

Mr. MARSHALL. No question about that. I think it should be stressed, I am by no means criticizing the OEO totally. They have done many exciting things and as recently as 2 weeks ago when they announced this Harlem economic development thing that I participated in and I was present when Mr. Shriver announced this program.

Here, again, is a case in point of trying to move into vital and important areas.

Chairman PERKINS. Let me ask these gentlemen, Mr. Quie and Mr. Goodell, do you want to have the witness come back immediately after the quorum call?

If not, we will finish with the witness.

Mr. QUIE. I have further questions.

Chairman PERKINS. We will recess for 20 minutes.

Mr. Gibbons, I understod you were willing to come back and remain as long as Mr. Quie and Mr. Goodell want to question the witness.

We will recess for 20 minutes.

(A 20-minutes recess was held for purposes of quorum call.)

Mr. GIBBONS. We will resume with your testimony, Mr. Marshall.

Mr. QUIE. Mr. Marshall, in this little booklet "New Generation" it says that you are the vice president for community affairs of the recently created Metropolitan Applied Research Center, Inc.

Would you tell me a little bit of what this organization is and what your work entails?

Mr. MARSHALL. Yes. The Metropolitan Applied Research Center is a recently created organization. It is headed by Dr. Kenneth B. Clark. Some of you may know him. He is an outstanding psychologist. He was quoted at length in the *Brown* decision—1954 decision against segregated schools—and has been active in a number of programs, I believe, of interest and relevance to this committee.

He was the architect and I was fortunate enough to work with him in the design of the Haryou program which was written up in the document known as "Youth and the Ghetto," a study of the lawlessness of intolerance.

The center has been established, to use Dr. Clark's phrase, as sort of the Rand Corp. of the poor. We are concerned for the fact that on the one side many of the social researches that goes on are what you might call shelf studies.

They are very good studies but they don't see the light of day in terms of implications, in terms of being used. On the other hand, many of the so-called action programs do not really have the benefit of sophisticated and searching research and study. So, it is action for its own sake.

So, I would say community action is action of this willynilly nature. At the research center, we hope to get a closer contact with the social science field and particularly we are having reference here to urban studies and urban problems and the programs that are going forward at the local community level as well as at other levels so we begin to have a kind of approach where there is a direct hookup and tie-in between really searching research and effective action programs.

We are located in New York and our primary emphasis is on the metropolitan area of New York, but we hope that we can begin to demonstrate that many of the techniques that have worked so effec-