A STUDY AND EVALUATION OF THE COLUMBUS
URBAN LEAGUE'S PROGRAM

A Thesis Presented for the Degree of Master of Arts

by

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Approved by:

[Signature]
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H.E.A.
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CHAPTER I

INTRODUCTION

The Negro has been termed "America's tenth man," and because of the status implied in this racial ratio, is a minority problem in this country. For many years most Negroes accepted the handicaps inherent in this situation because there seemed nothing else to do. Gradually, however, a change has taken place as most liberal Americans have come to feel that the Negro is entitled to his fair share in American democratic culture. The Negro's struggle for equality of opportunity has been led in recent years by three interracial organizations. They are:

1. The National Association For the Advancement of Colored People.

2. The Commission on Interracial Cooperation.


National Association For Advancement of Colored People

The National Association for the Advancement of Colored People was founded in 1909. Its purposes are:
1. To educate America to accord full rights and opportunities to Negroes.

2. To fight injustice in Courts when based on race prejudice.

3. To pass protective legislation in state and nation and defeat discriminatory bills.

4. To secure the vote for Negroes and teach its proper use.

5. To stimulate the cultural life of Negroes.

6. To stop lynching.

On June 1, 1942, the National Association for the Advancement of Colored People established its Washington Bureau, located at 100 Massachusetts Avenue, Washington, D. C. It serves as a "watchdog" to the interests of the American Negro. The following are its purposes:\(^1\)

1. To seek out and act upon all policies affecting directly or indirectly the welfare of the Negro in the armed services, employment, citizenship, etc.

2. To secure and examine immediately upon introduction in Congress all bills and resolutions which may affect the welfare of Negroes.

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3. To prepare carefully documented and logically written memorandum briefs of the Negro, and also to oppose legislation which will injure the Negro, and present these when necessary to the House and Senate Committees in public hearings.

4. To see that branches and the people of the country are informed of this legislation so as to bring pressure on Congressmen and Senators to vote against harmful bills and to support helpful ones.

5. To prepare and send out mimeographed or printed "Behind the Scene" picture of matters of interest to Negroes.

6. To cooperate as far as possible with the other agencies or organizations interested in the same or similar objectives.

In addition to the above described functions, the Washington Bureau serves the general public:

1. As a center of information on national issues affecting the Negro.

2. As a source of information with respect to the governmental activities and records of public officials affecting directly or indirectly the interests of Negroes.

3. For the purpose of receiving data on the denial of citizenship rights in local areas which can be remedied by federal action.

4. As a meeting place for everyone who wants to see democracy function as it should.

The N.A.A.C.P. works through the National Office in New York City and through branches or local associations in cities elsewhere in the country. The National Office, including The Crisis, the official organ of the
organization, employs thirteen salaried executive officers and seventeen other paid employees. The president of the organization has always been a white man; at present he is Arthur B. Spingarn, who succeeded his brother, the late Joel E. Spingarn. It is estimated that about ten per cent of the total membership of the association is white. The association is interracial only at the top, but practically all-Negro at the base.

The main weakness of the N.A.A.C.P. is generally acknowledged to be its lack of mass support. The membership is still largely confined to the "upper" or more educated classes. At the present time the association is making great strides in getting Negro workers to join the organization. The association needs a much larger popular support in order to be able to fight with greatest success for the cause it sponsors.

**Commission on Interracial Cooperation**

The Commission on Interracial Cooperation, or the Interracial Commission, as it is commonly known, is not distinctly a Negro movement, but a joint effort by whites and Negroes. The Interracial Commission works in the South only and has its center in Atlanta, Georgia. This Commission was organized in 1919 as an effort to meet the great uncertainty and strain in
the relations between whites and Negroes after the First World War. The leading spirit of the movement and, later, the director of the work was W. U. Alexander.

The Commission on Interracial Cooperation is the organization of Southern liberalism in its activity on the Negro issue. The center of activity is the Atlanta office, which employs three white officers and four white office workers. The president is a prominent Southern white liberal, Howard W. Odum. The work is directed by a main governing body of 104 whites and 53 Negroes, representing the whole South. The membership is composed of more whites than Negroes, but the meetings are usually attended by a larger number of Negroes.

The philosophy of the movement is not that of seeking to solve the race problem, but the creation of a better spirit between the races by the promotion of interracial understanding and sympathy in the South. In its monthly paper, The Southern Frontier, the Commission demands a fair opportunity for the Negro as a breadwinner; equal participation in government welfare programs; equal justice under the law; suffrage, and other civil liberties.

The Commission is accused of accepting a defeatist attitude, since it accepts existing racial patterns and uses influence instead of pressure in solving
problems. It is said that the Commission does not reach the lower classes of whites and Negroes between whom friction is most acute. These criticisms seem to be strong but only through this indirect attack on race problems can the Commission secure the backing of Southern liberals.

National Urban League

The National Urban League was founded in New York City in 1911. Its main aim has been to get equal job opportunities with equal pay for equal work, and an equal chance for advancement for Negroes. In this struggle the League has concerned itself with such things as the problems of education, home and neighborhood, problems of youth, recreation, vocational guidance, housing, and welfare work. Local branches of the League maintain employment agencies, clubs for boys and girls, neighborhood groups, parent-teacher associations, and study groups in trade unionism.

The National Urban League's working formula is so simple that its real significance and effectiveness are often overlooked. That formula consists in arousing the active interest of people in social problems which grow out of racial contacts and differences; exploring and analyzing the underlying facts and
devising means of using them; developing cooperative teamwork among interracial leaders and thus contributing to the solution of these social problems; and elimination of racial hostility. Always its sights have been raised above the plane of interracial tensions to the best interests of the community, the state, and the nation.

In applying this formula, the National Urban League has had the benefit of certain definite and peculiar advantages. It is a national movement with fifty-four local affiliates located in twenty-seven states. The League is interracially directed, with white and Negro leaders of many interests serving on the boards and committees of the parent organization and each of its fifty-four local affiliates. Full-time employed professional staff makes the League's national program effective.

The National Urban League has greatly changed during its thirty-seven years of existence. While in philosophy and objectives the Urban League movement today remains what it was in 1910, the expression of that philosophy and the approach to these objectives reflect the changing times. The National Urban League may be considered an important American movement. If its importance is measured by its objectives and the spirit and energy with which its members devote themselves to their organizational responsibility, it is
not a small movement.

The National Urban League considers itself a spokesman in behalf of the basic interests of the American community, and a supporter of the democratic impulse in American life. Its essential interracial structure causes the organization to be concerned primarily with the interests of the whole community. Although the League aims particularly to interpret the needs of the Negro, it seeks to establish a common understanding among all groups in the community. Myrdal expresses the importance of the League in this way.¹

What the Urban League means to the Negro Community can best be understood by observing the dire need of its activity in cities where there is no local branch. The League fills such an unquestionable and eminently useful community need that -- were it not for the peculiar American danger of corruption and undue influence when something becomes political -- it is obvious that the activity should be financed and financed much more generously, from the public purse: by the city, the state, and the federal government...... There are few informed persons in America, among either whites or Negroes, who do not appreciate the social work done by the League.....

The level of social service varies sharply among the local Leagues in American cities. Consequently,

local Urban Leagues exercise full autonomy in the direction and guidance of members within their communities. Local Urban Leagues accept the general philosophy and objectives of the whole League movement, but adjust their programs to local conditions and become an organic part of their communities.

**Columbus Urban League**

The Columbus Urban League, one of the fifty-four affiliates of the National Urban League since its beginning in 1917, has made significant contributions to the improvement of the Negro and the mutual understanding and appreciating of activities sponsored by all members in the community. Its interracial membership, the largest of any local league, today totals 5,500, about equally divided between the races, and representing a cross-section of citizenship of the community. The belief that a progressive community must have normal participation for all of its citizens not only has made the Columbus Urban League one of the outstanding affiliates of the National Urban League, but has caused its recognition as being in the forefront of the cities which are working toward this ideal.

The writer has become greatly interested in the program of the Columbus Urban League as its interracial
structure makes it a People's Organization. This program realizes that its problems range through every aspect of life and are broad, deep, and all-inclusive. For this reason the Columbus Urban League's Program is fundamentally different from the conventional program of the average group that organizes itself into a community council or neighborhood society and purports to represent all of the people. A People's Program is therefore predicated upon the thesis that only through the combined strength of many people can it ever hope to cope effectively with those major destructive forces which pervade the entire social order.

Purposes of the Study

This study shall not give any further attention to the programs of the Commission on Interracial Cooperation and the National Association for the Advancement of Colored People. The writer a student of education, is particularly interested in the programs of the National Urban League and its affiliates as it has improved democratic living in this country by constantly utilizing the process of education in human relations. It is because of this reason that the writer has confined this study to the Urban League Program.

It is the purpose of the writer in this study:
(1) To present briefly an overview of the services of the National Urban League;

(2) to examine the nature and scope of the Columbus Urban League Program;

(3) to evaluate the services of the Columbus Urban League; and

(4) to recommend possible means of expanding the Columbus Urban League's Program.

Sources of Data

The information obtained has been received from the following sources:

1. Books on community organization and understanding.

2. Pamphlets, magazines and bulletins of the National Urban League.

3. Various Columbus Urban League's publications.

4. Interviews with professional staff of the League.
CHAPTER II

OVERVIEW OF THE NATIONAL
URBAN LEAGUE PROGRAM

Historical Background

A group of men and women of both races met in New York City in 1906 at the call of William H. Baldwin then president of the Long Island Railroad and president of the General Education Board. Those persons were primarily interested in the industrial welfare of Negroes in New York City. They formed an organization, called the Committee for Improving the Industrial Conditions of Negroes in New York, to study the Negroes' industrial needs and seek openings for qualified ones.

In 1911, Mrs. Ruth Standish Baldwin called a conference of the various organizations working in the interest of Negroes in the city of New York. This group of leaders agreed to consolidate all of the organizations and called the new movement the Urban League. Such well known individuals as: Miss Francis Kellor, Rev. A. Clayton Powell, Dr. G. E. Haynes, Honorable Fred R. Moore, Dr. E. E. Pratt and Professor E. K. A. Seligman were members of this pioneer group.
In 1911-1912 with a budget of eight thousand dollars the League began to enlarge its movement.¹ During its first years of operation the League's main objective was the development of economic opportunities for Negroes in cities. Consequently, local affiliations were established in New York, Philadelphia, Nashville, and Baltimore. The League then began to collect facts on Negro life and present them to social agencies and public audiences in order to get all people to work together to provide industrial opportunities for Negroes.

As a result of the United States' entry into World War I, a large number of southern Negroes flocked into northern urban centers in answer to a demand for labor. This influx of southern Negro population led the National Urban League to establish new affiliates. Twelve new affiliates were created in the five year period 1915 - 1920.

During the period of reconstruction after the war, many complicated problems faced the Leagues. There appeared a job shortage for Negroes. The Negro migrant created an acute housing problem. Rents were charged that the Negro could not pay. So, in 1920 with a budget

¹ Eugene K. Jones, "Thirty-Five Years of Service", Opportunity, Fall Issue 1945, p. 173.
of $25,713 the National Urban League inaugurated the following industrial welfare program to:\(^1\)

1. Standardize and co-ordinate the League's employment bureaus in cities; also to encourage the establishment of other free bureaus - state, federal, and private.

2. Place welfare workers in industrial plants and include training for them.

3. Encourage organization in industry and to keep in touch with Chambers of Commerce; manufacturers and employment managers' associations and executive councils of labor federations to further the interests of Negro working men and women.

4. Encourage Negro industrial workers -- especially those who as recent migrants have broken all home ties in the South and have failed to make new ones in a strange environment -- to join a church of their choice.

In 1921, the League established a department of research in its New York headquarters with Charles S. Johnson as director. The attention of the Research Department was directed toward the compiling and systematizing of scientific social data. The functions of the department were:\(^2\)

\(^1\) Annual Report of National Urban League, 1919, p. 22.
1. To investigate social conditions in communities preparatory to the establishment of affiliates of the League.

2. To collect and compile information concerning Negroes.

3. To disseminate the prepared material to local affiliates.

In 1923, *Opportunity* official organ of the League began publication. Charles S. Johnson became the editor of the magazine. In 1929 with the resignation of Charles S. Johnson, Elmer A. Carter became the editor of *Opportunity*.

In 1925, the Department of Industrial Relations was established at a cost of nine thousand dollars. T. Arnold Hill, then executive secretary of the Chicago Urban League, was made director. This department was to stimulate and strengthen the similar departments of the local affiliates; to gather and disseminate information regarding employment conditions among Negroes; and to keep alive the issue of employing Negroes in places of business and in types of work in which they were not engaged. While the modes of implementing these aims have varied with changed times and conditions, these objectives are still the essentials in the League's industrial relations program.

The National Urban League during its thirty-seven years of existence is a national asset in that it is
one of the most effective agencies in the United States for improving the status of the Negro, and for bringing about mutual understanding and sympathy among races. Four things stand out as a special significance:¹

1. That the League has stood from the first for interracial cooperation.

2. That the League and its branches have taken a constructive attitude toward problems of social welfare and practice.

3. That the major contribution of the League has probably been in the field of industry.

4. That the League has founded and conducted one of the best social welfare publications in America, Opportunity, devoted particularly to the social-economic needs of the American Negro in Urban centers.

Organization

The operations of the National Urban League are carried on under departmentalized activities: administration, research and community projects, industrial relations, vocational guidance, field services and promotion and publicity. Responsibility for program direction rests with the Executive and General Secretaries, who promote the general interests of the League

nationally, coordinate the work of the various national depart-ments, and provide vital contact between board leadership and professional staff in 56 Urban League cities throughout the country.

Executive boards have equal representation of responsible white and colored citizens to determine policies and programs. On the following page is a list of the officers and executive board members of the National Urban League.
NATIONAL URBAN LEAGUE

OFFICERS AND EXECUTIVE BOARD

Lloyd K. Garrison.......................... President
Willard S. Townsend.......................... Vice-President
Sadie T. M. Alexander.......................... Secretary
Mrs. Alfred H. Schoellkopf.................. Treasurer
L. Hollingsworth Wood........... Chairman, National Committee

Charles W. Anderson, Jr.    Sidney Hollander
Regina M. Andrews            John Paul Jones
William H. Baldwin           Mrs. William S. Paley
Matthew W. Bullock           Charles Poletti
Benjamin J. Buttenwieser    Roger William Riis
Mrs. Bennett Cerf            Winthrop Rockefeller
Earl B. Dickerson            Elmo Roper
Alan L. Dingle               Thomas G. Young

NATIONAL COMMITTEE

L. Hollingsworth Wood, Chairman

W. G. Alexander    Eduard C. Lindeman
W. G. Anderson    Lawrence J. MacGregor
Roger N. Baldwin   Dorothy Maynor
Mary McLeod Bethune    Mrs. John F. Moors
M. O. Bousfield    Frederick D. Patterson
Chester E. Bowles   Elbridge Bancroft Pierce
Pearl S. Buck       A. Clayton Powell, Sr.
Caroline B. Chapin    Mrs. Albert S. Reed
John W. Davis       Julian J. Reiss
Elizabeth Eastman    E. P. Roberts
L. Hamilton Garner   William Scarlett
Frank P. Graham      Mrs. George W. Seligman
Charles L. Horn      Mrs. V. G. Simkhovitch
Arthur B. King       C. C. Spaulding
Milton R. Konvitz    Noah C. A. Walter
R. O'Hara Lanier     Elizabeth Walton
Mrs. Albert D. Lasker  Charles White
Harold Latham         Paul R. Williams
Mrs. David M. Levy    Mrs. Robert L. Vann

P. B. Young

Southern Field Division: 250 Auburn Avenue, N. E.,
Atlanta 3, Georgia

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The greatest single element of strength in the Urban League movement is the flexibility of its organization. The locals as mentioned above are autonomous units determining for themselves the sizes and personnel of their respective Boards and Staffs, and developing their own programs and financial support. Thus, the local units can adjust themselves to local conditions and become organic parts of their communities. The National League is similarly free to develop its own organization and program in relationship to the national pattern of governmental, industrial, labor and private agencies.

Under this flexible arrangement the National Urban League can make available to any local affiliate the information, contact, and influence it has on the national level and can provide staff aid for specific projects and in special emergencies, and at the same time the National League can draw upon the locals for their fund of information and experience which, in the aggregate, provides the data for effective League approach to the interracial problems at the national level.

The National Urban League is financed through grants from foundations, contributions, and membership from corporations, organizations and individuals, and appropriations from local affiliates. In cities
where there are Community Chests, local Urban Leagues have been, without exception, accepted into Chest membership, once they have demonstrated their ability to function as independent agencies. Budget expenditures reached the unprecedented total of $191,306.15 during 1946 as compared to $60,006.62 in 1941. ¹

**Nature of the Program**

The National Urban League offers to any individual or group an opportunity for voluntary and practical services in improving the American community. Experienced professional people and leaders both Negro and white are working day and night to build racial understanding and to develop better living and working conditions for Negroes. The National Urban League places at the disposal of the nation and in particular, each city having a local Urban League, a program of sound community living through the following fields:

1. Research and Community Planning
2. Industry and Business

3. Vocational Guidance
4. Housing
5. Professional Study.

Research and Community Planning

The research and community project is a departmentalized activity of the National Office. It is responsible for gathering information which is pertinent to the Urban League's program and upon which its daily activities are based. This department's store of knowledge is constantly increased by formal studies, routine compilation and informal inquiries. It also initiates and stimulates local projects aimed at improving living conditions among the Negro population.

The Community Relations Project, the department's current undertaking, is being financed by grants from The General Education Board. It is in its third year of interracial social planning. This project has brought to bear the organized advisory and investigative resources of the National Urban League in thirteen selected American cities. They are New London, Connecticut, Gary, Indiana; Dayton, Ohio; Houston, Texas; Oklahoma City, Oklahoma;

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Tulsa, Oklahoma; St. Petersburg, Florida; Kansas City, Missouri; Charleston, South Carolina, Chester, Pennsylvania; Little Rock, Arkansas; Winston Salem, North Carolina; and Chattanooga, Tennessee. Trained research specialists and consultants in various fields of social work visit these communities and assist local leadership with problems of Negro welfare and race relations. The results of the project's investigations and recommendations are now being analyzed and compiled. When completed they will provide a wealth of facts acquired through three years of study in various sections of the country and will furnish an important contribution to our store of national knowledge regarding community organization and race relations.

**Department of Industrial Relations**

The Department of Industrial Relations is the oldest departmentalized activity of the National Office. It attempts to remove the racial factor from employment by educating business and industrial management and employment agencies to expand job opportunities for Negroes, and to provide employers with information, and advice leading to the solving of any problems which might arise from employment of Negroes. This department worked hard during 1941 - 1945, to improve and
increase wartime job opportunities for Negro workers and to make certain that gains made during that period would be carried on as a permanent part of the peacetime-employment policy of American industry. The fruits of its operation are now to be seen in the League's accomplishments in the telephone and retail selling fields.

The Department of Industrial Relations prepared a report, "Number Please;" on Negro employment in the operating companies of the Bell Telephone System, in forty-four Urban League cities. On the basis of this report conferences were held with ranking officers of the Bell Telephone Company and an estimated 1,000 Negro workers were placed during 1945 as switchboard operators, office employees, technicians, maintenance and repair workers with telephone companies.

Another report, "Integration of Negroes in Department Stores;" designed as a program aid for local leagues and other groups desiring to organize for community action, stimulated activity in the employment and up-grading of Negroes in the department store industry. Now, in several cities, most recently through the Urban League of Pittsburgh, Pennsylvania major department stores have for the first time announced a policy of employing

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of employing sales clerks and office staff on the basis of skills and ability rather than race.

The Industrial Relations program is rapidly expanding, and as management has made more and more demands upon the industrial relations staff, a Trade Union Consultant has been added to the staff. This consultant acts as spokesman for groups of Negro workers who have grievances against union leadership and in other cases assists unions in explaining to Negro workers issues regarding union rules and policies.

The Industrial Relations Department, as an interpreter of the Negro worker's needs and attitudes to labor and management, and as a supporter of wise leadership in fields affecting the interests of Negro employees, has done much to widen the areas of employment for Negroes. This department operates on the basis that Negroes do not look for sympathy, but they do demand the same chance at all kinds of work that all other citizens expect and enjoy.

Vocational Guidance

A third traditional activity of the National Urban League is its special work in Vocational Guidance. Annually since 1930, the National Office has conducted a Vocational Opportunity Campaign which admonishes American
employers regarding their responsibility for providing new job opportunities to Negro workers, and which advises community leadership on the need and type of training facilities that must be established if young Negro workers are to be assisted in planning for their employed tomorrow. A grant from the William Volker Charities Fund during 1946 gave the League a chance to inaugurate a year-round guidance program.

The problem of the Negro's adjustment in the American way of life is due largely to prejudice encountered in industry, a deficiency in educational preparation, a lack of apprenticeship opportunities and a scarcity of available occupational information. Within the past four or five years certain concepts regarding the abilities of the Negro workers have been acknowledged. This breakdown in old concepts has been due largely to the efforts of progressive unions, intelligent personnel administrators, and sound vocational guidance and educational programs on the part of Urban Leagues.

The National Urban League feels that adequate vocational guidance will include the following:

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1 Alexander B. Mapp, "Vocational Guidance A Post War Must", Opportunity, Spring Issue 1945, p. 98.
1. Personal inventory - complete and scientific record of the individual
   a. School history
   b. School achievement
   c. Test result
   d. Personality

2. Sound and Scientific Counseling
   a. Assist individual to interpret data
   b. Identify major and minor problems
   c. Aid in planning solutions to problems
   d. Assist in direction of action

3. Available Information
   a. Occupations
   b. Vocational trends
   c. Educational requirements
   d. Training facilities
   e. Expected compensation

4. Placement
   a. Labor market
   b. Technique of job application
   c. Personnel practices

5. Follow-up
   a. Encouragement of individual achievement
   b. Evaluation of program
   c. Improvement of program

Local Urban Leagues pick up the National's message of advise and encouragement and carry on vocational guidance programs adapted to meet local needs. The vocational guidance services of the Detroit Urban League will serve as an example of how local affiliates operate in this direction.

The vocational services department of the Detroit Urban League provides free counseling services to those who seek employment or to individuals already employed who wish to make occupational adjustments. The major
emphasis is on helping each individual counseled to progress in gainful employment to the end that maximum benefit may be derived by the worker and the employer. This involves keeping the community informed as to changing trends in the world of work and giving job seekers such information as will enable them to work most effectively with others.

The areas of operation include the following:

1. Vocational Guidance
2. Educational Guidance
3. Service for Veterans
4. Industrial Service

Although this new department has been in operation but a short time, it is attempting to make use of the most modern facilities in this program. The Kuder Performance Record, the Clets Vocational Interest Tests and the Strong Vocational Interest Blank are put into constant use in the counseling program.

The Urban League intends to place even greater emphasis in the future on its vocational guidance program; for, in order to hold and further expand the job gains made by Negro workers, it is imperative that youth, in-school and out-school, and workers make better use of training opportunities in order to qualify for tomorrow's jobs. The League feels that unless Negroes plan today
for tomorrow's jobs, much of today's efforts will have been wasted.

**Housing**

In the Negro's struggle for equality in America, adequate employment represents the most persistent and most difficult area. However, in many communities taking first place without question is the problem of housing. The twin evils of discrimination in employment and housing recognize no geographic boundaries. They are common to the North, South, East and West.

For more than a third of a century, the League conducted and inspired social surveys that have exposed housing blight in most of the major cities in the United States. The Urban League files from the National Office to the newest branch, contain authentic histories of local and national housing conditions. By these studies, the League has been influential in highlighting the unescapable responsibility resting upon Federal and State Governments for the proper care of its citizens, whether foreign born or native, whether white or black. Paralleling these studies and inquiries, was the initiation of programs by local Urban Leagues pointing the way to Negro homemakers in the protection of such properties as they were able to acquire. Clean-up
campaigns and home beautification projects were developed to an effective level in Baltimore, Pittsburgh, St. Louis and many other League cities.

The Report of the Committee on Negro Housing in 1931 relied upon the studies and other activities of the Urban League to a greater degree than upon any other single agency for analysis of the problem of Negro housing. When the Real Property Inventory of 1934 was initiated under the auspices of the Emergency Relief Administration, the League made its influence felt in every major city in the country. Urban League representatives made valuable contributions to the completeness and objectivity with which this study presented the authentic story of America's and the Negro's housing needs. The insistence with which Urban League workers aided other progressive forces pressing for housing legislation was exceeded only by the enthusiasm with which they greeted such legislation on the state and national levels, when in 1936 and 1937 the country's first public housing developments took shape under the Public Works Administration.

A report of a Commission on Housing, assigned in

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1 Harold A. Lett, "The Urban League Works for Good Housing", Opportunity, Fall Issue 1945, p. 216.
1942 to prepare a thorough analysis of the housing picture and the League's role in past and future developments, made this comment on Urban League influences:

In an attempt to measure the degree of activity of Urban League branches in the Public Housing movement, your committee posed a series of questions representing several shadings of interest. One branch admitted exhibiting only an academic interest in the local program; five reported a moderate display of activity; twenty-three branches engaged in aggressive actions to stimulate interest in local programs, of which number, ten secretaries reported a quasi-official tie-up with the Housing Authority. Nine Urban League branches reported staff or board members as Housing Authority members. Seven had representatives on Authority Staff; eight cities included League workers on Negro Advisory committees; fourteen branches were represented on Citizen's Housing Councils; and six were included in local Rent Control committees.

In the area of unofficial influences, twenty-six branches have applied pressures which had served to guide the formulation of local housing policies. Negro members of Housing Authorities were serving in sixteen League cities, in each of which the branch played a part in selection of Negro workers in twelve cities; Advisory Committees in ten; Citizens' Council membership in fourteen; and Rent Control Committees in seven.

The value of this type of unheralded service is enhanced with the knowledge that the aggregate Negro population of the thirty-one League cities involved in this report reaches the approximate total of 2,178,000, or one-sixth of the Nation's Negro population. In these thirty-one cities are to be found the most flagrant examples of sub-standard housing and congestion, being as they are, the larger industrial centers of the United States.

As the recognized spokesman for the Negro group the Urban League can ill afford to take a passive or academic interest in housing programs. With increased evidence being presented on the national fronts that anti-housing influences are seeking control of local, state and federal housing organizations and agencies, the post-war future of this significant social program will depend upon the mobilization of housing proponents into a strong, alert, articulate body of public opinion. The League secretary must be in the vanguard of such movements.

Possessing the broad, social perspective and first-hand knowledge of the evils of poor housing, and equipped with the tools for social research, the League can and should be the focal center of local housing interest. These advantages, however, impose the grave responsibilities for serious work in preparation of all essential social and housing data. The study and graphing of community growth and development; setting up spot maps depicting the incidence of morbidity, mortality and delinquency; charts showing the correlation of minority group islands with blighted housing areas, are forms of visual educational media familiar to the League secretary which few other local agencies can employ with equal assurance or facility.

The temporary lull in construction is an invitation to inactivity. It should be a spur to greater planning. It is generally conceded that the collapse of war production when victory is achieved will require tremendous government subsidies for work-relief programs during the period of re-tooling for post war reconstruction. Of all made-work programs of the past decade, public housing has been the most sound, economically, in that it is more nearly a self-liquidating program while conferring unmeasured benefits upon individuals affected and upon the whole community life. The opposition to the program by special interest groups is the one grave threat to a prompt and universal resumption of low-cost housing construction. Social engineers and the Urban League particularly, must recognize the existence of this force, and work unceasingly to nullify its effect long before the cessation of international hostilities.
The social and cultural influences of the black ghetto must be eliminated if the Negro and all other under-privileged groups are to achieve first-class citizenship in a democratic society. The Urban League works for slum clearance and low-cost housing, for improvement of privately owned homes and for more enlightened policies by real estate owners and operators in increasing the opportunities for Negroes to buy or rent decent family dwellings. It also cooperates with the various public agencies, with enlightened real estate interests and with tenant organizations and civic groups interested in better housing.

**Professional Training**

The League has always recognized that it is fundamental to the success of the movement that facilities be provided for the training of Negro persons in the field of social work, and young men and young women with the proper background and personality have been selected and encouraged to enter the social work profession. Under this program individuals have been trained at the New York School of Social Work, Columbia University, The University of Pittsburgh; Carnegie Institute of Technology; Graduate School for Social Administration, University of Chicago; Atlanta University
School of Social Work; Bryn Mawr College, and other institutions.

Today these trained people are scattered over a wide area, serving in local Leagues or in other social service positions. A few were in the Red Cross overseas units during World War II bringing to bear their training and experience upon the members of the Armed Forces of the United States on foreign shores. No group of similar size has wielded such influence on America's social thinking and practices in regard to the Negro.

The Fellowship Committee of the National Urban League announced in 1946 the establishment of a new fellowship, The Adam Hat Welfare Committee Award. The Ella Sachs Plotz Fellowship, the Anthony Benezet Grant and fellowship provided jointly by the National Urban League and the Urban League of Pittsburgh have produced in thirty-seven years a total of 108 trained professionals. The League is especially proud of this phase of its program as effective social service depends on men and women specifically trained for that career.

The philosophy and program of the National Urban League is fundamentally sound. While the work of the organization does not lend itself to glamour, it is no less dynamic, and will remain current in its
effectiveness as long as men and women are intellectually honest and spiritually courageous in their work for intercultural balance. This movement neither claims nor seeks a monopoly in the promotion of interracial understanding and adjustment. It is only one of several programs now functioning at either the national or the community level. It is unique, however, in being organized for professional social service as well as social action. Its approach to the subject and its record of performance since 1910 give the Urban League national recognition among public spirited citizens in our democratic society.
CHAPTER III

COLUMBUS URBAN LEAGUE PROGRAM

Historical Background

The Columbus Urban League was born of the First World War, to meet a situation created in 1917 when a large number of Negroes came to Columbus to answer the call for labor in munitions plants. This influx resulted in a marked and permanent increase in the local colored population. Most of the migrants were from the southern rural districts; many among them were untutored and knew practically nothing of living in highly specialized industrial centers.

Agencies such as the churches, ministerial alliance, schools, Y.M.C.A., and N.A.A.C.P. recognized the problem created by such a large influx of people and representatives met at the Spring Street Branch Y.M.C.A. and organized what was known as the Federated Social and Industrial Welfare Movement for the Negro, in March, 1917. In April, a permanent organization was perfected with the following officers: Dr. William J. Woodlin, President; Mrs. Cordelia Winn, Vice President; Miss Anna V. Hughes, secretary; Rev R. Doyle Philips, treasurer. The executive staff included Nimrod B. Allen,
general secretary, and Miss Elsie Mountain, head social worker. Immediately a traveler's aid worker was placed in the Union Station to aid the migrants in making contacts with the agencies, relatives, and friends.

In 1918, the organization became a branch of the National Urban League. The advantage of working with a national organization on the migrant problem, which was more national than local, became very evident. From this humble beginning the local league has grown to a federation of agencies which attempts to comprehend the major social needs of the Negro, and to better race relations. The story of the development of the Columbus Urban League mirrors the struggle, aspiration, and progress of a people to gain for themselves social economic, and civil freedom. The Negro is aware that his worst enemies are poverty, ignorance and discrimination, and feels that he should organize to combat them. It is through this anxiety on the part of the Negroes and white people of goodwill that the Columbus Urban League has been able to serve Columbus and Franklin County for the last thirty years.

Organization

The Columbus Urban League has the largest interracial structure of any Urban League. This interracial
structure is confined primarily to board and committee members as the Columbus Urban League has a Negro staff of professional and clerical workers.

Listed below are the names of the members of the League's interracial board of directors. On the following page is a chart showing the organizational structure of the Columbus Urban League.

COLUMBUS URBAN LEAGUE

Board of Directors

Robert W. Newlon, President
H. M. Appleman, President - Emeritus
James A. Maddox, First Vice-President
N. L. Scarborough, Second Vice-President
Mrs. Geneva Free, Third Vice-President
Mrs. Velma M. Davis, Recording Secretary
C. C. Guthrie, Treasurer
N. B. Allen, Executive Secretary

B. W. Abramson     James A. Preston
Richard A. Borel     Commodore M. Reid
Aleve Boyenton     Raglan R. Reid
J. J. Carter     Ray S. Reinert
Edith M. Coleman     Clayton W. Rose
Horace B. English    Julian J. Schaefer
Harry Gilbert     Myron S. Selbert
Anna B. Jones     L. M. Shaw
Orville C. Jones     Charles F. Spicer
Percy I. Lowery     L. G. Staley
Loren R. Lunsford     Frank H. Throop
V. E. McVicker     Sig Weisskeiz

James J. West
Chart I - Organizational Structure of Columbus Urban League
Departments of League Public Relation

The Public Relations Department of the Columbus Urban League serves as an interpretive agent to the community as a whole, and to other departments working within the League's structure. It is the purpose of this department to present and interpret a picture of Negro life in such a way that feelings of discrimination and prejudice will be replaced with understanding and good-will. The department gathers and makes available information on health, housing, and other minority group problems.

The work of this department is carried on by a full time director and a stenographer. The director of public relations analyzes each problem in its relationship to the basic policies and objectives of the League so as to increase good will, understanding, and support from the community. It is the task of the director to act as a liaison person between the agency's staff and the community. The director also acts as a "trouble-shooter" to detect and remedy possible points of misunderstanding that might in any manner hamper the effectiveness of the Columbus Urban League program.

The varied functions of this department are:

I Public Information and Interpretation

A. Written word
1. Newspaper publicity

2. Pamphlets, bookmarks, etc.

3. House Organ, The New Epoch

B. Spoken Work

1. Public speaking

2. Two weekly radio broadcasts:
   "The Lighthouse" heard Tuesday at 10:45 P.M. Station WBNS
   N. B. Allen is the interpreter and music is furnished by the Lamplighters.
   The "Tenth Man" a newscast is heard each Saturday at 12:45 P.M. over WHKC.
   The commentator for this broadcast is Edwina Thomas, director of public relations.

II Research Activities Regarding Negroes

   This is usually done by graduate students and professors in sociology and social administration of Ohio State University.

III Inter- and Intra-Race Relations Activities

IV Educational Programs on Health and Housing

V Community Contacts
   A. Representation at meetings
   B. Inter-Agency and Organizational cooperation

VI Routine Office Duties
A. Scrap book
B. Up-to-date files of Negro Activities and Organizations.
C. Correspondence

Race hatred and intolerance of minority groups are based on the lack of understanding and knowledge about them. This department in its public relations programs attempts to bring the community into closer cooperation with the League in order that a fuller realization of democracy may be shared and enjoyed by all. Only through organized cooperation on problems of mutual concern and on a basis of mutual respect between individuals can Christian brotherhood and fellowship prevail.

Youth

This department is designed to meet the increasing needs of the Negro youth in his problems of adjusting to the tempo of modern society. The work of this department is done by a director, assistant director, and four volunteer groups of Big Sisters and Big Brothers, located in the east, west, north and south sections of the city.

Millions of youth and children in communities all over the world are restless with tremendous energies.
This boundless vigor of youth can either be wasted or directed to individual and social good. Evidence shows that these outlets are not always directed towards desirable channels of activity but are self-distributive and anti-social as lawlessness of youth and juvenile delinquency are increasing throughout the country. The youth department is devoted to the task of utilizing and directing the excess energy of youth into constructive work that will insure intelligent participation in the affairs of a democratic state. The department has constantly stressed throughout the community that the problems of youth are a community concern. Consequently, all members of the community participate diligently in activities that have educational and social value to the individual and significant value to the improvement of living in the community.

The work of this department includes the following:

1. Office Interviews
2. Speaking engagements
3. Conferences with volunteer workers
4. Home, court, and agency visits
5. Newspaper contacts
6. Inter-agency cooperation
7. Special projects for youth.
The philosophy of this department is based on the assumption that men are constantly trying to improve conditions under which they live. Children and youth must be given the wisest guidance in accepting their share of this great social task. The energies of youth must be harnessed to the job of progressively improving conditions of community life instead of engaging in activities that demoralize society.

**Brush Lake Camp**

Brush Lake Camp purchased in May, 1942, provides a place for rest, retreat, Chautauquas, conventions and summer camping for Negro children whose parents can afford a moderate fee. It is operated by the League and other social agencies as a self-supporting educational and recreational summer camp. The camp is located in the eastern part of Champaign County, Ohio, three miles from Woodstock and 35 miles west of Columbus.

The buildings and equipment consist of the following:

1. Hotel - 14 rooms, completely furnished, electric lights and water.

2. Cottages - 4 three-rooms furnished.

3. Recreation Hall - a large building that can be used for dormitory or other purposes.

4. Restaurant

5. Bath house
6. Special designed tents for accommodation of 40 campers
7. Toilets
8. Garages
9. Pump House and water system
10. Barn
11. Chicken house

The camp director is in complete charge of the camp during the summer and works as an assistant to the director of the Community and Neighborhood Department the rest of the year. The camp offers to a minority group of American youth facilities and opportunities which are not available to them in Columbus, Ohio.

**Industrial Relations**

The Industrial Relations Department was set up as a separate department of the Columbus Urban League in June 1943. This department is one of the basic parts of the League's program and concentrates in its work on those forces which contribute to the disproportion between Negro and white employment opportunities. Unemployment and under-employment have been recognized as important contributing factors to the Negro's present status in American society. The Columbus Urban
League has realized for a long time that if adequate employment is to be secured and satisfactory adjustment on the job is to be attained by Negro workers, more than merely handling job orders and referring workers must be undertaken.

The Department of Industrial Relations of the Columbus Urban League has the following purposes:

1. To work for the general acceptance of the Negro worker in all fields of employment.

2. The promotion of Negro workers into higher paid and higher skilled work brackets.

3. To seek to eliminate where they exist those policies and practices of employers, government and labor agencies which tend to exclude Negroes.

4. To aid in better work relations between employer and Negro worker, and between white and Negro worker.

5. To secure increased training opportunities and guidance for Negro workers.

6. To encourage good job performance on the part of the Negro worker.

The recent war served to place more and more emphasis on the need of good industrial relations, not only as a means of applying techniques to secure maximum production, but in improving interracial relations. Many problems are involved in the introduction and integration of any workers and particularly minority group workers on a job. Many employers have false

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notions regarding the ability of Negroes to perform adequately certain skilled operations. The Industrial Relations Department is constantly striving to secure opportunities for Negroes in the skilled jobs and white collar jobs in this locality.

An Industrial Relations Committee serves in an advisory capacity for this department. This committee contains ten members and includes representative from plants, independent business concerns, public education system, and the working class. New ideas and techniques of approach formulated within the Industrial Relations Department are first discussed with the Industrial Relations Committee before being put into action, in order to assure a reasonable amount of cooperation from the entire community in the activities of the committee.

A few of the many projects that are being carried on by this department are:

1. Department Stores Project - An attempt is being made to integrate Negroes into selling jobs.

2. Utility Project - The League is trying to secure more semi-skilled and skilled jobs with the gas and electric company, transit company, etc.

3. Negro Health Week - During the week the department particularly stresses the health and safety of the worker in industry.
4. **Out of School Vocational Programs** - During the summer months, seminars are conducted with neighborhood units concerning job opportunities and preparation for them.

5. **Vocational Opportunities Campaign** - In March in Columbus of each year members of this department visit the schools, giving informal talks concerning opportunities and trends of employment for Negroes.

This department during the past two years has directed its efforts through the process of education toward the successful job adjustment of the former war worker, the new industrial worker, and the returned veteran. It encourages broader anti-discriminatory practices among the industrial plants of the city toward the Negro employer, and emphasized, through various media how management can integrate Negro employees in essential jobs.

**Community and Neighborhood**

The Community and Neighborhood Department seeks to develop the individual to his fullest capacity and encourage more satisfactory relations between the individual and his environment. The department feels that normal and satisfying group activities tend to develop
in the individual a richer personality that is emotionally sound and effective. Group life is also a means of passing on the social patterns, customs and conventions by which society is organized.

The work of the department is done by the director, assistant director, and volunteers, who carry out programs designed to meet the immediate needs of the community. The department operates on the theory that desirable modes of thought and behavior are adopted more readily by the individual in a group. The individual cultivates the friendship of others and seeks to share his problems and achievements.

Ten self-governing neighborhood units have been organized by this department. Each unit was brought together by means of common interest for the general improvement of living within a particular locality. Problems that affect the daily lives of individuals such as health, housing, delinquency, beautifying of lawns, parks and streets in the neighborhoods are attacked cooperatively by members of these units. The units meet in the homes of its members, or in a building generally used by the community.

These block units are scattered throughout Columbus, Ohio. Listed below are the locations of each unit and a few activities that have been conducted.
The Hamilton Avenue Block Unit

The Hamilton Avenue block unit comprises a one block area on Hamilton avenue running north and south from Spring Street to Mt. Vernon Avenue. The following activities have been carried on by this unit:

1. Sponsored Girl Scouts and Brownie Troops.
2. Sponsored hayrides.
3. Participated in Columbus Urban League's Roll Call.

The Lexington Avenue Block Unit

The Lexington Avenue Block Unit comprises a one block area on Lexington Avenue running north and south from Long Street to Spring Street. A few activities that have been conducted are:

1. Block party and street carnival with prizes for the winners of various contests.
2. Hayrides during the summer months.
3. Informal discussion on ways of combating juvenile delinquency in this area.
The Monroe Avenue Block Unit

The Monroe Avenue Block Unit comprises a one block area on Monroe Avenue running north and south from Spring Street to Mt. Vernon Avenue. Activities that have been conducted are:

1. Campaigns for Tuberculosis Clinic Examinations.
2. Clean block and yard campaigns.

The Washington Avenue Block Unit

The Washington Avenue Block Unit comprises a two block area on Washington Avenue running east and west from Broad Street to Long Street. The following activities have been conducted:

1. Clean block and yard campaigns.
2. Easter egg hunts.
The Grove Street Block Unit

The Grove Street Block Unit comprises a two block area on Grove Street running east and west from Grove Street to Washington Avenue. These activities have been sponsored:

1. Boys' and girls' softball teams.
2. Street carnivals.

"The Links" Neighborhood Group

The "Links" comprises an around-the-block area, bounded by Twentieth Street on the west, Trevitt Street on the east, Leonard Avenue on the north, and Atcheson Street on the south. These activities have been conducted:

1. Clean block campaigns.
2. Campaigns for integration of Negroes into local business concerns.
The South Side Community Club

The South Side Community Club comprises an around-the-block area, bounded by Fourth Street on the west, Barthman Avenue on the north, Parsons Avenue on the east, and Hinkle Street on the south. A few of the activities that have been conducted are:

1. Hayrides.
2. Community Outdoor Christmas Tree Program.
3. Clean block and yard campaigns.

The South-East Neighborhood Unit

The South-East Neighborhood Unit is organized in a sparsely Negro settled area comprising three blocks on Cole, Kent, and Mooberry Streets. This unit is so organized because its chief interest is in working to maintain the standards of this area by securing the membership of Negro families moving into it. The following activities have been sponsored:

1. Clean yard and beautification campaigns.
2. Soil conservation campaigns.
3. Campaigns for better Tuberculosis Clinic examinations.

**The George Washington Carver Unit**

The George Washington Carver Unit is organized in an incorporated all-Negro settlement known as the American Addition, located in the northeast section of Columbus, Ohio. A few of the activities that have been conducted are:

1. Campaigns for better transportation services.
2. Campaigns for better sanitary facilities.
3. Yard cleaning campaigns.
4. Campaigns for better street lighting.

**The Hanford Community Club**

The Hanford Community Club is organized in the corporate village of Hanford, an all-Negro settlement located in the southeast section of Columbus, Ohio. A few of the projects that have been conducted are:

1. Campaigns for regular bus transportation.
2. Lawn beautification drives.
CHAPTER IV

PHILOSOPHY OF COMMUNITY LIVING

The complexity of modern society has brought about an emphasis on the importance of closer integration between the school and other community agencies. Community education and guidance are slowly becoming the concern of progressive teachers and administrators. The appearance of a democratic type of education for both children and adults is resulting from the realization that the improvement of schools is closely allied with the improvement of community living and of society.

The word "community" in America represents a changing, evolving concept. It is used in two principal senses, one of which refers to the qualities of solidarity, mutuality, or togetherness, while the other denotes specially a body of people in a definite geographical area.¹

Each type of community has its own specific problems. The local community faces problems such as

sickness, poverty, bad housing, inadequate recreation, juvenile delinquency, and adult crime. The small city is confronted by the same problems as the local community, except that its problems are likely to be intensified and more difficult to solve. The metropolitan community has problems that grow out of its very size and the complexity of its population, such as race conflicts, pressure of nationality groups, machine rule, and election frauds. The great problems of the world community is to find a way by which the nations can live peacefully together.

Many economic and social maladjustments and changes in community living have affected the quality of home and community life. The following changes are of importance:

1. Rapid growth of cities and consequent reduction of space for homes and families.

2. Seasonal employment, which requires frequent moving from one place to another. Seasonal unemployment, which throws families on relief or into anxiety.

3. Frequency of separation or divorce.

4. Centralization of industry, which requires those who work outside the home to spend much time and energy in transportation every day.

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5. Increased necessity for mothers to work outside their homes.

6. Number of children in the family.

7. Age at which men and women marry.

8. Church attendance.

9. Laws that affect home life in its relation to communities such as those affecting school attendance, traffic, child labor, taxes, building restrictions, food handling, milk, and drugs.

10. Use and sale of intoxicating liquor.

11. Political corruption.

12. Commercialized entertainment.

13. Community recreation; Playgrounds; summer camps; organizations for boys and girls.


15. Removal from the home of such activities as laundry; care of the sick, the newborn and the dead; and production and manufacture of food and clothing.

16. Longer period of economic dependence of children.

17. Community programs of health.

18. Changes in school organization.

19. Success in scientific knowledge of human development and human relationships.

20. Changes in school organization.

21. Increase in scientific knowledge of human development and human relationships.

22. War and other forms of violence.
One of the biggest problems of the American educational system is that of making its schools a vital factor in the community. Educators are increasingly realizing the importance not only of utilizing all the physical resources of the community for educational purposes, but also of using the abilities of the talented in carrying out the educational program. As Cole states:

American schools are beginning to concern themselves with the latest resources of education for democracy in the community. Their leaders are seeking to understand local cultures which influence individuals, family, church, and the like, and consequently contribute to distinctive patterns of community life. Such educators are employing a principle originally set forth by William James: that person and community are poles of one social process. If individual and culture groups are inseparable factors in community life, they need to be related intelligently in order to assure the maximum of democratic advantages to all parties involved.

These inseparable factors alone make the community an invaluable concept in the teaching-learning process.

As summarized by the White House Conference on Children in a Democracy, the needs that somehow must be met for each child whether through the family or

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1 Stewart G. Cole and William E. Vickery, Intercultural Education in American Schools, p. 2.
or through a government a welfare agency are chiefly as follows:

1. Parents and family life.
2. Economic security and comfort.
3. Decent housing.
5. Protection.
6. Education and training.

Social welfare agencies are part of the general pattern of life wherever one lives. Welfare and social work go beyond material help and seek to aid the individual in adjusting his difficulties because he needs guidance, advice, and inspiration. Thus welfare services spread higher than the low or any economic group and serve the community as a whole.

A community program involves two basic elements: material equipment and personnel organization. There must be facilities with which to work and these facilities must be organized in such a manner as to make for efficient functioning. The material equipment is

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an important tool, but the character of the social work of a community will always be measured primarily by the adequacy, in number and qualifications, of its social workers.

The other element of the program, organization of personnel, can not be neglected. The very multiplicity of the agencies and the fact that services are so specialized that the work of many different ones is required to meet the needs of most of the individual cases, demand that the interrelations of the services of these agencies should be adequately adjusted. The place of organization in a community program must therefore be regarded as similar to that of material equipment, namely a tool with which to increase the effectiveness of the personnel. Organization may be regarded as the adjustment of the services to one another in such a manner as to make for the maximum of efficiency on the part of the workers.

The writer in this study of the Columbus Urban League, an agency devoted to the guidance of Negroes, has examined the structure and functions of the organization in an effort to devise means by which its services may be expanded.

The principle of democracy must be applied to a program of community betterment. A program is not
only "of" the community and "by" the community it must also be "for" all the members of the community. A boys' work program that serves only a few boys, a vocational guidance program that is available only to a selected group, while others are neglected, are not community programs. In most cases no single agency can serve all the persons in a community, but the combined resources of the community may be sufficient to meet the needs of the entire group.
CHAPTER V

EVALUATIVE CRITERIA

If progress is to be made in the field of social service and guidance, something must be done to improve the methods and clarify standards by which the work of social agencies is evaluated. No adequate criteria of standards have been applied to the measurement and evaluation of social work and services. The extreme difficulty of finding a satisfactory basis for objective measurement of the intangible factors and the subtle movements that characterize the human situations with which social agencies are concerned are delicate issues to judge. It might be safe to say that there can be no absolute standards in the qualitative measurements of social services. The measurement of things, such as character, alteration of attitudes, improvement of health, the substitution of good habits for bad; the development of thrift, courage, honesty and faithfulness are not readily measured.

The writer contacted the Community Chest with a view of using their criteria for evaluating the functions of the Columbus Urban League. It was found that the Community Chest has no set of criteria for evaluating member agencies' services. The writer then
formulated a set of criteria for evaluating the work of a social service agency in a democratic state.

A basic assumption underlying this study is that it is possible to appraise the effectiveness of a social institution within a democracy in the light of a philosophy considered basic to democratic living at its best. From an examination of the basic tenets of a democratic philosophy certain criteria emerge concerning the functions of a social organization within a democratic society. These criteria are postulated then as adequate for the evaluation of any such program. Within this study is the attempt to evaluate the work of the Columbus Urban League in the light of these criteria. A social organization should:

1. Develop attitudes and goals consistent with ideals and practices of a democratic society.

2. Meet an outstanding need of the community.

3. Develop within the staff an adequate social philosophy that demands not only that individuals and groups become able to think, feel, decide, and act for themselves, but also that in so doing they become increasingly aware of their interrelatedness with all their fellows.

4. Have an adequately trained staff of workers, as the effectiveness of an agency largely depends on the qualifications of its personnel.

5. Encourage its staff of workers to cooperate and collaborate among group workers locally and on a national scale.
6. Encourage and provide for continued stimulation and experience of its staff members for the purpose of improving the services which constitute the agency's function.

7. Receive adequate financial support from the community in order that its program might become more effective.

8. Utilize the resources of the community in administering its program.

9. Develop an adequate body of techniques for interpreting its function in the community.

10. Be flexible in its organizational structure in order that it might adjust to the changing problems of American society.

11. Evaluate its philosophy and practices continuously in order to reconstruct its program for more effective service.
CHAPTER VI

EVALUATION OF THE COLUMBUS
URBAN LEAGUE'S PROGRAM

1. Has the Columbus Urban League developed attitudes and goals consistent with the ideals and practices of a democratic society?

The interracial structure of the Columbus Urban League causes the organization to be consumed primarily with the interests of the whole community. Its basic policy is reflected in the fact that the organization does not believe any one group should work alone for community improvement. The Columbus Urban League realizes that the Negro cannot solve his problems alone and seems to have created an interest among other groups in helping the Negro improve his status in American society.

During the League’s Annual Roll Call whites and non-whites worked diligently together to secure more community support. This is a democratic approach as minority group organizations often have to sponsor and finance their special programs. Through this type of organized effort the goals and objectives of the Columbus Urban League may soon be reached.

2. Has the Columbus Urban League met an outstanding need of the community?

The Columbus Urban League is a member of the Franklin
County Community Fund. This agency was admitted to the fund by the Council on Social Agencies. The League is the only social service agency staffed by Negro personnel operating in Franklin County.

This agency was organized during the first World War to meet a situation created in 1917 when a large number of Negroes came to Columbus to answer the call for labor in munition plants. This influx resulted in a marked and permanent increase in the local colored population. Racial conflicts appeared, and the Columbus Urban League was founded as a medium for discovering their solution.

America has not yet been successful in giving equal rights and opportunities to all of its people. These domestic problems challenge the best thinking and the best doing of local communities as well as that of the nation. Only through organized efforts of all citizens can America ever hope of maintaining harmonious relationships among its inhabitants.

The interracial structure of the Columbus Urban League promotes team work and good will in performing useful human service in Franklin County.

3. Has the Columbus Urban League developed within its staff an adequate social philosophy that demands not only that individuals and groups become able to think, feel, decide and act for themselves but also that in so doing they have become increasingly aware of their interrelatedness with all of their fellows?
Weekly staff meetings are a vital and instructive part of the League's program. The League's staff is divided into two sections. The general staff is composed of clerical volunteer and professional workers. The professional staff includes the heads of the departments and their assistants. The general staff meets on the first Saturday of each month. The professional staff meets every Thursday and the second Saturday of each month.

In the general staff meetings, routine administrative matters are discussed, inter-office problems ironed out, and suggestions for improving the technical efficiency of the League are proposed. These meetings touch somewhat on the professional services of the League but in the main are aimed at developing esprit de corps among the League's workers.

In the professional staff meetings pertinent social problems are discussed and the League's approach is planned. The secretary of the League discusses with the professional staff his radio topics for the week. These meetings attempt to keep the staff aware of the pressing problems in the community and develop within each staff member a sense of social sensitiveness in alleviating these problems.
4. Does the Columbus Urban League have an adequately trained staff?

The Columbus Urban League has a well trained staff. All members of the professional staff have received the undergraduate degree from a recognized university. On the other hand, the staff is quite inadequate as the bulk of the work is done by volunteer workers without good supervision and direction.

A brief inventory of the personnel in each department will point out clearly the inadequacy of the Columbus Urban League's staff to perform social work effectively in a community inhabited by 45,000 Negroes. The workers in each department are:

1. **Community and Neighborhood Department** - One full time worker, who is the director of the department. This worker supervises the activities and project of ten neighborhood units. One other worker who is the director of Brush Lake Camp during the spring and summer months. This worker works in this department during the fall and winter months.

2. **Industrial Relations Department** - One full time worker who is the director of the department.

3. **Public Relations Department** - Two workers are employed in this department. The director and a clerk who also performs clerical duties for other departments of the League.
4. **Youth Department** - Two full time workers are employed in this department, a director and a case worker.

5. **Brush Lake Camp** - One full time director and several camp counselors.

5. Has the Columbus Urban League encouraged its staff of workers to cooperate and collaborate among group workers locally and on a national scale?

Each member of the professional staff of the Columbus Urban League is a member of one of the subdivisions of the Council on Social Agencies. These divisions assemble periodically and discuss local and national social problems. The secretary of the Columbus Urban League is a member of the Board of Directors of the Council on Social Agencies.

The League serves as a clearing house for information concerning Negroes. Many cases of the Family and Children's Bureau and the Red Cross have been referred to the League for necessary action. The present housing shortage in Columbus, Ohio, has done much to coordinate the activities of all social service agencies in this community.

In 1947, an Ohio Conference of Industrial Secretaries was conducted. Urban League secretaries from all over Ohio attended this conference. The status of Negro employment was discussed and possible ways of integrating more Negroes into skilled trades were advocated.
Julius a Thomas, National Director of the Urban League's Industrial Relations Department was the guest speaker.

6. Does the Columbus Urban League encourage and provide for continued stimulation and experience of its staff members for the purpose of improving the services which constitute the agency's function?

Each staff member is given the time during the regular day's program to pursue courses at Ohio State University. The secretary sits down with staff members who are planning to take courses and discusses the nature of the course and whether or not it will improve the individual, and the agency's functions. During the past year, the director of the Public Relations Department, and a case worker in the Youth Department were enrolled in courses at Ohio State University.

The inadequacy of the League's staff has one outstanding advantage in this connection. Due to the fact that the bulk of much of the League's services are conducted by volunteer workers, the heads of the departments assume leadership roles in community projects and are given varied experiences in the art of handling people.

The Columbus Chapter of the Frontiers Club invites each week authorities on current social and economic problems to speak and discuss with the club these problems. All members of the staff and interested community members are invited to attend. The writer attended one
of these meetings at which time, an authority on apprenticeship training discussed the nature and scope of this training in Ohio. This experience broadened the writer's knowledge along these lines and from the many and varied questions asked by members of the group, awakened an interest in them as to what they could do to open more opportunities for Negro youth.

7. Does the Columbus Urban League receive adequate financial support from the community in order that its program might become more effective?

The Community Chest, through its annual appropriation, makes possible the work of the Columbus Urban League. The League supplements this annual appropriation by soliciting memberships from citizens interested in its program.

The Columbus Urban League does not receive enough financial support from the Community Chest in relation to the services rendered in Franklin County. Several members of the staff are receiving the same salary they drew ten years ago. Many staff members are now receiving salaries that are in no way consistent with the present-day standard of living. The inadequacy of the League's staff shows a definite need for an increased appropriation from the Community Fund.

The Columbus Urban League is doing its part to raise more finances to carry on its program. The
League's interracial enrollment has increased through the years. In 1946, the enrollment was 4,500 and in 1947, the enrollment is over 5,500 members.

8. Has the Columbus Urban League utilized the resources of the community in administering its program?

The League has utilized various resources of the community in conducting its program. The following resources have been used:

a. Captain Berry of the Police Department gave a talk to members of four neighborhood units in October, 1947 on juvenile delinquency in Franklin County.

b. Films dealing with community and health improvement have been secured from the State Welfare Department and shown to various neighborhood units.

c. Students from the Upper Arlington Schools have collected and given to the League discarded toys and games for distribution to underprivileged children.

d. County Health Commissioner has been contacted in reference to securing better sanitary conditions in several units.

e. Speakers from Ohio State University, City Health Department and City Park Superintendent's Office have given lectures concerning soil conservation, yard cleaning and beautification to various neighborhood units.
f. Homes have been used to conduct meetings of the neighborhood units.

g. Red Cross has been contacted in securing aid and adequate housing for Negro migrants to Franklin County.

9. Has the Columbus Urban League developed an adequate body of techniques for interpreting its functions in the community?

   The interpretation program of the Columbus Urban League is carried on in the following ways.

   a. Interpretation to the staff through maximum participation in the management of the program.

   b. Planning conferences of volunteer and staff workers.

   c. Board and committee reports.

   d. The agency's bulletin, *The New Epoch*, which is distributed to staff and community members.


   f. Speaking engagements of staff members.

   g. Interpretation to cooperating agencies through the exchange of information, and inter-office visitations.

   h. Interpretation to the general public through pamphlets, bookmarks and two weekly radio broadcasts, "The Lighthouse" and "The Tenth Man."

   i. Other means of interpretation:

      (1) open house conferences (2) active participation of staff members in community enterprises.
10. Is the Columbus Urban League flexible in its organizational structure in order that it might readily adjust to the changing problems of American society?

The Columbus Urban League, the only Negro staffed agency in Franklin County, cannot devote its services to definite areas but must attempt to render all kinds of assistance and guidance whenever the need arises. The League does not have an housing department but the present acute housing shortage in Columbus demands that the League assume the task of finding homes for those without them. The Community and Neighborhood Department has accepted this responsibility.

The meagerness of the Columbus Urban League's staff and the vastness of its functions demands that staff members perform various services of the program. The secretary and the Board of Directors in the selection of new staff members have attempted to bring into the League individuals who are qualified to work in different departments of the organization.

The director of the Youth Department has a degree in Vocational Guidance and functions as an assistant to the director of the Industrial Relations Department. The director of Brush Lake Camp assists the director of the Community and Neighborhood Department during the fall and winter months. The clerical staff is quite inadequate as five typists handle clerical duties in all departments whenever services are required.
Does the Columbus Urban League evaluate its philosophy and practices continuously in order to reconstruct its program for more effective services?

Each year the members of the general and professional staffs of the Columbus Urban League go to Brush Lake Camp for a four day "setting up" conference. The staff members carry enough food and clothing for four days as they remain in the camp until the end of the conference.

The directors of each department reviews for the entire body of members the work of their departments during the past year. The members criticize the activities that have been carried on and offer suggestions for improving the department's services. In addition to reviewing the work of the past year, each director makes known his tentative plan for the coming year. The anticipated programs are also discussed in light of their strengths and weaknesses.

The secretary of the League summarizes briefly the work of the entire League during the past year. He also gives a preview of the League's program for the coming year stressing the areas that need the most attention of the staff members.

This conference is a cooperative endeavor. First, the program of the coming year is discussed and planned by all members. Second, the staff members are made aware of their past strengths and weaknesses. This stimulates
them to improve themselves and the services of the Columbus Urban League. Third, individuals will carry out more effectively programs that are formulated as a result of cooperative deliberation.
CHAPTER VII

SUMMARY AND RECOMMENDATIONS

This is a study and evaluation of the services of the Columbus Urban League, a local affiliate of the National Urban League. The value of such a study lies in ascertaining whether or not this agency's goals and functions are geared for the improvement of democratic living.

The first step in making this study was to examine briefly the functions of three interracial organizations devoted to the improving of the Negro's status in American culture. These organizations are:

1. National Association For the Advancement of Colored People.

2. Commission on Interracial Cooperation.


This was done to give an apperceptive background for interpreting and evaluating the services of the Columbus Urban League, the only social service agency, staffed by Negro workers, functioning in Franklin County.

The philosophy of the Columbus Urban League is consistent with the ideals and practices of a democratic state. The founders of the League realized that the
Negro's problems are America's problems and cannot be effectively solved by a Negro group. With this in mind the League sought the help of interested white people in conducting its program for improving the economic and social status of the Negro in Franklin County. An interracial structure of the Columbus Urban League evolved out of this democratic philosophy. The Columbus Urban League in its thirty years of existence, operating in accordance with this philosophy, has done much to improve the interrelationships of whites and non-whites in Columbus, Ohio.

The Columbus Urban League utilizes the process of education in conducting its program. Many organizations devoted to minority groups' problems utilize force in attempting to fulfill their objectives and goals. This element of force creates antagonism between minority and majority groups. It is then difficult for both groups to cooperatively act on problems confronting American culture. Intolerance breeds from a lack of understanding. The educative process appears to be the best method of improving the lives of individuals in a democratic order.

The Columbus Urban League's aims have been high, its efforts have been continuous, its accomplishments have been felt, not alone for what it has done itself,
but also for what it has inspired others to do in the integration of Negroes in health, housing, industry and recreation. It's program has summoned all the forces in Franklin County in conducting the struggle for interracial cooperation. This agency is endeavoring to make Columbus, Ohio an ideal place in which all races and peoples can live harmoniously. This social service agency has assumed a position of leadership in Franklin County. The belief that a progressive community must have the normal participation of all its citizens has placed the Columbus Urban League in the forefront of many agencies working toward this ideal.

As a result of this study and evaluation of the Columbus Urban League the writer makes the following recommendations for expanding its services in the community: that:

1. The League prepare a handbook containing the philosophy, background, objectives and areas of service now being performed in Franklin County. Such a handbook will serve well to interpret to the staff, visitors and community members the functions of the League.

2. The League bring in each year an outside individual to examine its program and prepare a written of the evaluation. This would help the staff to re-organize and reconstruct its program.
3. The League set up a reading room opened to the public from 8:30 A.M. to 10:00 P.M. each weekday. This room should contain articles, pamphlets, articles and available literature concerning the status of the Negro in American society. Many Negroes and white people are not aware of the social and economic status of Negroes throughout the country. An awareness of the problem will bring about more support for the League's program.

4. The League set up a Workmen's Bureau to handle problems of union and non-union workers. This would be helpful as the non-union worker especially has no one to give him advice and assistance in securing and maintaining good employment.

5. The League establish an Occupational Information Center containing literature, statistics and trends of employment in Franklin County and other areas of the United States. Such information will help direct the Negro in good fields of employment and thus lift his economic level in American society.

6. Additional staff members should be employed in the following departments:

   a. Community and Neighborhood Department - Three workers to plan and direct the activities of the ten neighborhood block units. This work is now being done by one worker who in addition directs the department
and handles housing problems.

b. **Public Relations Department** - Two more workers are needed in this department. This department now operating with one worker is unable to keep the public adequately informed concerning the policies and functions of the Columbus Urban League. The League will soon become stagnant to the public if continuous interpretation is not put into effect.

c. **Industrial Relations Department** - The impetus given to industrial relations work for Negroes today demands an adequately trained staff wherever this work is being undertaken. This work involves the selection and training of workers, the hiring of qualified personnel regardless of race, creed or color, and maintaining wholesome relationships among employees and employers. At least two additional workers are needed. The one worker now functioning in this capacity is not able to conduct a well balanced program of industrial relations.

d. **Brush Lake Camp** - The director should attempt to secure student help from Ohio State University in operating the camp. Students especially in the College of Education and in the College of Social Administration are required to complete at least one hundred hours of field experience for graduation. This experience could be gotten by the students at Brush Lake Camp.
7. The League provide for staff workers experiences in visiting other Leagues, throughout the country with a view of getting suggestions for expanding its program.

8. The League establish a committee to visit with the Council on Social Agencies in reference to increased financial help for its program.

9. The League attempt to secure from the public schools student help in performing clerical duties. Many schools have work experience programs and would be glad to send students to the League to gain experiences in administrative functions.

10. The League conduct a community survey each year so as to better adopt its program to meet existing needs.

11. The League make its office a community center with the view of adjusting its program to reach the common man. At the present time the constructive functions of the Columbus Urban League are only enjoyed by the professional and business people in the community. The League should encourage community groups to utilize the facilities of the League and in turn would gain more community support in conducting its program.

12. The League work more closely with the public schools. School groups should be used in conducting
its program of community improvement. Young people are eager, if directed and supervised adequately, to perform social services. This was seen in the Upper Arlington Schools when the students put on a drive for discarded toys and games for underprivileged children.
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