiently run, well-managed social agency to meet the needs of the current community problems.
2. It has asked the Indianapolis Foundation to assume responsibility for the second aspect

of the program, i.e., the analysis and study of the basic problems involved, the program planning, and implementing and making applicable new found methods for strengthening the operational program of the agency.

3. It is now seeking some sources outside of the Indianapolis Community Fund and the Indianapolis Foundation -- resources for developing certain aspects of the program which would be significant to other urban communities throughout America.

In addition to the current support of the agency's program on an annual basis the citizens of Indianapolis have contributed some \$82,000 for the beginning of the construction of the necessary plant. The City of Indianapolis has made available an entire city block to be developed on a 99-year basis for the housing of the program -- construction has already begun on the first two units of the building program.

To insure the maturity of the contemplated program through the next ten years financial resources will be required to develop the program which includes:

1. The further development of cooperative and self-help enterprises.

2. The development of a broad program of community health and nutrition.
3. The further development of a broad program of community organization, social welfare, and vocational education.
4. A program for the preservation and development of folk cultural patterns in the fields of music, drama, and the arts and crafts.
5. The development and orientation of leadership at professional and lay levels.
6. The maintenance of a continuous program of study, research, and planning as a basis of direction and orientation of the program as it develops to meet current needs and as a method of adequately interpreting the program.

A. The Further Development of Cooperative and Self-Help Enterprises. The need for a sound program of cooperative enterprises and self-help projects to meet the basic economic problems of the group has been clearly indicated by the Indianapolis Study² which pointed out that only 11.5 per cent of the heads of the 1,501 families studied were natives of Indianapolis.

² Ibid.

Income. Sixty-six per cent of the family heads were from the South -- more than 50 per cent from Kentucky and Tennessee. The mean weekly income of these in 1939 was \$17.86. More than 90 per cent of this income, from private income represented wages. The mean weekly expenditure per family for food was \$6.82.

Employment and earnings, when compared with standard budgets, were wholly inadequate to provide sufficient purchasing power for life in a modern city. Their insufficiency furnished the basis for a large part of the other problems affecting the lives of Negroes. It was found reflected as a community problem in terms of dependency, disease, hospitalization, and crime.

Approximately thirteen per cent of the population of Indianapolis is Negro, but in 1938, 30.8 per cent of all local expenditures for health, recreation, and public assistance was required for this section of the community.³

Living Conditions. Eighty per cent of the Negro families studied paid a median weekly rental of \$3.20. There were 13.3 per cent who owned their homes and 6.7 per cent were buying or had their home mortgaged.

Sixty-seven per cent of the dwellings needed repair. Of these latter, 31.5 per cent needed major repairs and five per cent were listed as unfit for human habitation.

³Present day figures are heavily weighted with war emergency incomes.

Sixty-one per cent of the families had flush toilets on the inside. Ten and one-half per cent had flush toilets outside and 27.4 per cent had outside privies.

Thirty-nine per cent had bath tubs, while 57 per cent had portable bath tubs (the common laundry tub). Practically two per cent had no bathing facilities whatever.

The areas in which Negroes live are those made vacant largely by pressure -- areas of transition, composed of outworn buildings and high land values.

The development of cooperative enterprises and self-help projects is designed to meet these basic economic and housing needs of the group. The plan is to develop on a fairly large scale:

1. Credit unions and consumer cooperative outlets on a community-wide basis.
2. Home furnishings and home building projects include such activities as furniture making and repair, home equipment repair, decorating and remodeling, and eventually home building. These cooperative homemaking projects are to be developed around a self-help labor pool which is now in process of development through the building of the

furniture for the new units of Flanner House.

3. The Make-Over Shop is to be developed as a self-help cooperative clothing and household needs activity operating largely on the same basis as the furniture and home remodeling program.
4. Food producing and food preserving projects which include large scale subsistence gardening projects under competent professional direction and the development of an adequate program of home preservation, cooperative preservation, and food storage programs.

The value of this program has been well demonstrated during the past few years through the development of small laboratory projects which should now be expanded on a production basis.

B. The Development of a Broad Program of Community Health and Nutrition. This program contemplates the full utilization of present public and private agency facilities for health in the community. It contemplates further the development of a sound program of health education at the community level through clinics, hospitals and community organizations. This aspect of the program is very closely tied into the basic problem of improving the physical and

economic milieu in which the Negro has to live and raise his family. Therefore, it must be understood as a part of a total community effort involving a variety of other services of which the health program is an important part. This would enable Flanner House to develop a sound control group in working on practical programs of community nutrition as well as coordinating health education at the community level.

In addition to the development of health education program through hospital and clinic facilities the plan also contemplates carrying health education into the homes of Negro folk in a very simple and practical manner through close coordination with the Social Service Department of Flanner House and like departments of other agencies.

The need for the present program was made even more evident in our study than had been generally recognized in the community and further evidence has been secured through the recent experience of the Army in regard to the health of the Negro. The value of such a program has been demonstrated by our meager efforts in this community in connection with our clinics. It is clearly shown that the need is for health education at a folk level as well as adequate health facilities in terms of clinics, hospitals, physicians, nurses, and technicians.

C. The Development of a Broad Program of Community Organization, Social Welfare, and Vocational Education. The

migratory character of the Negro population of Indianapolis has been reflected in certain cultural maladjustments as expressed in the lack of skills and techniques necessary to work in urban communities as well as unfamiliarity with industrial work habits and the type of job performance expected from industrial workers. These factors plus a wealth of other social and cultural maladjustments tend to point up the need for this service among this particular group. Specific evidence was suggested in the findings of the Indianapolis Study which carried a greater insight into the background and interest of the Negro population in Indianapolis showing not only their educational and cultural background but also some idea of their participation in community activities.

Educational and Cultural Background. The mean education of the group studied was 7.3 years of formal training. Seventy per cent of the heads of families did not go beyond the elementary grades.

There was little interest in reading matter -- 80 per cent of the families having no magazines and 39 per cent having no books.

The Negro community is segregated and located in five well-defined areas. Social segregation exists in the schools, theaters, parks, hospitals and in virtually every phase of public life.

Community Participation. Eighty-five per cent of the families belonged to a church -- 52 per cent being Baptists. Eighty-eight per cent did not belong to civic clubs and 92.4 per cent were not affiliated with labor organizations. On the other hand, 87 per cent of the families reported that they took advantage of the ballot.

Seventy per cent of the families were known to the Social Service Exchange as applicants, at one time or another, for some form of relief and other social service.

Along with teaching skills and techniques, some attention must be given to the development of attitudes, sentiments and sound work habits in order to assure a kind of job performance at the industrial level which will pay dividends both to the Negro and to the community of which he finds himself a part. It is not contemplated that such a plan should duplicate the training which is done at the high school level. The Indianapolis Study has found that it is a long step from the classroom to the job. Flanner House proposes to be the liaison between the training which is received in the high school and the experience needed in the fields of either domestic or personal service, trade and industry, or commerce.

We propose to achieve these interests through the development of:

1. Division of Vocational Education which will include such services as employment, vocational education for men and women, and industrial relations.
2. The Social Service Department which includes group activities for men and boys, women and girls, group and family activities, and the family and child welfare service such as general case work, camp, clinical follow-ups, day nursery, and other child welfare services.

D. A Program for the Preservation and Development of Folk Cultural Patterns in the Fields of Music, Drama, and the Arts and Crafts. In the tension, frustration, and confusion which occurs in an urban setting there is a great danger that much that is fine and beautiful in the music, folklore, and life of the American Negro will be lost unless there is created and developed similar cultural and spiritual patterns in the urban centers. Of course, much of the old will survive but it must be modified and its contents improved in order to meet basic needs.

E. The Development and Orientation of Leadership at Professional and Lay Levels. The first has to do with providing a year or two years of in-service training for ten outstanding graduates of colleges, universities, and professional schools in

the field of Social Sciences and Social Work who, after having spent a year of internship in the program at Flanner House, will go out to their first professional jobs in other cities to develop similar programs and points of view in Negro communities.

The development of 125 such persons would pay untold social dividends if they could be strategically placed in meeting the problem of the Negro at the urban level.

The second area of leadership is the development of lay leaders in the local community, i.e., those who are going to be the responsible individuals in the community, in the churches, in politics, and leaders who will develop small shops, small businesses among their own people. Perhaps the genius of such a coordinated program is that it might serve as a sort of factory for the development and orientating of balanced leadership.

F. Constant Research and Study Would Serve as a Basis for Modifying, Changing, and Shifting Emphasis Wherever the Needs Were Greatest within the Five General Areas Outlined. Such a study program would serve to test the activities from year to year, as well as a basis for recording patterns as they develop on a scientific basis. This division then would serve as the planning division for the total program.

On the basis of performance and development or achievement of this program the plan calls for the establishment of a sufficient trust to be developed and used during the next

twenty-five to thirty years in establishing the kinds of programs which have proved fruitful in other urban areas, i.e., to put the laboratory findings of this community into national production using Indianapolis as a central base for operation. This program does not propose investing sums of money in brick and mortar. It does contemplate using a trust the size indicated for the coordination and direction of funds and resources by agencies, both public and private, in other northern industrial areas to meet the problem of the urban Negro. It contemplates also the continuous development of a sound leadership, both lay and professional, in these areas.

If many of the basic economic, social, cultural, and health problems of the Negro can be solved, it is possible that many of the problems which now baffle and frustrate American efforts will solve themselves. It is at solving these basic problems that the Flanner House Plan is directed. The Board firmly believes that this is the outstanding need of the American Negro of this generation and for the next thirty years.

THE BOARD OF DIRECTORS
OF FLANNER HOUSE.

October 16, 1943

APPENDIX

ORGANIZATION AND ADMINISTRATION OF THE FLANNER HOUSE PLAN

It is proposed that:

1. The Board of Directors of Flanner House be responsible for the development of the fiscal aspects of the program in Indianapolis; that during the ten-year period there be organized a national advisory council composed of members selected from the following areas:
 - a. Outstanding Indiana natives who have gained national prominence and significance and whose judgment is respected on a national basis.
 - b. Outstanding social scientists, sociologists, social workers, and economists whose judgment and whose work have won national acceptance.
 - c. Certain outstanding representatives of management and labor who have

gained public acceptance and whose integrity and understanding of problems permit them to make a real contribution.

It is understood that this council should be chosen without regard to race, religion, or politics.

2. The program should be administered by a competent staff, also interracial, which is expected to carry out the policies of the Board of Directors and the Advisory Council.
3. At the time of the establishment of the trust that a Board of Directors be established for its administration which is capable of protecting its interest and developing the program. Perhaps the most likely group from which to draw such a board would be from the National Advisory Council, whose members will have had several years of education, training, and orientation in the problem. These details, however, can be clarified as specific needs arise.