

Chicago, that our rejections in those areas are 10 times the rate that they are in the normal middle-class and upper-class community. It very obviously stems from the very high incidence that we have in either lack of incentive to continue education or in the fact that they have ceased their education.

In 1961, when I talked to Dr. Willis, who was our superintendent of schools, about our annual trip to the high schools to enlist 50 or 60 of the best high school graduates to come in, in what we call a junior executive training program—we have both a college trainee program but we also have a high school training program—Dr. Willis said to me, sometimes it would be very helpful if business would take unto itself the same concern about employing his dropouts or the city's dropouts as we did in employing quality graduates.

Because of my work with the Public Aid Commission, I was very sensitive to this thing, and so we both went to the Ford Foundation and proposed to them that they set up an experiment which we dubbed, between the board of education, the Ford Foundation and ourselves, the "Double E" program, employment and education. This program was specifically designated to employ gainfully for 3 days a week youngsters who had dropped out of school. It was the basic requirement also that for 2 days a week they would be going to school. In other words, they had to go to school and they had to be employed. Therefore, it enabled us to put two youngsters on one job. In other words, one youngster would handle it for 3 days, the other youngster would handle it for 3 days. We did not create jobs but we used them on jobs that already existed and on which we had vacancies. As a matter of fact, our average daily vacancy in our employment office runs 150 to 160 people. These are jobs that we can fill. Most of them are simple jobs requiring basic skills.

The upshot of this was, the reason we approached the Ford Foundation was because the Chicago Board of Education did not have the extra money to segregate its teaching staff and to build a teaching staff which would necessarily have to develop a special curriculum for these youngsters, and the Ford Foundation money supplied to the board of education the money for teachers and for certain special supplies.

Our contribution to it was in proportion to this.

In addition to this, these youngsters were started at the regular minimum wage. They were reviewed every 3 months as is customary in our organization, and I will discuss the results of this in just a minute.

Some 3 years later, we had 25 companies cooperating in this program. I thought it might be interesting to this committee that in the last 2 or 3 years this particular kind of program, working with the dropout, through employment but insisting that education be an essential part of this total program, that Kansas City has such a program, was sponsored by the Hallmark people and the telephone people, that Cincinnati has just launched a program where a number of industrial and commercial firms have agreed to set aside 150 regular jobs for this kind of program, which really means that you will have 300 youngsters involved in it because one job in this kind of program really equals two jobs.