

April 22, 1965

TO: National Action Council

FROM: George Wilby

Attached you will find a diagram depicting the staff structure of the national office as projected under the reorganized set-up directed by the NAC. Detailed job descriptions for the head of the Fund Raising Department and of the Public Relations Department are enclosed.

The five positions on the chart which are marked by * are either vacant now or not occupied by permanent employees. There is very urgent need for filling the position of department head in Fund Raising and Public Relations. We have hired as Internal Auditor a very bright young Puerto Rican who will also add an important dimension in term of staff balance.

The need for speed in getting a department head in fund raising should be obvious. Alan Gartner has agreed to serve as acting department head on an interim basis while we conduct a nationwide search for a Negro to fill this post. Should this search prove unfruitful or protracted, Alan would be willing to accept a one-year appointment in this position.

We have never had a Public Relations Director, and we will begin an immediate search for a Negro to fill this spot. We currently have as a Public Relations assistant in the Community Relations Department Val Coleman, who is employed on a temporary basis through June 15th. He has been made public relations assistant in the public relations department and will continue to report directly to me in the absence of the department head in his department.

Financial considerations may preclude filling both the position of Public Relations Director and Public Relations Assistant before fall, since this represents a one job position net expansion over our present situation.

The suggested appointment of an associate director of organization would essentially amount to the kind of relationship that the Associate National Director bears to the National Director. This would be that the associate director of organization would have the full power to run the department in New York City while Jim McCain is in South Carolina directing our project there. It is understood that Jim McCain has a position of very great respect all over South Carolina and is a key link in the development of a CORE program there. "Nooker" also very much likes working in South Carolina and would be quite satisfied with the proposed arrangement. The assistant for program and training would replace Bob Gore, plus having some of the duties of a program assistant who never was appointed. This proposed organization represents an expansion of one over the present set-up in the organization department. This will meet our needs in that department for the immediate future. In all probability, limitations in availability of funds may preclude the filling of both of these spots immediately. It is imperative that at least one of them be filled in the very near future.

None of the foregoing discussion takes account of nor precludes the proposal made by Mr. Farmer in his memorandum entitled "Suggested Guide Lines For Future Organization."

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JOB DESCRIPTION: FUND RAISING DEPARTMENT HEAD

The essential job of the fund raising department and thus of its director is to raise, on an on-going basis, the necessary funds to operate CORE.

CORE has principally raised its funds from four sources: from direct mail solicitations, from special fund raising, from within the CORE organization, and from foundations, unions and similar sources. The person should have in-depth knowledge and experience in at least one of these areas, as well as acquaintance with the other areas. Due to the peculiar and particular nature of CORE and its fund raising problems, the person should have general experience in working with non-tax-exempt organizations, more particularly experience in working with civil rights groups, and specifically (if possible) knowledge of and experience with CORE.

Direct mail solicitation involves the selection and/or development of appropriate lists; writing of and/or having copy written for the appeal letter, the reply envelope, and the mailing envelope; selection and securing of an appropriate and effective signatory; supervision of the logistics of coordination of the production and procurement of the various parts of this tightly-knit and demanding process. Direct mail solicitation has also included handling of holiday cards.

Special fund raising involves a variety of projects (in New York City and outside) including running of benefit programs - theater parties, cocktail parties, art shows, special benefit performances, etc. In order to do this, the specific event must be selected, the people to participate in it engaged, the people to assist in "selling" it solicited and coordinated, the event suitably publicized and sold, and adequate supervision and coordination of these activities, and, if necessary, staff assistance offered for their implementation.

Money within the CORE organization is raised from the regular 10% chapter payment to national CORE, as well as by various special projects: viz., Associate Membership drives, joint special fund raising projects, special fund raising projects, special fund raising projects for national CORE or one of its projects. The fund raising department must offer assistance and advice to the chapters in order to aid them in increasing their general income, both for the sake of their own program and as a means to increase national CORE's share. This source of increased financial support is of utmost importance and must be developed further in the immediate future. The department head should be able to supervise these activities, as well as participate in the development and implementation of such a fund raising program.

Fund raising from foundations and unions has been a part of CORE's general efforts for some time, but needs now to be considerably increased. The department head must be able to prepare and/or direct the preparation of grant requests,

Job Description, Fund Raising Department Head

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seek out new and additional sources of such funds, work with foundations and unions in acquiring such funds. This, as well as other forms of fund raising, requires the ability to make effective personal and written presentations.

The person must have administrative skills in order to effectively supervise, direct, and coordinate these various activities, and the sizable departmental staff including the stencil department.

The person must be able to so develop and plan a fund-raising program so as to provide as even as possible a flow of money throughout the year to effectively utilize staff time and volunteer services. Also, the person must be able to secure those additional funds necessary in times of emergency or crisis.

The person must be able to deal with the various state and municipal agencies which are concerned with and supervise fund raising activities.

The person should be able to work with the communications media in order to secure public service time and other services in connection with fund appeals, as well as work in close cooperation with the Public Relations Department of CORE.

The person must be able both to develop and implement a national fund raising program as well as assisting the chapters in the development and implementation of such a program.

As an increasing area of fund raising attention for CORE, the person must be able to develop and implement a major fund raising program to operate within the Negro community.

Further, the person must have the ability and experience to contribute to the development and implementation of the national program of CORE and to work in effective coordination with other departments and officers of CORE.

The salary range will be \$7,500 - \$10,500, depending upon training and experience.

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JOB DESCRIPTION: PUBLIC RELATIONS DIRECTOR

The essential nature of the job is to project through all forms of public media an accurate and affirmative image of CORE, both at the national and local level.

In order to do this, it is essential that the Public Relations Director have a thorough knowledge and a complete commitment to CORE. Included must be an understanding of CORE's changing nature and its role in the civil rights movement. For example, the communications media must be seen as an arm of a direct action program, and can serve to magnify and increase the power of CORE action programs. Because of this role of the communications media in CORE program, it is important that the Public Relations Director be capable of participating in the planning and development of program.

The person must have a knowledge of CORE both at the national and local level, of other civil rights groups and communications media.

Specifically, the person must be able to work with the various communications media in order to gain accurate, comprehensive, on-going, and favorable coverage. Further, the person must be able to maintain contact with the major media, write background statements for the media, prepare press releases and fact sheets, arrange for press conferences and press coverage. In addition, the person must be able to service and advise various CORE officers, officials and projects as to the public relations program and news coverage and must also be capable of preparing speeches, statements, and papers for CORE officers and officials.

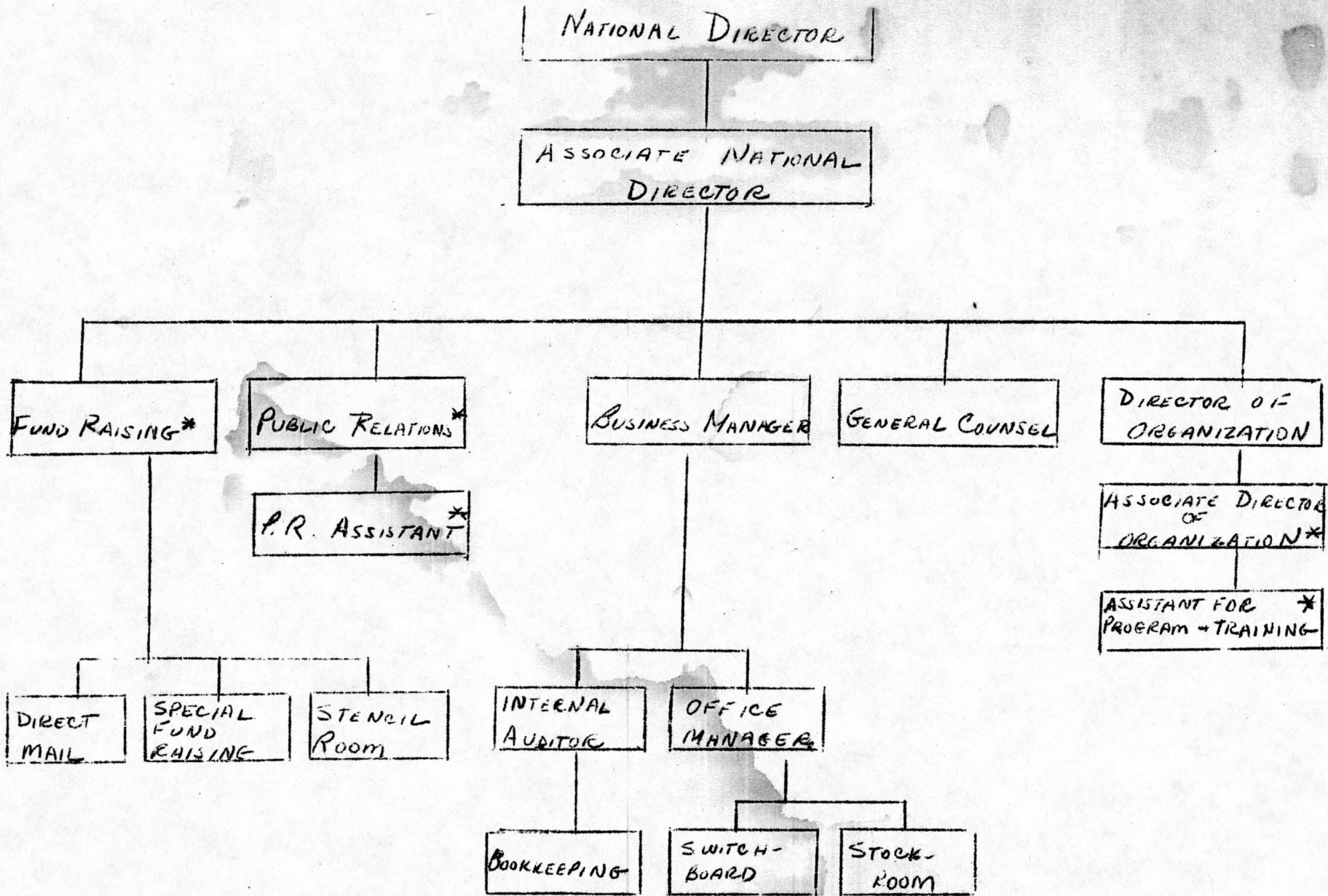
The person must be able to prepare and assist in preparing of pamphlets, and or supervise the preparation of pamphlets, brochures, leaflets, throw-aways, etc. In order to do this, the person must know and understand CORE in its program and its policy. In addition, he must have technical skills relating to preparation of materials, layout design, writing, and editing.

The person must be able to interpret CORE in writing and in person, in public and in private to organizations and to individuals within the movement and without.

The person must have administrative skills in order to operate effectively the department which he heads.

The person must be able both to develop and implement a national public relations program, as well as to assist chapter and regional organization in developing and implement public relations program. Further, the person must have the ability and experience to contribute to development and implementation of national program and to work in effective coordination with other departments and officers of CORE.

The salary range will be \$7,500 - \$10,500, depending upon training and experience.



CORE NATIONAL OFFICE
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*denotes positions needing to be filled.