

tively in developing the war machine, if you will, by Rand and other such organizations, can with equal effectiveness be used in addressing problems of the cities, ghettos, the poor, and the like.

Mr. QUIE. When did the center begin operation?

Mr. MARSHALL. We really got going around the first of the year, although it was chartered some few weeks before the first of the year.

Mr. QUIE. When do you expect reports to be finished so recommendations of the center will be available to people outside in order to know what we really ought to do in solving some of these problems of the inner city?

Mr. MARSHALL. Dr. Clark is going to have a book published soon on the community operation programs. He studied a number of them before the center got going and he testified before a Senate committee on his finding.

I understand this book is going to be published in the next several weeks or months.

Mr. QUIE. Do your views and Dr. Clark's views coincide quite closely?

Mr. MARSHALL. I don't know if I can say that. He is somewhat of a mentor of mine. I met him some 20 years ago when I was a student in his class at Hunter College. I was influenced by his work. I think, however, there are some areas where we do not see eye to eye, but in the main, I would say we do see eye to eye.

Mr. QUIE. Who funds the center?

Mr. MARSHALL. The Ford Foundation funds the fellowship and internship program. This program brings in people from two basic areas, from the universities, men on sabbatical or short leaves and also from the civil rights organizations.

They can come in and work alongside the other people on staff or develop special projects or simply have an opportunity to rest and reflect.

Then the Field Foundation funds, what we call the core research operation, and this is part of the operation that brings in specialists in areas like education, housing, manpower, and so forth, and they conduct a variety of studies which we hope are not, as I say, studies for their own sake but have fairly immediate action implications which can be transmitted to community groups, to local legislatures and governmental bodies, and hopefully can bring about needed changes.

Mr. QUIE. How long were you Executive Director of the Patterson community action agency?

Mr. MARSHALL. I started there in March of 1965 and remained until the end of 1966 when I left to go to MARC.

Mr. QUIE. How long were you with Haryou?

Mr. MARSHALL. Late fall of 1963 to 1965.

Mr. QUIE. You were with Haryou before it was funded?

Mr. MARSHALL. Yes; when it was a creature of the President's Commission on Juvenile Delinquency and Crime.

Mr. QUIE. I think your experience in the field establishes your ability to speak out on programs that you have observed very closely as much as anyone who has come before this committee.

Looking at the community action agencies, I assume that you have a feeling that community action agencies as such ought to continue.