

40

FACTS ABOUT INTERNATIONAL HOSPITAL

"THE SOUTH'S FIRST INTEGRATED MEDICAL INSTITUTION"

1. Installation was originally known as Southeast General Hospital which ceased to function in November 1962.
2. Facility and land purchased on April 10, 1963 by International Hospital, Inc., headed up by Richard L. Mackay, Dallas attorney and businessman.
3. The hospital installation was renamed the International Hospital and the building has been completely renovated and remodeled.
4. The stock of International Hospital, Inc., is owned 100 per cent by Richard L. Mackay.
5. In addition, to Mr. Mackay, on the board of directors are the following leading citizens of Dallas and Fort Worth: Prentice Wilson, attorney and noted authority in the Southwest on oil, gas, and real estate; M. Alex Bickley, First Assistant Attorney of the city of Dallas; and P.D. Henry, Fort Worth Realtor.
6. The hospital building, land and equipment is conservatively estimated to be valued at between \$575,000.00 and \$600,000.00.
7. The floor area of the hospital covers approximately some 22,000 square feet.
8. The most modern technical and scientific equipment has been installed within the hospital. Included among the scientific equipment is a Birtcher Cardioscope which allows, on a scale heretofore unknown, the simultaneous visual and audible monitoring of the human heart-beat by surgeon and anesthetist. International Hospital is the first in the Southwest to utilize such advanced equipment.
9. Additional facilities of the hospital include:
 - (a) Air conditioning throughout.
 - (b) Central Oxygen system with outlets in every room and in the surgical suite.
 - (c) Two emergency rooms, one equipped for minor surgery if required.
 - (d) Three major surgery rooms.
 - (e) One Cysto room and portable x-ray equipment.
 - (f) Central x-ray room.
 - (g) Fully equipped laboratory.
 - (h) Auto-Clave room equipped with the very latest automatic equipment.

FACTS SHEET #2

(1) A Sun-Patio

10. The Medical Director of International Hospital is Dr. Martin Stowell Buehler, nationally recognized physician.
11. The medical staff will be an open one made up of both white and negro doctors.
12. The medical staff, counting full time staff, specialists, and consultants, will number approximately 60 top-flight medical professionals. Some of these men are of national and international reputation.
13. International Hospital is the only hospital in the country which is so organized that by a 51% vote of the medical staff appointments can be made to the medical staff or appointments terminated.

INTERNATIONAL HOSPITAL, INC. -
3808 South Central Expressway
Dallas 1, Texas
Telephone: HAmilton 8-2841 - area code 214

Contact: Thomas A. P. Krock

FOR RELEASE SUNDAY JUNE 2

Dallas, Tex...The South's first integrated hospital will open here on Sunday, June 2. Located on Dallas' south side just off the city's South Central Expressway, the hospital will have complete integrated facilities including an open staff of white and negro physicians.

The hospital - officially named the International Hospital - is an 84-bed installation and includes three major surgery rooms, two emergency operating rooms, two X-ray rooms, portable X-ray equipment, four pediatrics, therapy facilities and post-natal equipment including bassinets and delivery and recovery rooms.

"A first in the Southwest" will be featured by International Hospital through its latest design Birtcher Cardioscope. This model cardioscope, allows on a scale heretofore unknown, the visual and audible monitoring of the human heart-beat by both surgeon and anesthetist. Additionally, the hospital possesses automatic cardiograph equipment which can be tied into and coordinated with the operation of the Cardioscope allowing for simultaneous observation of the heart-beat, and a permanent record made of patient's heart action during surgery.

Chairman of the board of International Hospital, Inc., which will administer affairs of the hospital, is Richard L. Mackay, a Dallas lawyer and tax authority who, in 1962 was instrumental in setting up the Sabin Polio immunization program for Dallas County. Mackay, a native of Cincinnati, has made Dallas his home for the past 13 years and is a man of varied interest. He has done special research-studies on the tax structures and financial aspects of medical and hospital facilities over a period of several years. Prentice-Hall and Bobbs-

Merrill publishing companies both regard him as an eminent authority on corporate tax matters in general, and, in particular complicated tax structures and procedures as affects the professional man. He serves as an editor for Prentice-Hall and the firm has published a number of his treatises. That evidently, explains partially, Mackay's movement into the hospital area for the first time as an operator.

But one gets the feeling in talking with Mackay that he has made a thorough study of the subject and that he has ideas and plans calculated to virtually revolutionize the industry...or...to say the least...upset rules, regulations and procedures long recognized and accepted.

For example, in addition to the fact that he will have complete integration - as contrasted to non-segregated facilities - the staff of International will have the authority, by majority vote, to appoint or dismiss at will staff physicians.

And Mackay explains the difference between "integrated" and "non-segregated" as follows. "Non-segregated" of which he says there are several now operating and religious denomination controlled, simply means that people of non-white race can be brought to the hospitals for treatment but must enter under certain prescribed conditions and are placed in pre-determined areas of the hospital and move generally under certain restrictions.

"Integration", says Mackay means what it says that the Dallas facility will open it's doors to all who come on a first come, first served basis, and that the hospital will contain no "restricted" areas whatsoever.

Serving with Mackay on the hospital's board are Prentice Wilson, also a Dallas attorney and a noted oil, gas and real estate authority; W. Alex Bickley, first assistant attorney of the city of Dallas and P.D. Henry, Fort Worth Realtor.

The hospital staff will have as it's medical director, Dr. Martin Stowell Buehler, an outstanding and internationally known physician. Dr. Buehler, a specialist of internal medicine, is remembered as the personal physician of the late House Speaker Sam Rayburn.

Dallas, which showed a total of 672,000 people in the official U.S. Government census of 1960 and a total metropolitan area in excess of 1,000,000 people has enjoyed relative success in problems of racial nature. Although the Dallas Public Schools are not yet fully integrated, the city broke the barriers and mixed primary grades in September of 1959. The city itself is regarded by some as the most "non-Texan" city, due perhaps partially to the influx of newcomers to the city, many of them coming from Northern industrial areas.

The locality of the hospital - some 2.3 miles from downtown, population - and some 35,000 white residents.

94% occupancy

INTERNATIONAL HOSPITAL, INC.
DALLAS, TEXAS
PRO FORMA
PROFIT & LOSS STATEMENT

1st. Yr.

Revenue:

Anesthetics	\$ 69,300
Blood	5,218
Delivery Room	6,800
Dressings	3,816
Drugs	35,321
Emergency Room	11,576
Laboratory	43,895
Nursery	10,200
Oxygen	10,509
Pathology	7,131
Physical Therapy	8,450
Recovery Room	1,750
Refreshment Sales	523
Telephone	410
Television	3,650
X-ray	51,045
Room and Board	370,272
Operating Room	62,050

Total

\$768,916

Expenses:

Advtg. & Public Relations	\$ 4,600
Anesthetic Supplies (@ 5% of charges)	3,465
Blood (@ 2/3 of sales)	3,444
Dressings (@ 1.6 x SE Gen'l)	17,840
Drugs (@ 38% of sales)	36,450
Food (@ 160%)	36,640
Housekeeping Supplies (x 200%)	2,808
Insurance (actual)	5,670
Interest (@ 8% x 300,000 or 6% x 450,000)	27,000
Kitchen Supplies (Est'd)	4,100

PROFIT & LOSS STATEMENT**Page 2**

Laboratory Supplies (x 160%)	\$ 8,305
Laundry (x 160%)	7,925
Legal & Audit (actual)	8,750
Linens replaced (est'd)	2,240
Maintenance & repair (est'd)	1,050
Nursing Supplies (@ 200%)	22,299
Office Supplies (@ 200%)	8,192
Oxygen Supplies (@ 160%)	3,717

Payroll Taxes:

Workmen's Comp.	\$2,100
Soc. Sec.	5,050
Unemp. Comp.	<u>4,200</u>

11,350

Professional Services:

Radiologist	\$12,760
Anesthetist	23,100
Pathologist	<u>3,565</u>

Rent, ground lease	39,425
Rent, equipment	5,100
Salaries - general	240
- administrative	120,000
Surgical Supplies (x 200%)	18,000
Taxes - ad valorem (actual)	22,482
Telephone (x 200%)	6,720
Utilities (@ 180%)	3,036
X-ray Supplies (@ 160%)	10,105
	<u>6,298</u>

Total\$447,251

Depreciation	\$321,665
Net Profit before Income Taxes	<u>17,600</u>
Income Taxes	\$304,065
Net after Taxes	<u>152,614</u>
	<u>\$151,451</u>

SA25 D LINDS DE MD NE WASHINGTON DC MAY 31 1963 214P CST

RICHARD L MCKAY, INTERNAL HOSPITAL

1908 S CENTRAL EAST

8808 SOUTH CENTRAL EXP DAL

PRISON COMMITMENTS PREVENT MY BEING WITH YOU IN PRISON,

BUT BOTH LADY BIRD AND I ARE WITH YOU IN SPIRIT.

CONGRATULATIONS AS YOU REDEEM A LIVING SIGNIFICANT

TOOL FOR SETTLEMENT OF YOURS AND MOTHERS

LINDS R MCKAY JR

END

The Executive Committee
Houston, Texas

May 23, 1903

Gentlemen:

Mr. Connally and I regret that because of previous plans for the afternoon and evening of June 2, we will be unable to attend the official dedication of the International Hospital in Dallas.

We are in sympathy with the fine work you are doing and the effort that has been put forth, and we wish we could be with you for the dedication.

Sincerely,

Edanell Connally
Mrs. John Connally

BIOGRAPHICAL DATA

RICHARD L. MACKAY

Lawyer - Business Executive - Administrator

BORN:

Hastings-On-Hudson, New York
December 24, 1921

EDUCATION:

A.B. Degree - University of Cincinnati College of Liberal Arts, 1949; LL.B Degree - University of Cincinnati College of Law, 1950;

MILITARY SERVICE:

Enlisted in U.S. Marine Corps, September 15, 1942.
Service in United States and Pacific Theatre.
Honorable Discharge, February, 1946.

MARITAL STATUS:

Married to Helen Elizabeth Penwell. Three children:
Richard Lewis Mackay, Jr., aged 6 years; Kathleen Elizabeth Mackay, aged 5 years; Allyson Diane Mackay, aged 3 years.

MEMBERSHIP IN PROFESSIONAL SOCIETIES:

American Bar Association
Taxation Section of American Bar Association
Texas State Bar Association
Ohio State Bar Association
Kentucky State Bar Association
National Tax Association
Cincinnati, Ohio, Bar Association
Dallas County Bar Association
Dallas, Texas, Tax Bar

PUBLICATIONS:

Consulting Editor, Prentice-Hall, on Corporate Tax and Pension Plan matters.
Contributing Editor and writer, Bobbs-Merrill Publishing Company.
Contributor: Southwestern Law Journal
Kentucky Law Journal
Kentucky State Bar Journal
Digest of Tax Articles of the American Bar Association Journal
Journal of Clinic Managers
Thoroughbred Record (series of articles, Tax Aspects).

CIVIC ORGANIZATIONS:

Hamilton County (Cincinnati) Ohio: Chairman, Police Committee. Chairman of Election Investigation Committee. Co-chairman, Election Investigation Committee. Secretary, Good Government League. Member of City-State Civil Service Committee. Member of Committee on Cincinnati Annexation.

Community Chest, Lexington, Kentucky; Committee on Central Housing for all Agencies.
Blue Grass Sportsman's League -- Special Adviser on establishing office procedures and financial affairs for 735 member organization; auditing of records and setting out beginning net worth and system for continuing records.

Admitted to Practice as Attorney -

State of Ohio - October 3, 1950
U. S. District Court - November 24, 1950
Tax Court of the United States - November 27, 1950
State of Kentucky - December 5, 1950
U. S. Treasury Department - January, 1951
State of Texas - November 15, 1954

BUSINESS AND PROFESSIONAL EXPERIENCE

From 3-1-46 to 9-12-46 - Publicity, advertising and contract work for Frederic W. Ziv Company; general office procedure; studied programming and program popularity; wrote for House Organ.

From 10-3-50 to 6-1-53 - In private practice of law for self, doing general tax work; preparation of tax returns for clients and general public; tax counseling for clients, attorneys and accountants; tax deficiency cases; aiding other attorneys in preparation of leases and transfers of land interests, including oil, gas and coal leases and options; tax research service for attorneys in Lexington, Kentucky; writing tax articles for technical journals, magazines and newspapers; handling of tax cases, from agent's level through appellate courts, including filing of petitions, briefs, etc.

From 4-1-52 to 6-1-53 - Partner in DeMac Enterprises; operator of Model 23 B Mobile Drill for determination of sub-surface conditions for contractors; taking core samples for analyses; tracing bedrock for cross sections; set up of books and office procedures; in charge of personnel.

From 6-1-53 to 11-1-54 - Associated with Provident Mutual Life Insurance Company of Philadelphia and John Norman Savage & Associates of Dallas, doing Estate Analysis, business and pension planning, preparation, planning and drafting of instruments and papers for qualifying pension and profit-sharing plans and trusts; advising attorneys and accountants of insurance prospects on matters relative to estate arrangement, including drafting of sample trusts, buy and sell agreements, preparation of tax returns, wills, and proper disposition of estate assets by gifts; teaching basic elements of estate analysis and pension and profit-sharing planning to insurance agents; writing articles on tax matters; presenting papers on tax matters at public and private meetings; general publicity favorable to the use of insurance in tax planning; writing bulletins on recent tax developments.

From 11-1-54 to 6-1-56 - In private practice of law for self, doing general tax work and tax planning; preparation of tax returns for clients and general public; working with attorneys and accountants on tax deficiency cases; designing estate plans; establishing pension and profit-sharing plans; working on reorganizations, mergers and recapitalizations for corporations; advising on and handling all details relative to conversion of business organization from one type to another; counseling medical and surgical clinics on personnel and office procedures; estate and tax counselling for insurance agents' prospects; pension plans.

From June 1, 1956 to December 31, 1956 - Associate of Johnson & Mead, Attorneys, 2114 Mercantile Bank Bldg., Dallas, Texas. Tax counseling, planning, tax return preparations and general tax suits, relative to U. S. Income and Estate Taxes.

From January 1, 1957 to June 30, 1959 - Partner in tax counseling and general practice of law in Johnson & Mackay, 2114 Mercantile Bank Bldg., Dallas, Texas.

From July 1, 1959 to Date - Resumed individual tax practice specializing in tax planning relative to corporations, individuals, natural resources and pension plans; heavy concentration in tax benefits for doctors, lawyers and other professionally engaged persons.

SPECIAL ACHIEVEMENTS

In June 1962, Richard L. Mackay was personally responsible for Dallas County receiving the Sabin Polio Vaccine. As President, Texas Chapter, University of Cincinnati Alumni Association, he went to Cincinnati and persuaded Dr. Sabin to release quantities of his vaccine, previously ear-marked for other areas, to meet Dallas' requirements for the Series #1 Immunization. The Sabin Vaccine was developed in the laboratories of the University. The Dallas County Medical Society was co-sponsor with the University of Cincinnati Alumni in bringing in serum to Dallas.

111
Misc.

24 October 1963

Professor Nicholas C. Anagnos
Department of Economics
Howard University
Washington 1, D. C.

Dear Professor Anagnos:

Thanks for your letter of October 21 regarding the application for federal employment by your student, Barrington K. Brown.

I am told that Mr. Brown's arrests probably do not constitute a bar to federal employment, but the circumstances of the arrests will be investigated by the agency where his application is filed. He should be advised to disclose any information called for in connection with his application, and such disclosure should be candid and complete.

After investigation, someone will make a judgment on Mr. Brown's qualifications for the job he seeks. That judgment will be based on anything disclosed in the investigation together with other pertinent facts and the evaluation of yourself or others like you who know Mr. Brown.

I appreciate your taking the time to bring this to my attention and I should like to know of the outcome.

Sincerely,

Burke Marshall
Assistant Attorney General
Civil Rights Division

BY GENERAL



To Bureau
Encl. 1

DRAFT

Dear Professor A _____;

Thanks for your letter of October 21 regarding the application for Federal employment by your student, Barrington K. Brown.

I am told that Mr. Brown's arrests probably do not constitute a bar to Federal employment, but the circumstances of the arrests will be investigated by the agency where his application is filed. He should be advised to disclose any information called for in connection with his application, and such disclosure should be candid and complete.

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I appreciate your taking the time to bring this to my attention and I should like to know of the outcome.

Sincerely,

BM

DEPARTMENT OF JUSTICE
ROUTING SLIP

NAME	BUILDING AND ROOM
John Nolan	
1	
2	
4	
5	

<input type="checkbox"/> SIGNATURE	<input type="checkbox"/> COMMENT	<input type="checkbox"/> PER CONVERSATION
<input type="checkbox"/> APPROVAL	<input type="checkbox"/> NECESSARY ACTION	<input type="checkbox"/> AS REQUESTED
<input type="checkbox"/> SEE ME	<input type="checkbox"/> NOTE AND RETURN	<input type="checkbox"/> NOTE AND FILE
<input type="checkbox"/> RECOMMENDATION	<input type="checkbox"/> CALL ME	<input type="checkbox"/> YOUR INFORMATION
<input type="checkbox"/> ANSWER OR ACKNOWLEDGE ON OR BEFORE _____		
<input type="checkbox"/> PREPARE REPLY FOR THE SIGNATURE OF _____		

REMARKS

What should we do? Would you let me know so that I can reply to the letter?

OFFICE OF
RECEIVED
OCT 23 1965
ATTORNEY GE. L.

BM

FROM		BUILDING, ROOM, EXT.	DATE
NAME			

HOWARD UNIVERSITY
WASHINGTON, D. C.

DEPARTMENT OF ECONOMICS

October 21, 1963

The Honorable
Burke Marshall
Assistant Attorney General
Civil Rights Division
Department of Justice
Washington, D. C.

Dear Sir:

I am submitting herewith a letter which a student of mine sent me, and which as I understand, it might be interpreted as follows. This student, as a young boy, had some difficulties with the police. I talked to him on each one of the cases and it became clear that the whole matter is the by-product of a nonsense attitude of a boy who was fighting between delinquency and a straight life.

I attach herewith the academic record of this student which proves that he fought and won the battle for his life. He is one of our best students. He is now working for his Master's degree and is doing an excellent job.

The reason for bringing this matter to your attention is that the student is being interviewed for employment with the Federal Government and he wants the authorities to know what has happened before the investigating procedure comes up with a story which might be damaging beyond repair. I consider the student's approach to the whole matter very commendable and I'm asking your help in this direction because I am about to write a recommendation for him for Federal employment.

Very truly yours,

Nicholas C. Anagnos
Nicholas C. Anagnos,
Associate Professor
of Economics

NCA/mej

Enclosure:

*John Nolan:
What should we do?
Would you let me know
so that I can reply to the letter.*

October 14, 1963

Professor Nicholas Anagnos
Department of Economics
Howard University
Washington, D. C.

Dear Professor Anagnos:

Thank you for arranging the interview with Mr. Ralph Meima, Business Analyst in the Office of International Regional Economics, Division of International Trade Analysis, for me.

I regret that I was reluctant to proceed upon it due to the following circumstances:

I have been arrested and charged with disorderly conduct three (3) times, and incommoding twice, the last of said charges was made five (5) years ago.

The first charge by the police consisted of a statement by a companion who was present with me in a restaurant and stated this: "I do not like the atmosphere in here." A policeman entered at that moment and heard this. When we left and had walked around the corner, the policeman had called the squad car which took us to the precinct. This occurred in June, 1955.

The second incident occurred in July, 1957. I was standing in front of my father's parking lot talking to a companion when a policeman told us to move. This I refused to do since I was standing in front of my father's business. Thus, I was arrested for incommoding the sidewalk.

The third incident occurred in July, 1955 when I was returning from a party. A policeman accosted us in a traffic congestion. The officer referred to me as a "boy," which I resented. I was charged with disorderly conduct.

At 8th and M Streets, N. W., near the Immaculate Conception Church, I was riding in a car and was again stopped by the police, I do not remember the reason; he referred to me again as a "boy" which I resented.

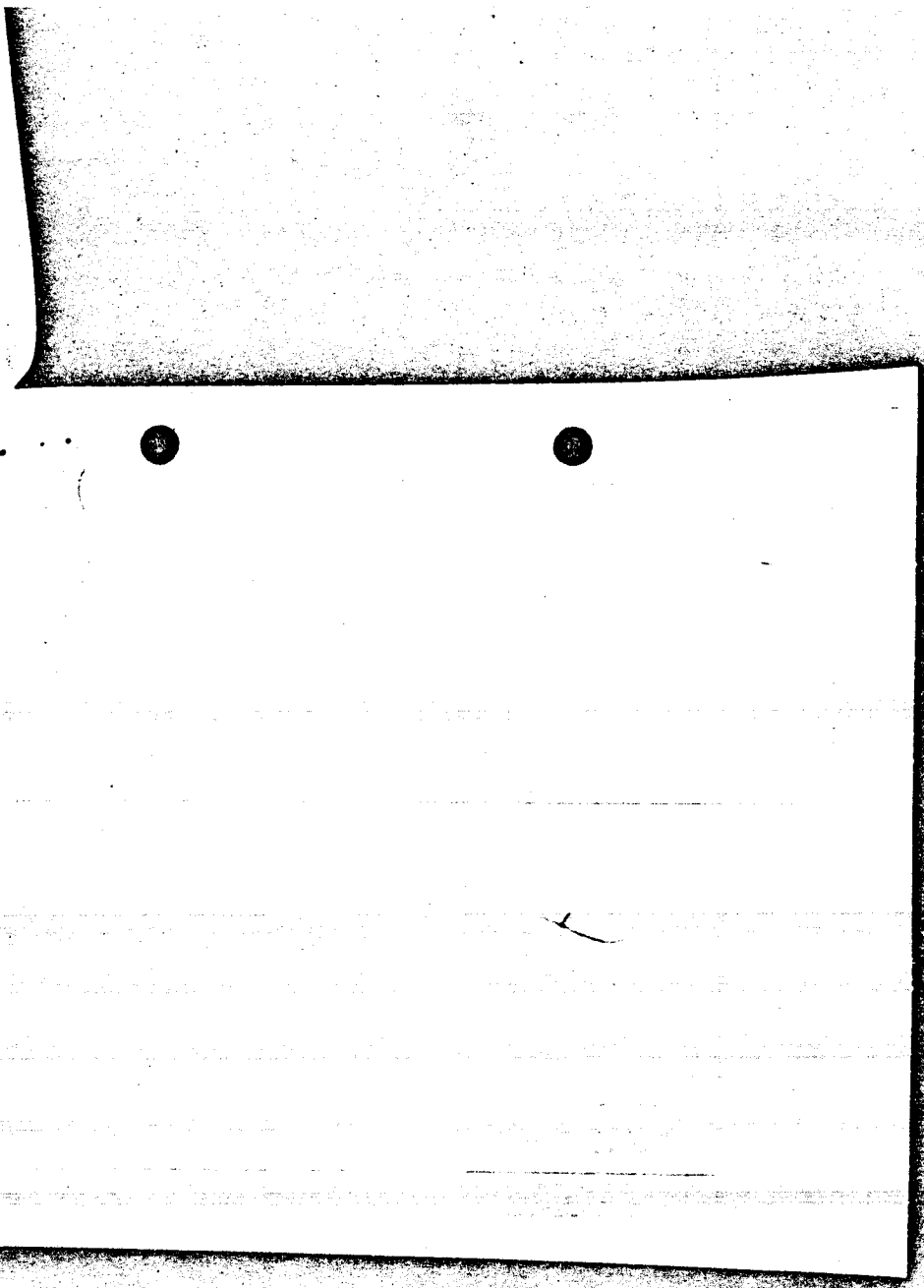
- 2 -

On all these charges I forfeited collateral with the exception of the third, whereupon I went to court and was fined \$25. I protested the conviction.

Very truly yours,

Barrington K. Brown

Barrington K. Brown



DRAFT -- Young Presidents Organization

The idea that a Democratic Administration is hostile to businessmen, and vice versa, is such an old and well-loved American myth that it seems almost sacrilegious to say anything against it.

Maybe it ought to be cherished as a part of our national folklore, along with the notions that cowboys are always braver than Indians, that all American mothers bake first-rate apple pie, and that nobody ever beats the Yankees in a World Series.

Myths can be comforting, especially when they seem to enforce what we'd like to believe -- but they tend to evaporate under exposure to reality.

What I'd like to do here this morning, with your help, is shed a little reality on the myth about Democrats and businessmen. And I'd like to point out further that none of us, as Americans, can afford to indulge in myths of any kind if we hope to meet and solve the gravest issues that confront our country today.

First, let's look at some figures concerning American business. Since early 1961, the nation's industrial production has risen twenty-one percent, and average operating rates of manufacturing have risen from 77 percent of capacity to 87 percent.

Business profits after taxes have come up forty percent, from an

annual rate of 19.2 billion dollars to 25.8 billion. And business-firm expenditures have risen from 45 billion to 54 billion.

According to a recent McGraw-Hill survey for the year 1963 as a whole, plant and equipment spending is expected to be more than two-and-a-half billion dollars above the 1962 level. And respondents to the survey attributed more than a billion dollars, or forty percent of that increase, to two of this Administration's actions -- the liberalization of depreciation guidelines granted by the Treasury Department at the President's request, and the seven-percent tax credit which Congress put into effect last year.

Nevertheless, our present rate of economic growth is still too slow to absorb the available work force. Even allowing for current improvements, it would take roughly ten years for our economy to reach a full level of employment -- and we can't afford to wait that long.

Nor can industry be expected to expand its capacity without some clear indication that markets will exist for the increased production of goods.

In other words, some major fiscal stimulus is plainly required to develop the economic momentum we must achieve.

According to the terms of the myth, this Administration might be expected to try stimulating the economy through increased Federal spending.

Yet instead, the President has chosen to advocate a program of tax reduction -- a program to bolster the initiative of private citizens and business firms, to enlarge the role of private business, rather than

-3-

enlarging the role of the Government.

This Administration's whole economic policy, in fact, is designed to release and encourage the power of free enterprise.

As the President recently pointed out, "The free market is a decentralized regulator of our economic system. It is not only a more efficient decision-maker than the wisest central planning body could be, but even more important, it keeps economic power widely distributed. It is thus a vital underpinning of our democratic system."

I could go on with other examples -- the Administration's bill favoring the de-regulation of railroads, for instance, and its decision for private development of a world-wide satellite communications system -- but I think I've said enough to show that the Government today is anything but anti-business.

How businessmen feel toward the Government is of course another matter -- and one on which you are better qualified to speak than I am. But I believe at least that there can be little logical support for the old anguished cries about "irresponsible controls" and "creeping socialism."

I believe too that there is a growing sense of public responsibility among American businessmen today -- a sense of direct engagement in national and world affairs that rises above political partisanship.

We all saw gratifying evidence of this last year, when industrialists, private attorneys and citizens throughout the country joined forces in a massive voluntary effort to free 1,113 prisoners from Cuba.

That was a job that couldn't have been done by the Government alone --

or by business alone. If Castro had dealt directly with the Government in arranging the ransom terms he would have repeatedly raised the ante, and the whole operation might well have bogged down in international politics.

Only by making it clear that the rescue operation was the work of private citizens donating their time, goods and money were we able to get the prisoners released. And only by using Government forces behind the scenes, to coordinate and expedite the project, were we able to get it done so quickly and with such a minimum of red tape.

If nothing else, that emergency proved how much can be accomplished when business and government work together, in a spirit of mutual dedication to the good of the country.

Hopefully, we will never again face a crisis like that one. But this is by no means to suggest that we will never again have a need for that kind of cooperation.

We are faced today, and will be faced for years to come, with a domestic crisis that calls for all the voluntary help we can muster within the business community.

I'm referring, of course, to the crisis in race relations -- that enormous complexity of human problems that has come to be known by the inadequate name of Civil Rights.

If the legislation now pending in Congress is passed, it will go along way toward removing certain basic inequities, and it will provide the American Negro with an article of faith -- with confidence that his country

-5-
is responsive to the redressing of legitimate grievances.

But no legislation, no act of Government alone can get at the heart of the problem that exists today, not only in the South but in all parts of the United States.

Only better education, better employment opportunities, better housing and more enlightened social attitudes will help Negroes to attain the full citizenship they have deserved for so many years. And only these things will put an end to the unrest and tension that poses a constant threat of disorder and violence within our society.

These are community matters -- they can only be dealt with by responsible civic action within each county, each city, and each neighborhood.

Like all community needs, they require vigorous and continuing leadership. And you, as influential and respected men in your own communities, are as well qualified as anyone to take that initiative.

Wherever you live, even if it's a town that prides itself on having little or no racial unrest, you can be sure that a great deal needs to be done -- and more than likely the need is urgent and immediate.

Assuming your interest and willingness to take such responsibility, there are any number of decisive things you can do.

You can initiate, help organize, and participate in local bi-racial committees -- groups devoted to the peaceful solution of interracial disputes rather than allowing them to erupt in the streets.

You can effect, or at least make specific plans for, the desegregation of your own public facilities -- and for the hiring and upgrading of as many qualified Negro employees as is feasible.

You can speak out publicly to urge respect for the judiciary and the legal process in the settlement of civil rights issues.

You can concern yourself publicly with local educational and recreational facilities, and engage in efforts to combat the problem of school dropouts.

As business men, you know that the market for unskilled labor is rapidly shrinking under the advance of automation. You know that youngsters whose education is cut off short of a high school diploma are headed for probable unemployment -- and since a high percentage of school dropouts today are Negroes, you can see how this dilemma bears directly on the overall racial problem.

Here in Washington, to cite just one example, civic leaders are now waging a full-scale campaign against dropouts. Part-time and summer jobs are found for needy boys and girls to help them stay in school, funds have been raised to give direct financial aid to those for whom part-time work is not practical, and the entire community has been made acutely aware of the nature of the problem. The results so far have been highly impressive.

A great need exists too, in most communities, for adequate

-7-

vocational and on-the-job training programs, to help equip previously unskilled workers with the abilities they need to compete in today's labor market. Here again is an area in which you, as business and civic leaders, can profitably concern yourselves.

This is the kind of work that must be done, all over America, if we are to fulfill our destiny as a just and democratic nation.

I'm well aware that in suggesting all these activities for you, in urging each of you to adopt a civic role commensurate with your influence, I am taking a good deal for granted. That is precisely what I mean to do.

Some of you may feel politically out of agreement with the civil rights cause -- you may find it presumptuous to be spoken to with so little regard for your personal opinions.

But to any of you who feel that way I can offer no apology. I can only say what I believe is true: that the so-called issue of civil rights today is something that transcends the arena of political opinion.

We needn't be Democrats or Republicans, liberals or conservatives, business men or government officials, to face the realities of our time and do our best to deal with them. All we need to be is Americans.

It is as Americans that all of us are working today to maintain a healthy economy. It was as Americans that we worked together last year to bring about the Cuban exchange. It is as Americans that all of us are interested in a strong national defense and in the cause of world peace.

And that, it seems to me, is the only light in which any

-8-

American in this generation can afford to see the Negro's struggle for equal opportunity. This is a movement that must involve us all, or the very foundations of our democracy will be placed in jeopardy.

What I'm taking for granted, then, is not your advocacy of any one political force -- and not even your belief in the cause of any one racial minority. It is simply your belief in America, and in the cause of human justice.

Thank you.

22 October 1963

Mr. William Barnes
Alabama Avenue
Building 14 Apt. 1-A
Paterson 3, New Jersey

Dear William:

In Mr. Marshall's absence from the city, I am writing in reply to your letter of Oct. 11.

As you know, Congress is currently taking the civil rights legislation under consideration. Mr. Marshall has been up on the Hill every day he has been in town, and is subject to call on a minute's notice. I seriously doubt that he would be in the office long enough to have a worthwhile discussion with you, such as the type you outlined in your letter.

May I suggest that you contact the Commission on Civil Rights? I am sure they would be more than happy to see you, and in addition to seeing you, will have all manner of printed material which would be interesting for you to read.

Sincerely,

Linda K. Stores
Secretary to Burke Marshall

P.S. if you have any additional letters on civil rights please send.

Alabama Ave
Building 14 apt 1a
Paterson 3 N.J.
Oct 11, 1963

Hon. Burke Marshall
assistant attorney General for civil rights
I am 17 years old the sole
victim from Paterson who was sent
as a Rep. It was a pleasure to
meet you and the information I obtain
was very educational to the Commission
I expect to be in Washington soon
and wonder if you will welcome a
visit from me and extend courtesy of
office I also would like to discuss
a couple of problems concerning civil
rights and do you think there
has been much improvement in
civil rights problems now I
would like your personal reply
Please Reply

Yours truly
William Barnes
Alabama Ave
Building 14 apt 1a
Paterson 3, N.J.

P.S. if you have any additional letters on civil
rights please send.

From

Mr. Marshall

THE SOLICITOR GENERAL

To official indicated below by check mark

Attorney General _____

Deputy Attorney General _____

Executive Assistant to the Attorney General _____

Assistant Attorney General, Alien Property _____

Assistant Attorney General, Antitrust _____

Assistant Attorney General, Civil RIGHTS ☒

Assistant Attorney General, Criminal _____

Assistant Attorney General, Internal Security _____

Assistant Attorney General, Lands _____

Assistant Attorney General, Tax _____

Assistant Attorney General
Office of Legal Counsel _____

Director, F.B.I. _____

Administrative Assistant Attorney General _____

Director, Public Relations _____

Services & Procurement Branch _____

Chief, Personnel Office _____

Division of Records _____

Division of Supplies _____

Mr. _____

Miss _____

MEMORANDUM

For info.

Ar

October 17, 1963

Dean Erwin N. Griswold
Law School of Harvard University
Cambridge 38, Massachusetts

Dear Erwin:

I have just returned from Court to see the Harvard Crimson of Tuesday, October 15. I find very upsetting the fact that the comments I made in the confidence of your office were repeated to the Harvard Crimson. I assume that you were not the one who made a statement and am addressing this letter to you only because it was in your office that I met with Professor Taylor, John Monroe, and yourself. Apparently the author of the statement was Professor Taylor.

I do not know that any harm has been done--possibly there is some good and no harm. It ought to be possible, however, for a member of the Board of Overseers to talk with three other University officials without having to express the assumption that the discussion is confidential.

It was a pleasure to see you again.

Sincerely,

Archibald Cox

cc: Professor Taylor
Dean Monroe