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THE SECRETARY OF HEALTH, EDUCATION, AND WELFARE
WASHINGTON, D. C. 20201

NOV 28 1973

Honorable James Farmer
The Highlands
1914 Connecticut Avenue, N.W.
Washington, D. C. 20009

Dear Jim:

I have had an opportunity to review your proposal, "A Proposal for the Support of the Council on Minority Planning and Strategy" which we discussed on October 15 and, because I know of your great interest in possible Departmental funding, I want to let you know my immediate thoughts on it.

I am not able at this time to approve your proposal for several reasons. While I agree with many of the stated goals in the proposal, it has some problems with it as it is presently structured. There is no well defined program of activities nor is there a timetable for achieving the stated goals. Further, perhaps because of the lack of a definitive program, it is impossible to evaluate the appropriateness of the budget. No justification is provided for line items in the budget, and no serious attempt is made to relate budget to program--perhaps, again, because no definitive program is described. My first general observation is that the resources required to perform the suggested policy research are far greater than the funds presently allocated in the proposal would allow.

Even if your project were to be clarified in regard to program specification, evaluation methodology, and budget justification, I should point out that I think there are other serious impediments to possible funding by this Department. As you have described it, the basic research of COMPAS would be duplicative not only of work already being conducted within HEW (by, for example, SRS's Minority Study Group, NIMH's Center for Minority Group Mental Health Programs, or the Office of Special Concerns) but would be duplicative of work already being conducted by private organizations (such as the Washington Research Project or the Urban Coalition NAACP Legal Defense Fund). Under these circumstances, it would obviously be difficult to justify the allocation of more funds.

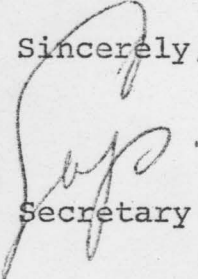


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Moreover, I am not convinced that the creation of another bureaucratic center to achieve minority representation in the decision-making process is either feasible or worthwhile. Your proposal suggests that policy areas selected for consideration may include all facets of Federal policy. Specific activities planned in each area run from basic research to applied research, to action or operations planning, to advocacy for identified strategies. Notwithstanding the propriety or legality of funding what may well become an advocacy group, the goals mapped out are so broad and comprehensive that it seems unlikely to me that a staff capability could be developed for many of the areas identified which would have the research flexibility to be effective. Perhaps the mechanism for input of minority thinking in the Federal decision-making process can best be made through the normal political channels, i.e., a continued Administration commitment to expanding minority representation within the Federal service.

I am sorry my response is so negative but hope you will appreciate an honest response more than a disingenuous procrastination of the issues raised by your proposal.

Sincerely,


Secretary



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R O U G H D R A F T

The Honorable Caspar Weinberger
Secretary
Health, Education & Welfare
Washington, D. C.

Dear Cap:

I appreciate your frank reactions to the draft document which I left with your office at the conclusion of our conversation on October 15.

It appears, however, that some misunderstanding occurred concerning my purpose in leaving the draft document. As I stated at that time, it was submitted not as a proposal seeking approval for funding, but rather as a prospectus presenting an overview of the projected COMPAS scope of operation in the expectation that specific proposals could subsequently be prepared by us on any items within the range of HEW's funding interests and submitted to the appropriate agency, division or office in full compliance with the respective guidelines of said agencies. I regret that this apparently was not made sufficiently clear.

On the question of overlapping with the work of existing non-governmental organization, our prior discussions with civil rights and minority research groups indicates no substantial duplication of effort by the projected inquiries of COMPAS. Most of such groups are highly specialized and analyse existing policies rather than projecting alternatives for future policies. The research done by the NAACP Legal Defense and Education Fund, which you mentioned, concentrates, for instance very largely upon the desegregation effort, i.e., schools. Some of the groups with which we have discussed this matter have expressed interest in a cooperative and consultative relationship with COMPAS.

The Honorable Caspar Weinberger
December 11, 1973

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Your comments on the point of duplication though, do underscore the need for us to secure supportive letters from other non-government groups. That is now being done.

The recent development within HEW of in-house minority interest groups is in my judgement highly commendable. It is a trend which, as you no doubt are aware I supported. COMPAS views its role, in relationship to those groups, as one purely of supplementation, support and enhancement. I am sure there will be times when the in-house groups will feel the need for the assistance and specialized services of outside bodies.

I could not agree more with your feeling that we must press ahead on the Administration commitment to expanding minority representation within the Federal service as a means of increasing minority input into the decision-making process. Yet it does not seem to me that this in any way precludes or substitutes for non-governmental bodies institutionalizing the process of making policy analyses and recommendations from a minority perspective, as a fundamental duty of citizenship.

Thank you again for your prompt response to the COMPAS draft, and I remain,

Sincerely,

James Farmer

Director



A PROPOSAL FOR THE SUPPORT OF THE
COUNCIL ON MINORITY PLANNING AND STRATEGY (COMPAS)



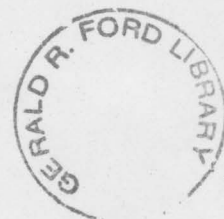
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12-73

James Farmer

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A PROPOSAL FOR THE SUPPORT OF THE
COUNCIL ON MINORITY PLANNING AND STRATEGY (COMPAS)

SUMMARY

This proposal requests support for the Council on Minority Planning and Strategy (COMPAS), an independent organization established to mobilize the intellectual resources of minorities both for the examination of the content and process of public policy-making, and for the development of alternative policies, programs, implementation strategies and projections, which may affect decision-making in the future. COMPAS proceeds from the assumption that there exists a minority perspective that is often at variance with prevailing policy research assumptions, and which has been inadequately represented in policy-making processes in the public and private sectors of American society. The Council seeks therefore to contribute to the search for solutions to critical social and economic problems that, after a decade of social activism, continue to disproportionately affect the poor and disadvantaged. COMPAS also conceptualizes its role as a training resource and institutional advocate for the full and equitable participation of minority groups in policy-making and related activities.



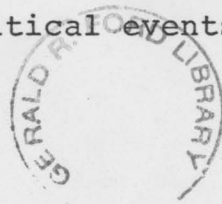
I. STATEMENT OF THE PROBLEM

Few would question the profound impact of science and technology upon the lives of Americans in the latter half of the twentieth century. Moreover, as the pace has accelerated, all levels of society have been affected by the consequences of technological change, which include not only intended positive results, but also externalities, which often have had negative unanticipated effects.

As a result, to the social problems of urban blight, poverty, lack of political access and racism, concerning which America was made so vividly aware in the sixties, have been added new areas of concern, including air and water pollution, conservation, and the energy crisis, for which public funds are needed.

The implications of these developments for the well-being and continued democratization of the nation are of critical importance, particularly for the poor and minorities, who have been denied an equitable opportunity to enjoy society's benefits, even in periods of abundance. It is therefore reasonable to assume that in times of scarcity, these groups will have diminished access to public goods and services.

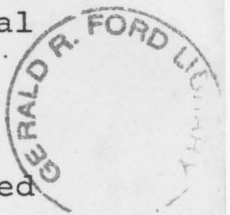
Indeed, if current trends continue, there is every likelihood that the poor and disadvantaged will be increasingly unable to bargain effectively in the public market place. First, as has been so vividly illustrated by contemporary political events, a



significant key to influence and access in the political decision-making arena in the nation is wealth, a fact unlikely to change unless the disadvantaged are able to develop and secure consideration of policy alternatives which serve their own economic and political interests. Second, these groups must be able to gain access to the makers of public policy to affect decisions for their own benefit. For in the absence of such a capability, the power and influence of existing and highly organized interest groups will remain essentially unchallenged, with the result that scarce resources will be allocated for purposes the latter espouse.

It cannot be ignored that few solutions have been found for the major social problems which haunt the nation. Millions live in squalor, ill-nourished and in ill health; the aged are neglected and abandoned; public education systems are in crisis; urban decay continues to spread; crime and drugs disrupt families and neighborhoods; and the participation of minority individuals and communities in the economic arena remains at token levels. Although these horrors clearly impact upon the poor, Blacks and other minorities disproportionately, they also poison the social environment of all Americans at every socio-economic level.

Yet as resources become less available, it can be expected that existing efforts to address these problems and inequities will be severely restricted and potential solutions often will remain unexplored. Ample evidence is already at hand of a decided shift in this direction, as indifference is operationalized, and categorical funds for the disadvantaged are transferred to



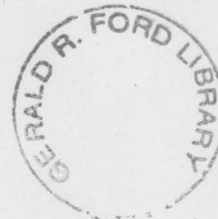
prosperous suburban governments for non-essential purposes. Last year for example, New Jersey's municipalities and counties allocated only \$1.8 million to social services for the poor and aged, slightly more than one percent of that state's revenue share, while the wealthy communities of Pasadena, California and Aurora, Colorado together spent over one million dollars from the same source for tennis and golf courts, respectively.

Thus, the absence of countervailing forces among the "have-nots" suggests that substantive changes, which enhance the ability of such groups to participate fully in decision-making processes affecting their lives, will be more and more difficult to achieve in an increasingly complex, technologically oriented, distracted and uncaring America.

As a first step to reverse current trends and to improve the prospects for democratization in the 1970's, a prerequisite is the development of mechanisms, which can make substantive contributions to the search for effective policies, programs, action and feedback methods, and equally as important, can serve as advocates for those groups which presently have little access to governmental decision-making structures.

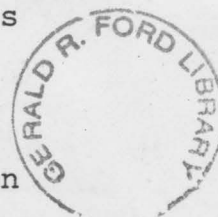
II. RATIONALE

Researchers, once confined to the ivory towers of academia, have had an increasingly significant impact upon governmental policy-making in this age of mushrooming knowledge and rapid



technological progress. The contributions of the Rand Corporation and similar institutions to the development of federal defense and space efforts are well documented. Social scientists in the employ of The Brookings Institution, The Urban Institute and other research centers not only influenced the formulation of Great Society policies and programs, but in some instances also have provided the rationale for their subsequent abandonment. Indeed, as observed by Sir Geoffrey Vickers, scientists are associated with government in a number of important ways:

They identify and analyze problem-raising situations and forecast emergent problems before these become apparent to the layman. They evaluate alternative policies, by identifying their expected costs and benefits and devising means to compare these. They criticize policies, insofar as these are based on an inept understanding of the problems with which they are supposed to deal. They monitor the course of events which are or might become the subject of policyFor all these purposes they need to model on-going states of affairs which are or might become the subject of policy and revise their models in the light of experience, so as to keep them as serviceable as may be.¹ (Emphasis by the author)



Because of the potential impact and influence of research findings, it is important to understand and underscore the role that values, preconceptions and biases can play in scholarship. To be sure, researchers have often laid claim to total objectivity, asserting that their work is untainted by the prejudices of less rigorously trained observers. But John Dewey once observed:

¹ Sir Geoffrey Vickers, Science and the Regulation of Society, The Institute for the Study of Science in Human Affairs, Columbia University, 1970, pp. 37-8.

We do not approach any problem with a wholly naive or virgin mind; we approach it with certain acquired modes of understanding, with a certain store of previously evolved meanings, or at least of experience for which meaning may be educed.²

Gunnar Myrdall, a highly respected commentator on American race relations, has also attested to the omnipresence of values which "permeate empirical analysis through and through". In a provocative volume entitled Values in Social Theory, he not only challenged researchers to become conscious of their values, but also maintained that "there is no other device for excluding biases than to face the valuations and introduce them as...value premises."³

Among the values incorporated in the bedrock of American beliefs, it is clear that racism and ethnocentrism have become firmly implanted. As a consequence, the absence of substantive minority participation in policy-oriented research is seen as a matter of great concern. For perceptive observers are aware of the extent to which the subtle, even unconscious infusion of those values has resulted first in research and then subsequently in policies which have far-reaching and often negative consequences for minority groups. Accordingly, minorities may be shortchanged through commission, i.e., through the influence of values and "mind-sets" which overtly work to their disadvantage. Or negative consequences may result from omission, i.e., the neglect of

² John Dewey, How We Think, Boston: D. C. Heath, 1910, p. 106.

³ Gunnar Myrdall, Value in Social Theory, New York: Harper & Bros., 1958, p. 132.

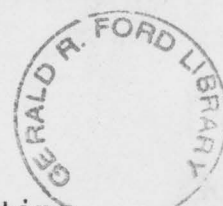


minority concerns and perspectives as the result of the "invisibility" of the interests of these groups in decision-making processes.

Such an analysis has provided the rationale for mounting criticism by Black social scientists⁴ of the prevailing analyses of minority life and culture. Proceeding from the premise that there is a distinct minority perspective which has been systematically excluded, they have challenged interpretations of research data which postulate biological or social incapacity, social deviance, deficiency and/or pathology among minorities, while simultaneously failing to comprehend the culturally-rooted behavioral differences among racial and ethnic groups. Their criticism is further validated by the results of federal policies which not only have failed to achieve their stated objectives, but in fact have had negative effects, particularly for minority groups. The ravages of urban renewal upon community life and the impact upon families of welfare policies which force fathers from their homes are two notorious examples.

However, without access to institutional resources, minorities find themselves at a constant disadvantage, reacting on an ad hoc basis to research studies which may be based upon biased and inaccurate assumptions. Then, powerless to counter

⁴ Exemplary are Robert B. Hill's The Strengths of Black Families, Emerson Hall Publishers, Inc., New York, 1972; and "A Black Response to Christopher Jencks 'Inequality' and Certain Other Issues", Harvard Educational Review, Winter Issue, 1973, pp. 76-91.



the influence of such findings, minority groups subsequently are forced to cope with governmental policies catalyzed by that research, which too often perpetuate dependency, hopelessness and other conditions they were allegedly designed to remedy.

Meaningful minority participation in policy-oriented research can serve not only to challenge those decisions which have neglected or distorted minority interests in the past, but can also provide fresh policy and program options designed to meet pressing social problems. For as a consequence of their efforts during the past decade, Blacks and other minority groups are aware of obstacles and barriers in social, economic and political structures which did not give way to tactics of protest. Moreover, among beneficiaries of those tactics, young minority technicians, planners and scholars have emerged from institutions of higher learning in unprecedented numbers, with the ability to apply their skills and technical knowledge to the complicated problems of their communities---problems that will only give way to more sophisticated and informed action strategies. In addition, the increased awareness and exposure to minority professionals and laymen, gained through involvement with short-lived government programs, can also result in significant contributions toward shaping new and innovative policy alternatives.

The Need

It is recognized that a limited number of minority-directed research organizations and programs already exist, which are



making meaningful contributions to the world of scholarship in the face of never ending struggles for economic survival. But there exists to date no institution which has as its primary purpose the conduct of policy-oriented research, and which possesses the resources and staff capability necessary to seek to ensure that all perspectives and options are analyzed and incorporated in the consideration, design and implementation of governmental policies and programs.

What is needed is an institutional setting where policy-oriented action research by minority scholars can be encouraged and supported, a "Think Tank" conducive to creative interchange and innovation. Such an entity must be structurally and financially independent, "without commitment to existing official policy."⁵ Sufficient resources must be available to attract experienced researchers and to utilize the talents of other scholars working in widely dispersed and often isolated settings. Further, advocacy should be undertaken by such an entity as a natural consequence of an organizational commitment to catalyzing social change.

III. THE PROPOSAL

A. COMPAS Goals

The Council on Minority Planning and Strategy (COMPAS) is a non-profit organization incorporated in the District of Columbia, and headed by James Farmer, former Assistant Secretary for Administration, HEW, and former Executive Director of the Congress of Racial Equality (CORE).

⁵ Vickers, op. cit., p. 56.



The Council's purpose is to assess the implications of present government policies for the poor and minority groups, to conduct independent research regarding the development of viable policy and program alternatives, to serve as an advocate representing the interests of poor and minority users of government services, and to identify, utilize and promote the involvement of minority individuals and organizations in policy-oriented research.

Specific COMPAS goals are:

- o The conduct of basic and applied research and analysis for the purpose of assessing current policies and programs, and developing alternatives and options for consideration by governmental decision-makers
- o The conduct of action research to design and implement effective systems to communicate and assure implementation of specific research findings
- o The projection of "alternative futures", i.e., prognoses of future developments and events which may eventually impact upon minorities and affect policy outcomes
- o Advocacy for the implementation of optimum policy, program options and mechanisms, designed to meet the needs of minority populations and to enhance opportunities for their full and equitable participation in American society

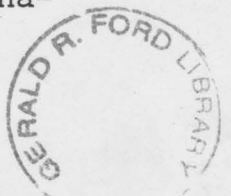


- o The development of cooperative and consultative relationships with minority researchers and research organizations for the purpose of monitoring ongoing research efforts and encouraging maximum minority involvement in policy research activities
- o The identification and training of youth personnel of developing institutions and in the purposes and techniques of policy research and analysis

1. Conduct of Basic and Applied Policy-Oriented Research

Research conducted for the purpose of developing scientific theories or basic principles and which is not intended to solve an immediate problem is basic research. In view of the preceding discussion of values and their impact upon research findings, it is obvious that the choice of alternative policies and programs must be based upon an indepth and unbiased assessment and analysis of minority life and culture. The study, for example, of the self-concept, achievement orientation, language, cognitive and socialization processes of Black children and youth, may well represent preconditions for the formulation of alternative educational policies.

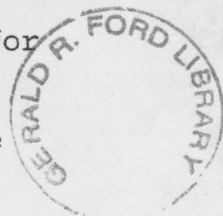
By applied research is meant a systematic and objective attempt to formulate scientific principles, which in turn can be used to solve a practical problem. The rigorous application of



research methodology in determining the effects of a given policy (e.g., neighborhood job creation, individual ownership of public housing units, rural land banks) as contrasted with alternative policies, is illustrative of applied research activity.

Policy research may well employ both forms of scientific study in the identification, operationalization and evaluation of policy and program alternatives. Once targets for study have been selected, the following are among areas of inquiry which may guide the investigative process:

- o What have been the policies (i.e., in the given area identified for research)?
- o What were the intended goals and/or results of those policies?
- o Why and how were those policies developed?
- o What have been the actual consequences of those policies for minority groups?
- o What are the factors which contributed to those consequences?
- o What are appropriate goals and objectives for minorities (i.e., in a given policy area)?
- o What are alternative policy options for the achievement of those goals and objectives?
- o What are the anticipated results of alternative policy options (e.g., as determined through field research, model building and/or computer simulation)?
- o What are appropriate indicators of the success or failure of programs designed in accordance with those options?
- o What are the comparative costs and benefits of those options for minorities and for the society as a whole?



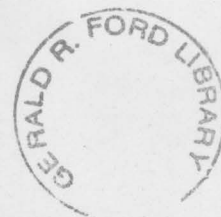
- o What are viable alternatives for the implementation of optimum policies, including a consideration of delivery systems, budget parameters, staffing patterns, project models, communication strategies, feedback and evaluation mechanisms?

Although setting priorities is a necessity in order to maximize the effectiveness of available resources, all areas of governmental policy will be considered to be within the parameters of the COMPAS research program. Thus, not only will potential research targets be sought from among traditional urban and social welfare areas of concern, but COMPAS staff will also assess the implications for minorities of other policies as well (e.g., defense, space exploration, energy utilization).

Conscious of the need to avoid unnecessary duplication of effort, COMPAS will be guided in the priority-setting process by knowledge of available data and of activities conducted by other research entities. In this regard, for example, COMPAS will make full use of the National Technical Information Service, the Clearinghouse and Laboratory for Census Data, the Smithsonian Science Information Exchange, Inc. and the resources of other similar organizations.

Policy areas selected for consideration may include the following:

- o Monetary policy, employment and economic development
- o Welfare, income maintenance



- o Housing and urban development
- o Education (e.g., child development, public education, higher education)
- o Law enforcement and justice
- o Environmental control, conservation
- o International relations, world trade
- o Defense, space exploration
- o Communications, transportation
- o Health, population control
- o Energy sources and utilization
- o Rural development, agriculture
- o U. S. Constitution, governmental structure and functions, intergovernmental relations
- o Equal opportunity, affirmative action, civil rights



2. The Conduct of Action Research

A specialized category of applied research, action research, is concerned primarily with discovering the most effective means of bringing about social change. In this regard, as an independent but closely related adjunct to the policy-oriented research effort, COMPAS will seek to design and implement effective systems to promote the communication, consideration and acceptance of research findings which warrant further action. Specific techniques and strategies will be designed to relate to the following target groups: a) policy-makers in government and in other organizations, whose decisions affect the welfare of minorities; b) minority individuals, organizations, and communities; c) the public at large.

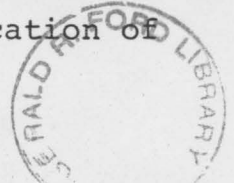
3. The Projection of "Alternative Futures"

In the absence of an institutionalized research capability, minority groups have been seriously disadvantaged in anticipating future developments and events which may affect their lives. Accordingly, they have been placed in a reactive posture, unable to plan for eventualities well enough in advance to exploit developing opportunities or to seek to alter negative developments and trends.

COMPAS views long range planning as an essential ingredient for the determination of viable goals and effective program strategies. COMPAS researchers will develop prognoses of future developments, trends and events, which may impact significantly upon minorities and other disadvantaged Americans. Utilizing techniques such as forecasting, modeling and the development of scenarios, personnel will also develop alternative plans and policies to accommodate each of the "alternative futures" identified.

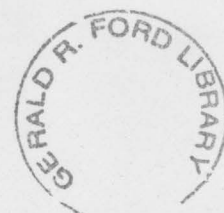
4. Advocacy for the Implementation of Optimum Policy and Program Options

COMPAS plans to make use of a broad range of strategies and mechanisms to bring optimum policy and program options to the attention of decision-makers. These include expert testimony before policy-making bodies, the monitoring of governmental agencies, public appearances, negotiation, litigation and the dissemination of information by means of the circulation of newsletters, the preparation of "Citizens' Guides", the periodic publication of findings and the creative use of the public media.



5. Cooperative and Consultative Relationships with
Minority Researchers

An estimated three to five billion dollars annually is allocated by the federal government to organizations engaged in research-related activities, which bear upon the interests of minority communities in varying degrees. Because of the paucity of minority representatives in and among these organizations as well as on governmental staffs engaged in policy research, a concerted effort will be made in three important directions. First, COMPAS will seek to identify minority individual researchers and research organizations across the country. Relationships will then be established to facilitate the collective monitoring of policy-oriented research supported by public funds, and to encourage the more active participation of minority researchers in government-sponsored research activities, as staff members in governmental research and evaluation units, as members of review and advisory committees and/or as recipients of grants and contracts. Activities in this regard will include the utilization of researchers as COMPAS Consultants, personnel exchanges, the convocation of joint seminars and the creation of consortium arrangements regarding projects of major scope and significance. Thirdly, a select group of minority researchers will be offered the opportunity to take a COMPAS "summer sabbatical", so that they might pursue short-term COMPAS-related projects which also bear a relationship to their academic disciplines and/or interests.

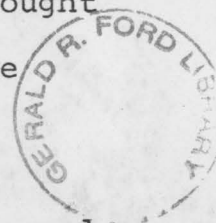


6. Identification and Training of Minority Youth and Personnel of Developing Institutions

In the previous decade opportunities abounded for the involvement of minority youth as participants in social action and change. However, the absence of structures designed to institutionalize and build upon the momentum of the sixties has contributed to a lack of purpose and sense of powerlessness which in contemporary youth too often have found expression in aimless and self-destructive behavior.

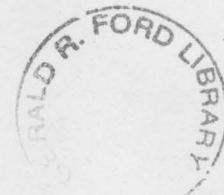
Accordingly, young people represent an important constituency which COMPAS will seek to cultivate a relationship. Initially, students who possess academic training and rudimentary research skills will be recruited for summer projects, designed to supplement the ongoing research effort. Ultimately, ways will be sought to involve youth who have not attended college in constructive research and advocacy activities.

A second COMPAS constituency is represented by the personnel of developing institutions. Predominantly Black colleges and universities have a special responsibility to minority youth and their surrounding communities, for they represent for many the first and/or primary point of access to the broader American society. In order to help personnel of these institutions knowledgeably explore the most effective means of impacting public policy, the Public Policy Training Institute was established in June 1973 in Washington, D. C. under the auspices of COMPAS and Howard University. This program seeks to sharpen the awareness



of participants of those aspects of public policy where changes are warranted, to develop strategies for influencing public policy in desired directions, and to assist teachers in developing institutions to relate their respective disciplines to public policy questions. PPTI has provided a setting where selected, tough and creative minority minds can interact with top scholars, legislators, public figures and opinion-makers in the nation--- ranging from Ted Kennedy to Bill Buckley, from Clarence Mitchell to James Kilpatrick, from Ralph Nader to Caspar Weinberger, from Charles Hamilton to James T. Lynn.

COMPAS will be supportive of the efforts of other minority organizations engaged in related pursuits. Accordingly, goals and objectives have been identified which are seen as complementary rather than duplicative of the stated purposes of the Institute of the Black World, the Metropolitan Applied Research Center, the Joint Center for Political Studies, the Black Economic Research Center, the Research Department of the National Urban League and others. It is not anticipated for example that COMPAS will offer technical assistance to community groups or engage to a substantive degree in program implementation or evaluation, except as the latter activities relate to policy research and analysis. COMPAS will seek to be of assistance, however, within the limitations of its resources and legal status, to other organizations engaged in such activities.



B. COMPAS Organization and Staffing*

1. The Core Staff

The core staff of COMPAS required to sustain the programmatic thrust of the organization, is comprised of two major sub-groups, each with distinct responsibilities and functions.

a. Research Staff

Experienced and accomplished researchers are essential to the success of the Council. The President and Vice President for Research, together with Senior Research Associates, will serve as the research planning group for the organization, charged with further delineating goals and objectives, setting priorities and coordinating related research efforts. They will be aided in this task by a Research Advisory Council, an outside group of experts chosen from among the COMPAS Fellows (see below).

Senior Research Associates will head project teams involving initially an Associate, a Research Assistant and a Secretary. The research staff will be interdisciplinary, representing various professions and the physical and social sciences, and is expected to be knowledgeable concerning governmental policy and programming. Research activities may cut across project lines as required. For example, the development of social indicators to evaluate minority group progress over time, or a comprehensive

* See also Figure I.

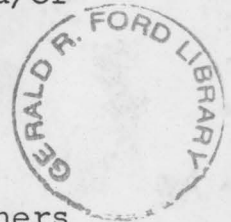


analysis of the implications for minorities of the U. S. Constitution could conceivably involve the entire research staff simultaneously.

The Vice President for Research will be responsible for the supervision of all research and related activities, including the efforts of three adjunct staff groups, COMPAS Research Fellows, the Outreach/Advocacy Staff and the COMPAS Student Interns. He or she will also supervise special projects which involve research, outreach and/or advocacy activities.

(1) COMPAS Research Fellows

This group will consist of minority researchers identified by area of expertise from across the country, with whom consultative relationships can be established on an as needed basis. Members of this group will be asked to critique research conducted by the staff research team, will comprise a manpower pool from which personnel for projects supported by supplementary grants and contracts will be recruited, and will supply on a rotating basis participants for the Research Advisory Council. A select group of Fellows will also be provided the opportunity to join COMPAS on "summer sabbaticals" so that they might pursue research interests which bear some relationship to the overall research program. This program will be directly supervised by a Director of Special Programs who in turn will be responsible to the Vice President for Research.



(2) Outreach/Advocacy Staff

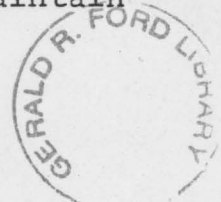
This staff group will be expected to possess extensive experience in the areas of action research, community organization, communications and governmental programming, and will be charged with the implementation of the organization's goals related to outreach to other research organizations, action research and advocacy. These personnel will function under the direct supervision of a Director for Outreach and Advocacy who also will be responsible to the Vice President for Research.

(3) COMPAS Student Interns

Students enrolled in institutions of higher learning who have already acquired basic research skills will be recruited for summer projects as student interns. They will work under the supervision of a Coordinator and the Director of Special Programs and will be assigned to activities which complement and/or extend the ongoing research effort.

b. Administrative Staff

A competent administrative staff is required to adequately serve the needs of program personnel and sustain COMPAS operations. This staff group, headed operationally by a Vice President for Administration, will have sufficient depth to provide logistical support and administrative resources for the research and advocacy program, maintain



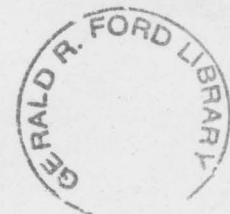
fiscal controls, administer personnel policies, seek resources to sustain the Council's operations and maintain liaison with funding sources. This staff unit will also be responsible for the supervision of special projects which are not encompassed by COMPAS' research program.

2. Senior Staff Responsibilities and Qualifications

The President, who bears overall responsibility for the functioning of the organization, will participate directly in the shaping of research policy, will identify resources for the ongoing support of COMPAS, and will serve as chief spokesman of the Council. He will be aided in these efforts by a Board of Directors of COMPAS, representing a cross-section of the constituencies served by the organization.

The Vice President for Research will be the senior program officer of COMPAS and will be responsible for the development and implementation of the organization's research program. He or she shall be a researcher of national reputation with extensive administrative experience.

The Vice President for Administration, the third-ranking officer of the Council, will be responsible for the supervision of all administrative, personnel, budgeting, and logistical support functions. He or she shall have served in a comparable position in a similar organizational setting (e.g., government, academia, research institution) and shall have demonstrated outstanding administrative capability.



3. COMPAS Special Projects

It is anticipated that COMPAS will also implement additional projects funded through contracts and/or grants with public and private agencies. Such projects will be selected wherever possible to supplement ongoing staff activities and will conform to organizational goals. If necessary, special projects will be conducted under the auspices of COMPAS subsidiaries created for that purpose.

Projects which relate to the ongoing COMPAS research, outreach and advocacy program will be supervised by the Vice President for Research. Projects which do not fall in that category will be supervised by the Vice President for Administration. It is expected, however, that each of these projects will be administered by a project director, who will be directly responsible for the accomplishment of specific project objectives.

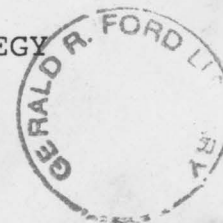
C. The Budget

COMPAS seeks multi-year funding to permit orderly and phased institutional development. The organization is also requesting support from multiple funding sources. Accordingly, the budget presented below is phased to reflect a three year developmental process. Moreover, to facilitate the participation in the COMPAS program by several funding agencies, the budget includes an estimated man year cost and an itemization of staffing costs by program category.



COUNCIL ON MINORITY PLANNING AND STRATEGY

THREE YEAR BUDGET



PERSONNEL

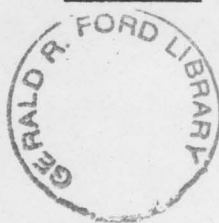
<u>Administration</u>	<u>1st Year</u>	<u>2nd Year</u>	<u>3rd Year</u>
President	\$ 42,500	\$ 43,500	\$ 45,000
Vice President for Administration	32,500	33,500	35,000
Comptroller	22,500	23,500	25,000
Special Assistant	20,500	21,000	22,500
Marketing Specialist	18,000	19,000	20,000
Executive Assistant	18,000	19,000	20,000
Publications Specialist		17,000	18,000
Editor/Writer		14,000	15,000
Writer Reporter		11,500	12,000
Graphics Specialist		11,500	12,000
Administrative Secretary	12,000	12,500	13,500
Administrative Secretary	11,500	12,000	13,000
Librarian			10,500
Reproduction Technician		10,000	10,500
Bookkeeper	10,000	10,500	11,000
Senior Secretary		10,000	10,500
Receptionist	8,000	8,000	8,500
Clerical Pool @ \$7000/annum		14,000	28,000
<u>Subtotal</u>	<u>195,500</u>	<u>290,500</u>	<u>330,500</u>

Research

a. Core Program

Vice President for Research	33,500	34,500	36,000
Senior Research Associate @ \$25,000, \$26,000 and \$27,500 each for 1st, 2nd and 3rd years	75,000	130,000	137,000
Research Associate @ \$20,000, \$21,000 and \$22,500 per annum for 3 years, respectively	60,000	105,000	112,500
Research Assistants @ \$13,000, \$14,000 and \$15,000 per annum for 3 years, respectively	39,000	70,000	75,000
Administrative Secretary	11,500	12,000	13,000
Secretary @ \$8,500, \$9,000 and \$9,500 per annum for 3 years, respectively	25,500	45,000	47,500
<u>Subtotal</u>	<u>244,500</u>	<u>396,500</u>	<u>421,500</u>

	<u>1st Year</u>	<u>2nd Year</u>	<u>3rd Year</u>
PERSONNEL (cont'd)			
<u>Research (cont'd)</u>			
b. <u>Outreach/Advocacy</u>			
Director	\$	\$ 23,500	\$ 25,000
Government Liaison		19,000	20,000
Information Specialist		17,000	18,000
Community Liaison		17,000	18,000
Senior Secretary		10,000	10,500
Secretary		8,500	9,000
<u>Subtotal</u>		<u>95,000</u>	<u>100,500</u>
c. <u>Special Programs*</u>			
Director			20,000
Coordinator of Summer			
Interns (6 mos.)			8,000
Secretary			8,500
<u>Subtotal</u>			<u>36,500</u>
Total Salaries	440,000	782,000	889,000
Fringe Benefits @ 20%	88,000	156,400	177,800
Consultants			
General	20,000	30,000	30,000
Stipends for summer sabbaticals			
@ \$4,000 for 3 months			20,000
Stipends for summer interns (20)			
@ \$2,000 for 3 months			40,000
PERSONNEL TOTAL	\$548,400	\$968,400	\$1,156,800
OTHER COSTS			
Space**	182,000	182,000	182,000
Equipment	30,000	20,000	10,000
Travel	25,000	35,000	50,000
Communications			
Telephone	8,000	10,000	12,000
Postage	8,000	10,000	12,000
Consumables	10,000	15,000	20,000
Printing/Reproduction	10,000	30,000	40,000
Data Processing	15,000	25,000	25,000
Audit & Legal Services	25,000	25,000	25,000
Books & Publications	10,000	20,000	25,000
<u>Subtotal</u>	<u>323,000</u>	<u>372,000</u>	<u>406,000</u>
GRAND TOTAL	<u>\$871,400</u>	<u>\$1,340,400</u>	<u>\$1,562,800</u>
Man Year Cost = \$50,435.56			



- * Includes REsearch Fellows, summer sabbatical, and summer intern programs.
- ** These estimates are calculated on the basis of 500 sq. ft. per person @ \$7.00 per sq. ft., and they provide for expansion of staff over the three year period without disruption of the COMPAS program.



FIGURE I
COMPAS ORGANIZATIONAL STRUCTURE
THIRD YEAR OF OPERATIONS

