

January 11, 1967

TO: Ray Hawk
FROM: Bob Agger
SUBJECT: Staffing Needs of the Desegregation Institute

I have continued to survey and evaluate the personnel needs of the Desegregation Institute since Clyde DeBerry and I talked with you last week. I have examined with care the current federal contract and present proposal situation. The following represents my best thoughts on what is needed to insure a successful institutionalization of the Desegregation Institute (currently an administrative component of my Institute).

The two personnel needs are listed first, then the reasons for these needs are detailed, possible appointees named and finally, the possibility of these men serving multiple needs of the University is mentioned and, consequently, potential sources of funding for them identified.

There is a current need for a full-time administrative assistant or assistant to the director of the Desegregation Institute. There is also a need for attempting to recruit for next year, if possible, a permanent researcher and evaluation specialist, one of whose primary responsibilities would be to develop and carry out research on the effectiveness and consequences of the activities of the programs of the Desegregation Institute both in terms of participants and their communities.

The current Director, Mr. DeBerry, is working with two associates currently on the staff--James Klonoski, Political Science, and Saul Toobert, School of Education. While a continued role for both is essential, neither can participate more than a fraction of his time. The Director must have a person of the following character. First, he needs to be in almost daily conversation with someone on the staff level to discuss program development and operations. That person ought to have sufficiently different perspectives and background to create the kinds of tensions and policy alternatives that are creative (rather than destructive or stalemating) in effect. Thus, we have a need for someone who is completely sympathetic to the aims of the Desegregation Institute but who at the same time has views based on experiences with different kinds of professional and community experiences than the present Director. For example, a legally-trained person would be useful. There are legal problem and process components of the Desegregation Institute's activities, current and projected. A person with a wide experience in the state of Oregon, and with communities from different regions of the state would be useful. At the same time as that person needs to have had some experience in civil rights activities in race relations, an interest in the segregation-related situations of women, of Indians, of migrants would be in order. A person who has a different style in approach to community and civic leaders than the present Director would be useful.

The aforementioned characteristics are present, in fact, in a person who is available and who I think would be most interested in a full-time position. That is Lance Tibbles, whom you know. Tibbles is terminated from the Bureau of Municipal Research as of June and is currently active in securing a new position as soon as he can get one. Tibbles is himself from Eastern Oregon, is legally-trained, has worked with the present Director in civil rights activities, is a soft-spoken but to-the-point kind of person and, in my view, would make an ideal assistant to the Director.

If the contracting officer approves a current request for permission to transfer funds from one major category to others, the Institute would have available the sum of approximately \$5,000 to employ Tibbles for the first portion of this year (part of the winter and the full spring term of 1967). I am thinking of a position that pays approximately \$9,000 to \$10,000 for eleven months. The position would be that of an administrative officer.

The budgetary need for the remainder of a year's salary and the salary for an additional year (or more) might be met from the next Desegregation Institute's summer grant, if the proposal is approved by the Office of Education, from the recently submitted Consulting Center proposal to the Office of Education, or from other funds available to the University from one or another poverty program.

The immediate need, therefore, would be for you to consider the general need expressed above, the suitability of Lance Tibbles for that position, and some early decision about funds to make the position minimally a two-year contract unless you were able to make it a more long-term position at the outset. I do not think Tibbles or anyone else suitable would be interested in a term of less than two years, but that, of course, is something you might want to explore with him directly.

Secondly, the Desegregation Institute has among its major objectives and as a specific statement of aims in last summer's brochures for the trainees, research and evaluation. It is well known that one of the major problems with various poverty and race programs is the near-absence of adequate evaluation. Unfortunately, the Desegregation Institute has not had, nor does it have, a person skilled in research with sufficient experience to organize the appropriate research programs. We in InCERBS can and are consulting on various research possibilities and I have just finished evaluating the research that has gone on, but it becomes clear that a researcher is of high priority and a staff position needs to be created as soon as the University budget situation will allow.

Let me give you an example of the kind of researcher that I think would be most appropriate by naming someone who might be attracted to a position of the following kind. The position could be something like half-time in the Desegregation Institute and half-time in urban studies research. A social science department might be interested in at least allowing such a person to teach a course even if they did not have the

priorities to hire him part-time. A person could be attracted, although they are rare, who had strong urban studies research skills and interests, who was interested and experienced in research on aspects of race, and whose own research fitted or complemented the research needs of the Institute on community impacts of the Institute's program.

Such a man is one John Orbell. Orbell is a New Zealander, currently at Ohio State University in the Department of Political Science with a Ph.D. from North Carolina where he did his dissertation on the landmark study of Negro political participation (just published by Mathews and Prothro). Orbell has a National Science Foundation grant and other research funds to continue what I consider to be fundamental research on the frontiers of urban studies. He is developing unique composite survey research-census data analyses of groups in the city.

I met Orbell at a meeting on Comparative Community Studies at the University of Georgia recently and was most impressed by him. I feel that he could be attracted to Oregon although it would not be easy.

If you thought the President were able to provide resources for such a person who has the correct constellation of interests, e.g., urban studies and race, perhaps a way might be found to provide the kind of position that would attract an Orbell kind of person. The Desegregation Institute has funds written into its current proposals for a researcher position, but most top-notch people would want an opportunity to have a more permanent position than that implies and also an opportunity to pursue their own urban studies interests. Whatever thoughts you might have on this personnel need of the Desegregation Institute would be appreciated.

Robert E. Agger,
Director, InCERBS

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