

A STUDY OF THE PUBLIC RELATIONS  
OF THE AMERICAN RED CROSS

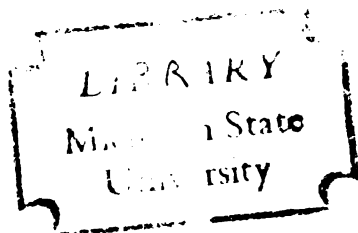
THESIS FOR THE DEGREE OF M. A.  
MICHIGAN STATE UNIVERSITY

NORMA GRACE SWEENEY  
1958

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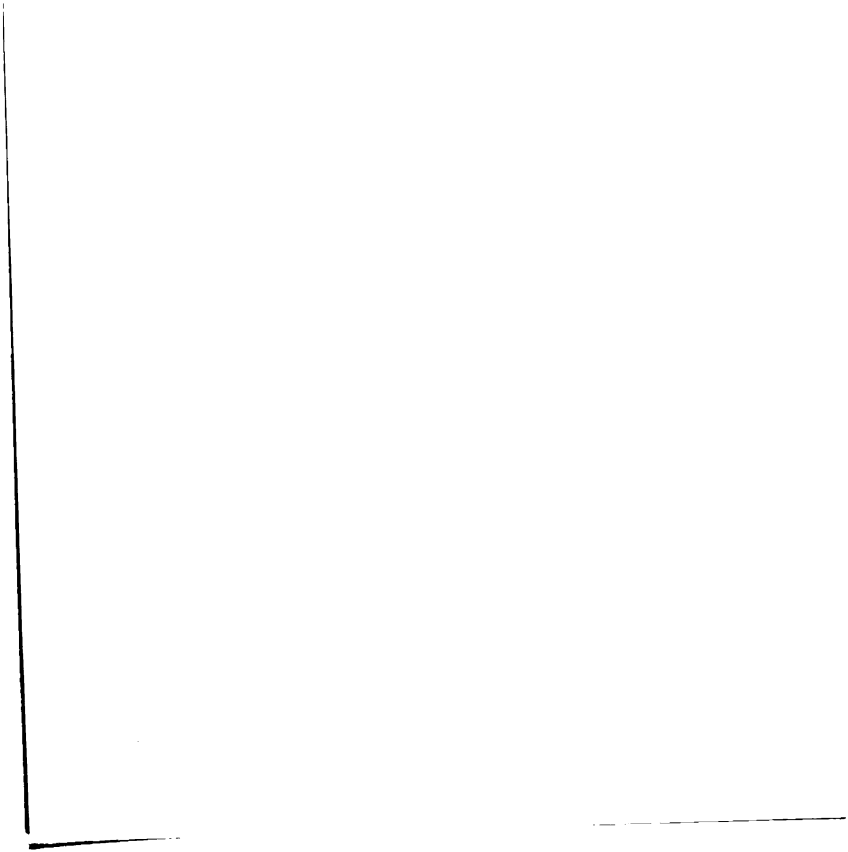


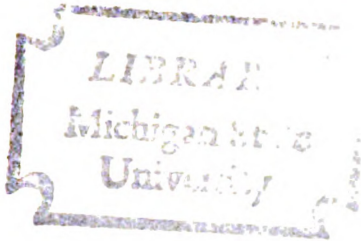
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A STUDY OF THE PUBLIC RELATIONS  
OF THE AMERICAN RED CROSS

BY

NORMA GRACE SWEENEY

▲ PROJECT REPORT

Submitted to the School of Social Work  
Michigan State University  
in Partial Fulfillment of the  
Requirements for the Degree  
of

MASTER OF SOCIAL WORK

May

1958

Approved:

Myrtle B. Reul  
Chairman, Research Committee

James B. Harjoen  
Director of School

## ACKNOWLEDGEMENTS

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My thanks to Dr. Myrtle Reul whose generosity in the giving of time and talent have been rendered so freely and cheerfully. My thanks to Mr. Manfred Lilliefors and Mr. Loren Belknap for the suggestions they have made. My thanks to all of the faculty of the School of Social Work of Michigan State University for their interest, encouragement and friendship through the last few years.

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My particular thanks to Harriett Young for the wonderful job of typing that she did without any thought of remuneration.

My thanks to "Bus" whose continual moral support as well as financial aid have made it possible for me to finish this project and this year's schooling, besides being such a kind and thoughtful husband.

My thanks to my daughter Kathleen for her help in keeping our

have running and her patience with her mother through a very busy year.

And finally, my thanks to the rest of the family who have relinquished me from the role of "good" mother and grandmother in order that I might finish this study.

To all these people, may their trust and faith not have been misplaced. I am humbly grateful to one and all.

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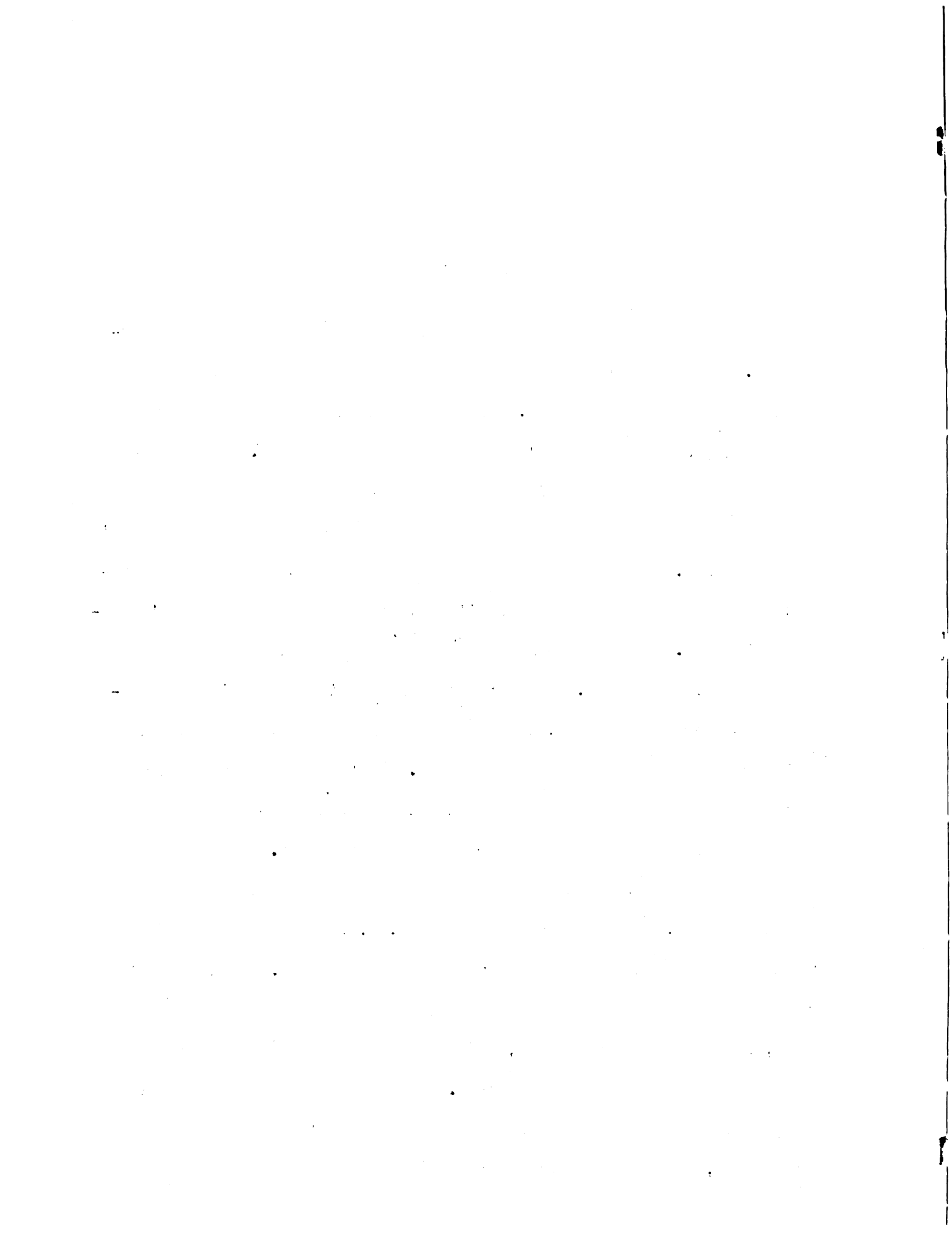
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## CHAPTER I

### INTRODUCTION

Public relations are important in all valid fields of human endeavor. They are particularly important in their relationship to the activities of social agencies. Private or voluntary agencies depend financially on the community's regard for their services. Keeping the good will of the community is a continuing process depending on the sum total of all of the activities performed by the individuals who are part of the agency. The president of the board of directors may help to formulate important policies which will have a bearing on the agency's public relations. The janitor may also play a role which can produce good or bad public relations. When an agency shares in the public contributions to a community chest, it becomes doubly important that the good will of the public always be strived for. Complaints and criticisms not only damage the one agency from which they originate but also all of the other agencies belonging to the community chest.

The writer, in endeavoring to find a suitable subject for a thesis project, had a conversation with Mr. W.C. Wilkinson who is manager of the Ingham County Chapter of the American Red Cross. He indicated that there were complaints and criticisms about the Red Cross which he felt, in a good many instances, showed a lack of understanding of the policies and functions of the agency. He also felt that if specific complaints could be identified and gaps in peoples' knowledge could be discovered, public relations might be improved through more effective

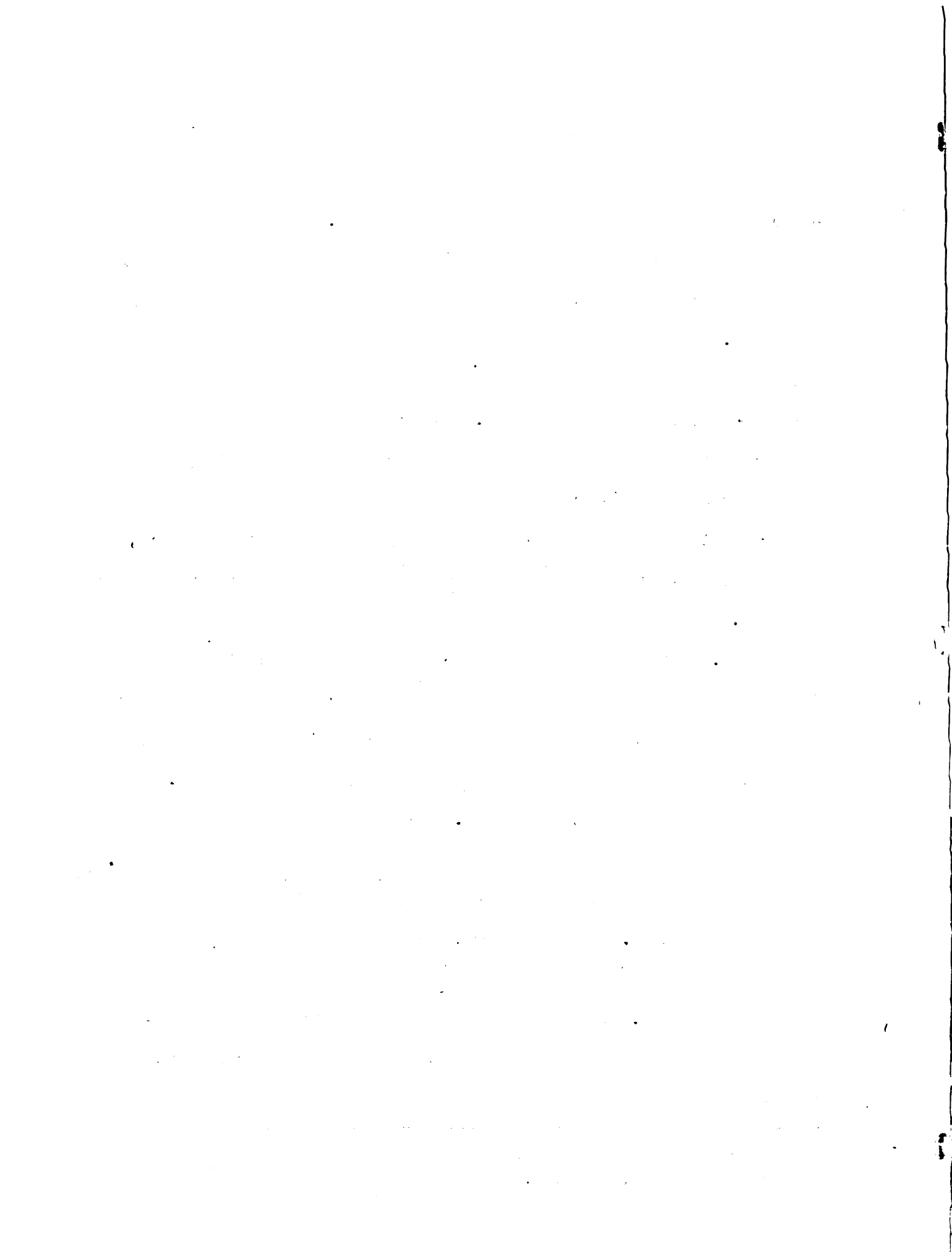


use of publicity and by bettering agency services. Perusal of some of the literature written on the problem revealed that there were a number of polls taken some years ago to find out how servicemen felt about the Red Cross.

Many of the complaints and/or criticisms of veterans relative to the Red Cross are common knowledge. George Gallup took a poll on the subject during World War II and according to Foster Rhea Dulles, "He estimated that some forty-seven percent of the veterans knew something they considered to the discredit of the Red Cross from personal experience, and that sixty-six percent had heard other servicemen express unfavorable opinions."<sup>1</sup> Some of the most frequent complaints were those connected with money. A few such complaints in this category were: (1) that the Red Cross charged for cigarettes and comfort articles; (2) that the Red Cross charged for lodging and food at service clubs; (3) that it charged for whole blood and plasma; and (4) that it charged interest on loans. There were also complaints about personnel. Servicemen felt that the Red Cross workers were overpaid and that they had nice soft jobs behind the lines. The Red Cross girls came in for some criticism when they were accused of being "Brass happy". Communications, such as letters and telegrams were the source of many criticisms where the Red Cross was responsible for providing delivery. The statistics which George Gallup compiled reflected the thinking of soldiers who were still actively engaged in fighting or of veterans who were only a short time removed from the

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<sup>1</sup>Foster Rhea Dulles, The American Red Cross: A History (New York: Harper and Brothers, 1950), p.375



wartime experience. It is interesting to note, from the polls taken, that the servicemen who were the most hostile had had the least experience with the Red Cross. Presumably, it is human nature, when living under war conditions, where life is hazardous and conditions uncomfortable, for soldiers to gripe. With the mellowing of years, have the feelings of servicemen changed and, if so, how do they feel about the American Red Cross now?

The writer, in this study, is interested in finding out how veterans feel several years after the war. Have unpleasant Red Cross experiences carried over into civilian life to such an extent that contributions to a local community chest might be affected? Are some of the more vociferous veterans influencing other people so that they, in turn, may not contribute? This study is an attempt to find if feelings of servicemen about the American Red Cross have changed through the years.

At first, the writer considered interviewing veterans with the use of a schedule. There were two deterring factors to this sort of an approach. One was the time element involved and the other was the fact that veterans might not feel so free to express themselves in a face to face interview as they might in filling out a questionnaire. Finally a short questionnaire was chosen as the most advantageous way to collect data. A questionnaire was devised, designed to give the answers to some of afore-mentioned questions. This questionnaire was sent to 100 World War II veterans.

The Home Service Department of the Ingham County Chapter of

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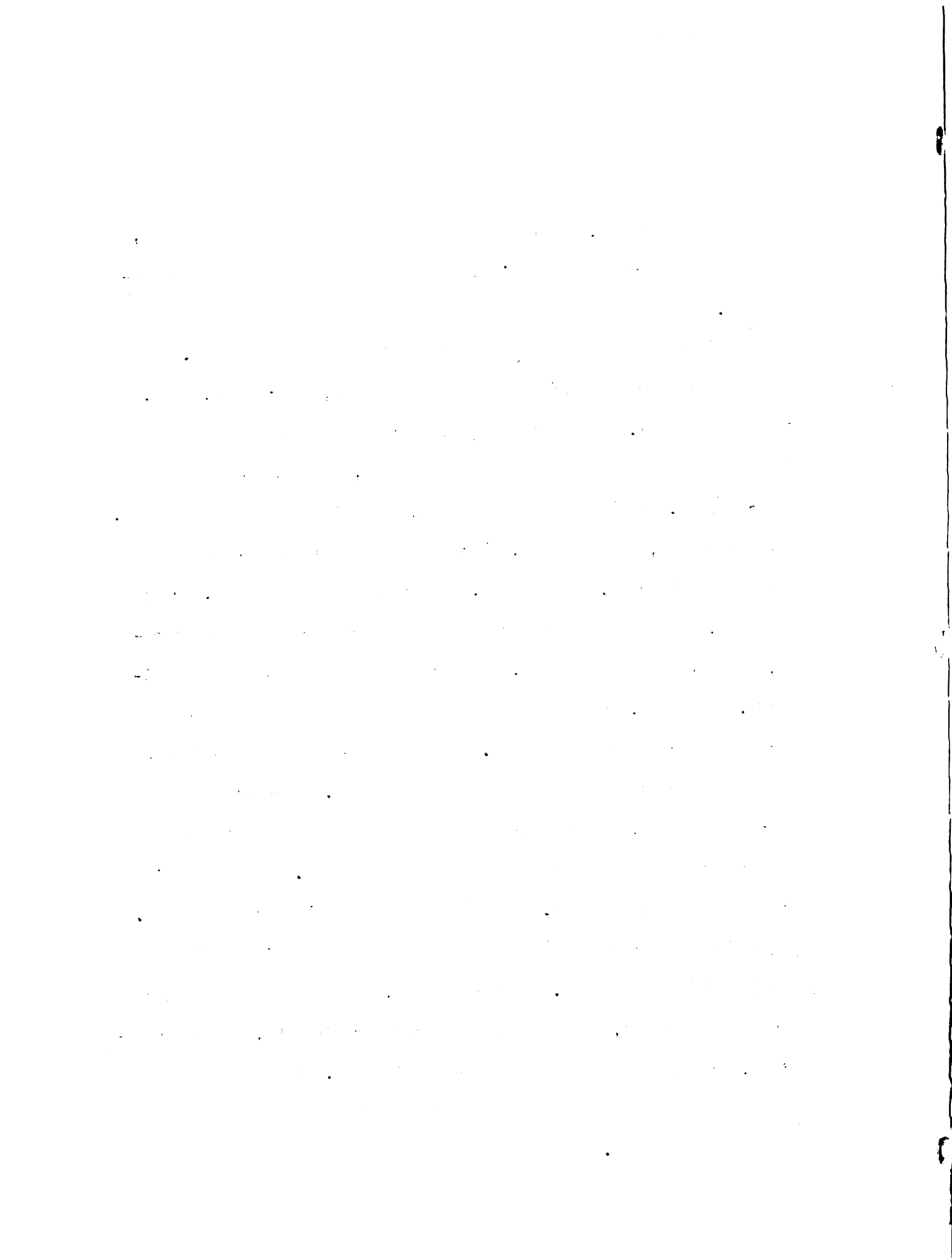
1918

1919

1920



the American Red Cross, where the writer has her fieldwork placement, came in for much wartime criticism, as did almost all Home Service Departments. This criticism might be explained by the fact that the Home Service unit is the liaison between the military and the family. The Red Cross has a representative in, or coverage of, every Army, Navy, and Air Force post. The national office in Washington serves as a medium of communication between the serviceman, abroad, and his family and vice-versa. Emergency situations are communicated in a short time. During peacetime, this service, which is provided without charge to the client, is almost 100% reliable. Under wartime conditions, on the other hand, there can be many delays due to such conditions as black-outs, sheer volume of messages, and the priority of military communications. Then too, the fast movement of troops from one area to another makes it hard to deliver messages. Home Service performs a number of other functions for servicemen and their families. When allotment checks are delayed, outright grants are made to the family to tide them over until the checks start coming through regularly. Assistance is given with marital problems. Emergency loans are made to servicemen. Legal advice is very often given and help is available in filling out various military documents. Social surveys, which are a description of the home environment, educational and social attainments, and recommendations, are made for the Veterans Administration. Some surveys are also made at the request of military hospitals and the various branches of the armed services. Because there are many other agencies whose



function is to assist civilians, Home Service helps, as a rule, only in case of emergencies and disasters such as floods, hurricanes, and in the case of burned-out families. There are many civilian requests for help which are referred to the proper agency.

Home Service is only one of several departments of the American Red Cross. Though programs may vary from community to community, there are some which are quite standard. The Ingham County Chapter has a variety of training programs such as Home Nursing, First Aid, Water Safety, Life-saving, Mass-feeding, and training for the various volunteer jobs which are an important adjunct of the organization. Other contributions made by volunteers are the work of the Gray Ladies in the hospitals and in the blood program, the work done by Motor Corps, Canteen and in a clerical capacity. The Blood Program is a very important department in peacetime as well as wartime, because the need for blood is always present and the generosity of the general populous in donating blood, makes it possible for the Red Cross to make it available, without charge, to anyone residing in Ingham County, and to replace blood for residents hospitalized elsewhere. Not only is the whole blood a life-saving commodity, but also the various derivatives are very vital. The Junior Red Cross is a fast growing program which gives young people an opportunity to share in the volunteer work of their own community but in international volunteer work as well.

The work of the Red Cross is carried on by a small paid staff and a great many volunteers. The following statement by Murray G. Ross might well be about the American Red Cross:

The association without highly professional help should seek therefore to build those bonds of friendship, respect, acceptance, and conviction of purpose which will permit it to endure and overcome attacks from within or outside the organization.

An example of this strength is the reaction of the Y.M.C.A.'s in North America to the criticisms of their work with the armed forces in the first world war. These criticisms were extensive, found both inside and outside the Y.M.C.A., and were extremely damaging in nature. Those not near the center of the Y.M.C.A. could hardly realize how devastating were these attacks nor how close they came to stimulating panic. Yet the Y.M.C.A. survived, and with remarkably little difficulty in light of the severity of the attacks. And it survived without clearly understanding what had happened, what caused the focusing of hostility on the Y.M.C.A., why some members within the organization suddenly turned upon the organization. But it was able to survive because of simple and remarkable strengths. The Y.M.C.A. was almost completely decentralized in Canada and the United States. Thus one might criticize the Y.M.C.A. but the fifty men responsible for the Y.M.C.A. in Sidney or Akron, or Regina or Boston could see no justification for the criticism in light of their own work, and rose to support what they themselves had built. The Y.M.C.A. also specialized in "fellowship" (a term now in disrepute) which emphasized warm friendly relations in Y.M.C.A. work, and this led to strong personal bonds within the organization. Third was the conviction about, and loyalty to, the purpose of the organization. There were other factors but these were perhaps primary. And while the Y.M.C.A. never understood the nature of the attacks, nor did they make anything more than fumbling attempts to meet it, the organization had sufficient strength to withstand the difficulties. For the most part it accepted the attack with indifference and "Christian charity" and went on with its post-war work.

Many organizations live through such experiences just as families endure periods of stress. It is undoubtedly true that this could be done more effectively with insight into the source of stress. But insight is not a substitute for existing strengths in an organization, bonds of friendship and affection, feeling of responsibility, conviction of purpose.

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<sup>1</sup>Murray G. Ross, Community Organization: Theory and Principles (New York: Harper and Brothers, 1955), pp.198-99

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is crucial for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection practices and the use of advanced analytical techniques to derive meaningful insights from the data.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and analysis processes, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data management, such as data quality, security, and privacy. It provides strategies to mitigate these risks and ensure that the data remains reliable and secure throughout its lifecycle.

5. The fifth part of the document discusses the importance of data governance and the role of a data governance committee. It outlines the key principles of data governance, including data ownership, access control, and data retention policies.

6. The sixth part of the document provides a detailed overview of the data collection and analysis process, from data identification to data reporting. It includes a flowchart illustrating the sequential steps involved in this process.

7. The seventh part of the document discusses the importance of data visualization in presenting complex data in a clear and concise manner. It highlights various visualization techniques and tools that can be used to enhance the interpretability of the data.

8. The eighth part of the document discusses the role of data in decision-making and the importance of data-driven insights. It emphasizes that data should be used to inform strategic decisions and to identify areas for improvement within the organization.

9. The ninth part of the document discusses the importance of data security and the need for robust security measures to protect sensitive information. It outlines best practices for data security, including encryption, access control, and regular security audits.

10. The tenth part of the document discusses the importance of data privacy and the need to comply with relevant data protection regulations. It highlights the key principles of data privacy, such as transparency, consent, and data minimization.

An organization must feel secure within itself in order to welcome complaints against it with the hope of tracing them to their source and remedying the situation. An organization which is "good" will attempt to rectify shortcomings wherever possible. As a general rule agencies as well as individuals can learn more about their faults from their enemies than from their friends. That is the reason the writer chose the World War II veterans to fill out the questionnaire. It was assumed by the writer that they were the group who had the most complaints about the Red Cross. Another assumption was that most veterans have, at some time in their lives, had some contact, good or bad, with the agency. The writer also assumed that the feelings of the veterans of Ingham County are representative of veterans' feelings all over the United States.

The writer's hypothesis is that most complaints about the services of the American Red Cross are due to lack of understanding of the policies and functions of that agency.

The second chapter will be devoted to the historical background of the American Red Cross with a greater concentration put on the Home Service Department than any other. There will also be in this chapter, a review of the literature pertinent to this project. In the third chapter will be found a description of the methods used in carrying out this project. The fourth chapter will be concerned with the analysis of the data obtained from the questionnaires. Tables will be found which will help in understanding the text. In the fifth chapter, the reader will find the conclusions which the writer has

drawn from the data. How the conclusions can be used in improving Red Cross public relations and procedures will be found in the sixth chapter. The appendix contains the bibliography, copies of the questionnaire and cover letter. There are also letters and other material referred to in the text.

## CHAPTER II

### HISTORICAL BACKGROUND, PUBLIC RELATIONS, AND CURRENT OPINION

The beginning of the movement, that brought about the organization of the Red Cross, took place during the Crimean War. Florence Nightingale and her small group of nurses from England went to Scutari where they proceeded to care for the sick and the wounded and to clean up the hospital.

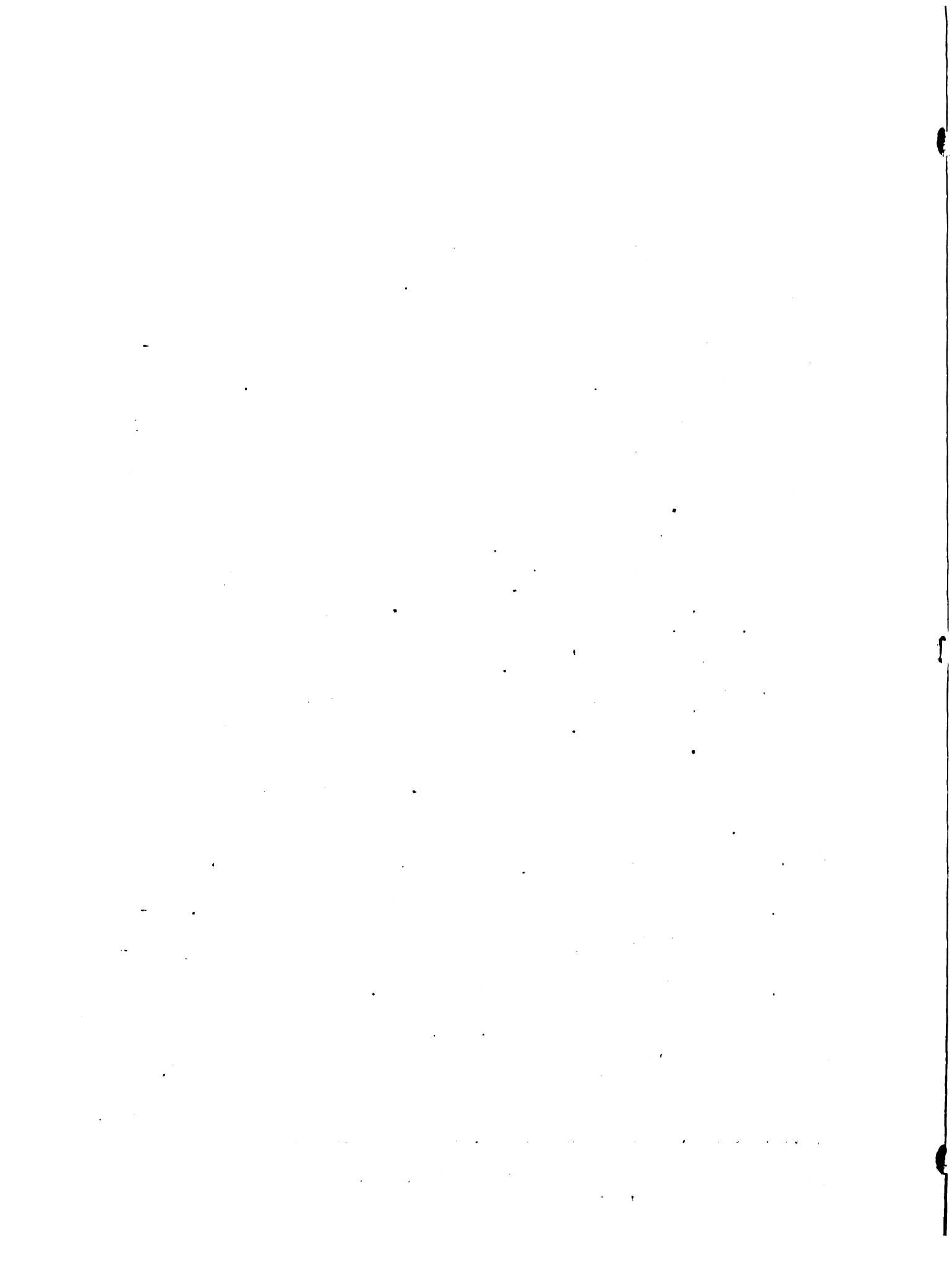
Five years later, in 1859, Henri Dunant, a young Swiss banker and philanthropist, was traveling in Italy during the wars of Italian Unification. A witness to the carnage at Solferino, Dunant was shocked to action. Forty thousand dead, dying, and wounded men were scattered over the field and heaped in ravines, their suffering increased by a lack of supplies and medical care. Dunant did what he could to aid the wounded by organizing the local women into a corps of nurses, by enlisting boys to carry water, by buying and distributing supplies. He himself worked as an attendant and nurse.

What Dunant had seen appalled him. His pamphlet, "A Memory of Solferino," so aroused public opinion that relief societies were formed to aid the wounded during wars. As a direct result of Dunant's pamphlet, an international conference was called at Geneva in 1863. Because delegates to the conference had no authority to bind their governments, a second conference was called in 1864. The Geneva Convention was the outcome of this conference. The following things were written into international law: ambulances and hospitals were neutralized, together with their personnel; civilians, bringing aid to the wounded,

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<sup>1</sup>The American Red Cross- A Brief Story (Washington: The American National Red Cross), p.3



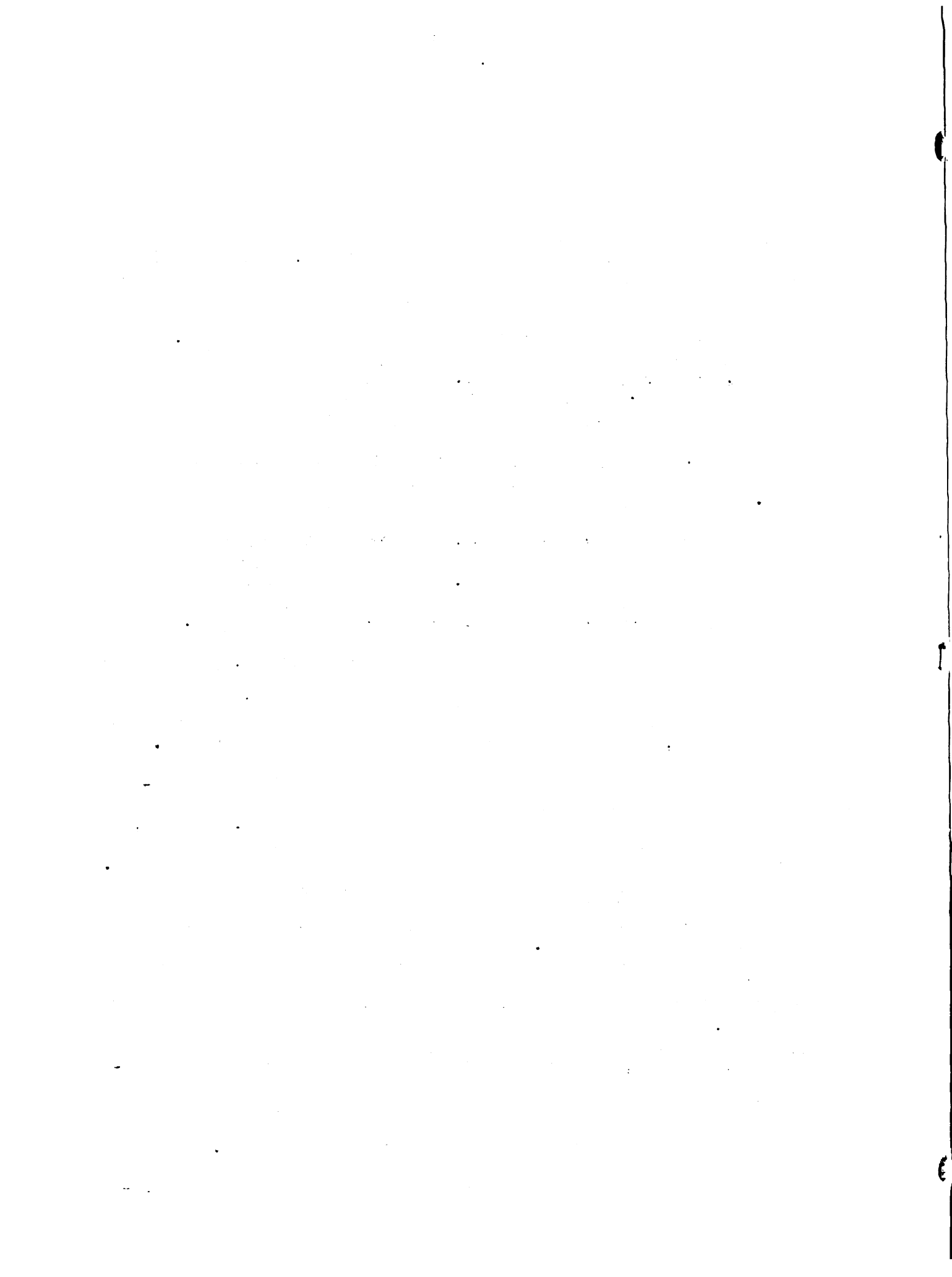


were to be respected and allowed freedom of movement, regardless of nationality; the wounded and sick soldiers of all belligerents were to be cared for; the red cross emblem was adopted for ambulances, hospitals, and neutralized personnel. Later the treaty was expanded to include sea warfare, to establish standards for the treatment of war prisoners, and to provide for the protection of civilians in time of war.

During the Geneva Convention, the groundwork was laid for the international Red Cross organization. A nucleus of five Swiss citizens became the present-day International Committee of the Red Cross. This committee acts as intermediary between belligerent nations, protects the principles of the Red Cross movement, grants recognition to national Red Cross societies, and engages in certain types of humanitarian work.

The delegates to the Geneva Convention returned to their respective countries and started various volunteer societies. In 1919, the national societies joined to form the League of Red Cross Societies. The highest deliberative body is the International Red Cross Conference which meets every four years.

The Geneva Convention was not ratified in the United States until 1882. Clara Barton became the first president of the American Red Cross. In 1905, a congressional charter was granted and the American National Red Cross was recognized as the only voluntary agency with official permission to work with the armed forces in wartime. The charter provided for the auditing of Red Cross accounts and the Secre-



tary of War was required to transmit an annual Red Cross report to Congress. The following responsibilities were assigned to the American Red Cross by the charter:

To furnish volunteer aid to the sick and wounded of armies in time of war...

To perform all the duties devolved upon a National Society by each nation that has acceded to any of (the treaties of Geneva)...

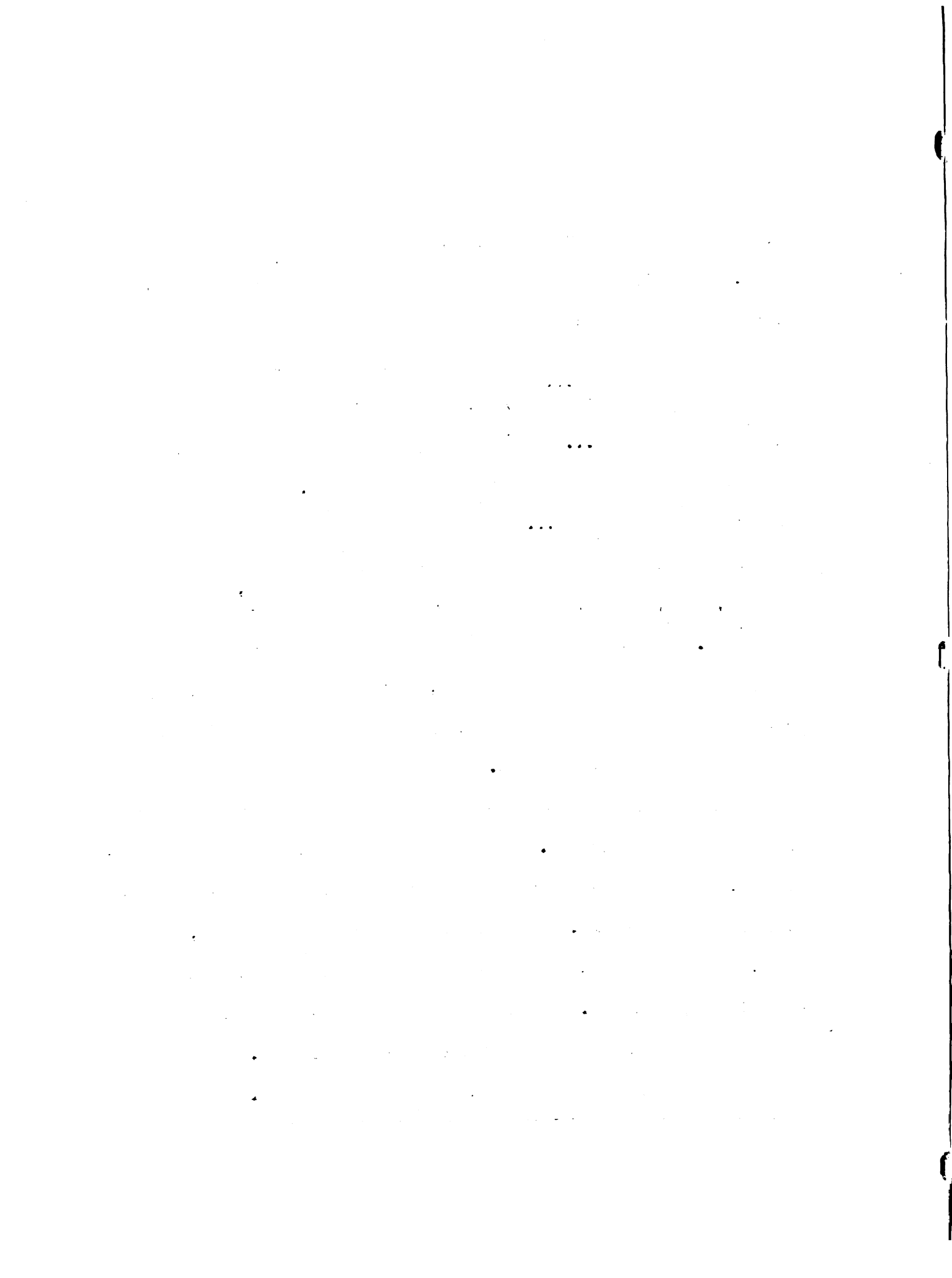
To act in matters of voluntary relief and in accord with the military and naval authorities as a medium of communication between the people of the United States and their Army and Navy...

To continue and carry on a system of national and international relief in time of peace and to apply the same in mitigating the sufferings caused by pestilence, famine, fire, floods, and other great national calamities, and to devise and carry on measures for preventing the same.<sup>1</sup>

In the years that have followed, there has scarcely been a time when the American Red Cross has not been active in giving relief during domestic tragedies and calamities. This has necessitated a great deal of expansion not only in the number of local agencies but also in the number of fields of endeavor. Because of the basic need of nursing during wars, the nursing service was the first and most immediate department to receive attention. The Red Cross Public Health Nursing, started in 1912, was an important service until 1950 when it was taken over by the Public Health Nurses. During this time First Aid instruction and Life Saving were started as part of the Red Cross program. These two functions are still carried on in the present day program.

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<sup>1</sup>Ibid



### Home Service

The services of the Red Cross during both World Wars have filled many books. As far as the history of the organization is concerned, the first World War saw the beginnings of two additional departments. They were the Junior Red Cross and Home Service. The latter was designed to carry out the obligations stated in the charter which were that the Red Cross would serve as a medium of communication between the people and their servicemen. Communications was the primary function but Home Service also provided an agency that could be used to help straighten out marital difficulties and home situations about which servicemen worried. After the war the biggest job that Home Service performed was the assistance of veterans in their orientation to civilian life. Many problems had been created by the war as far as family and employment were concerned. Counseling and guidance were given in these areas. Home Service gave information about and aided veterans in developing claims for government benefits. All these functions necessitated the growth of Home Service Departments. This expansion saw the Red Cross in a much better position as far as services were concerned, when World War II started.

As the years have progressed, the areas of emphasis in Home Service have changed. With the standing Army, however, many of the same services are needed as during wartime.

### Hospital Service

Hospital Service is of particular interest to social workers

for it was in this department that professional social workers were first used by the Red Cross.

Recognition of the problems facing the United States in the rehabilitation of the sick and wounded resulted in 1918 in official requests by the Army and Navy that the Red Cross utilize medical and psychiatric social workers in Hospital Service. These workers helped the doctors by assembling social data necessary for diagnosis, treatment, and military disposition; by helping adjust personal and family worries that were retarding the patients' response to medical care; and by helping disabled men in planning for their return to community life. Later the United States Public Health Service and the Veterans Bureau asked the Red Cross for the same kind of service in their hospitals.<sup>1</sup>

The need for recreation workers to supplement the work of the social workers resulted in the addition of these people to the hospital staffs. The staff, however, could not possibly carry on all of the necessary work, so the Hospital and Recreation Corps and the Gray Ladies came into existence as volunteer groups.

The National Blood Program

During World War II, the National Blood Program came into being. This program resulted in the saving of untold numbers on the battlefield. As the years have progressed with the constant experimentation that has been going on, there have been a number of derivatives that have been discovered and there are many more, no doubt, to be found.

The constant need for blood supplies to be kept up necessi-

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<sup>1</sup>Introduction to the Red Cross (Washington: The American National Red Cross), p.25

CHART 1

ORGANIZATIONAL CHART OF THE INGHAM COUNTY  
CHAPTER OF THE AMERICAN RED CROSS  
(1958)

American National Red Cross  
Washington, D.C.  
Founded 1881-Congressional Charter 1905

Midwestern Area Office  
St. Louis, Missouri

Local Charter  
December 18, 1916

Ingham County Chapter  
Board of Directors

Officers and Executive  
Committee

Chairman-Malcolm Milks  
Vice-Chairman-Dr. Leo Walker  
Vice-Chairman-Mrs. Jack Hueston  
Secretary-Mrs. Grace Leadley  
Treasurer- H. Andrews Hays  
Member-Mrs. Thomas Osgood  
Member-William R. Carlyon

Manager-W. C. Wilkinson

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Bd. Planning	Bldg. Grnds	Finance
Corwin-Chr.	Snyder-Chr	Hays-Chr.
Heuston	Mechem	Bidwell
Braun	Leadley	Carlyon
Lazell	Osgood	King
Personnel	Public Rel.	County Serv.
Bidwell-Chr.	Murray-Chr.	Palmer-Chr.
Partington	Darnton	Kies
Everhardus	MacEachin	Mechem
Smith	Palmer	Lazell

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- LT. DON JACKSON
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V-Chr.-Mrs. J. Whitelaw  
Records-Mrs. Carl Rudow  
Recruiting-Mrs. D. Machel  
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-Arts and Skills-  
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- Canteen -  
Mrs. W. McCann

- Gray Lady -  
Mrs. S. G. Bergquist

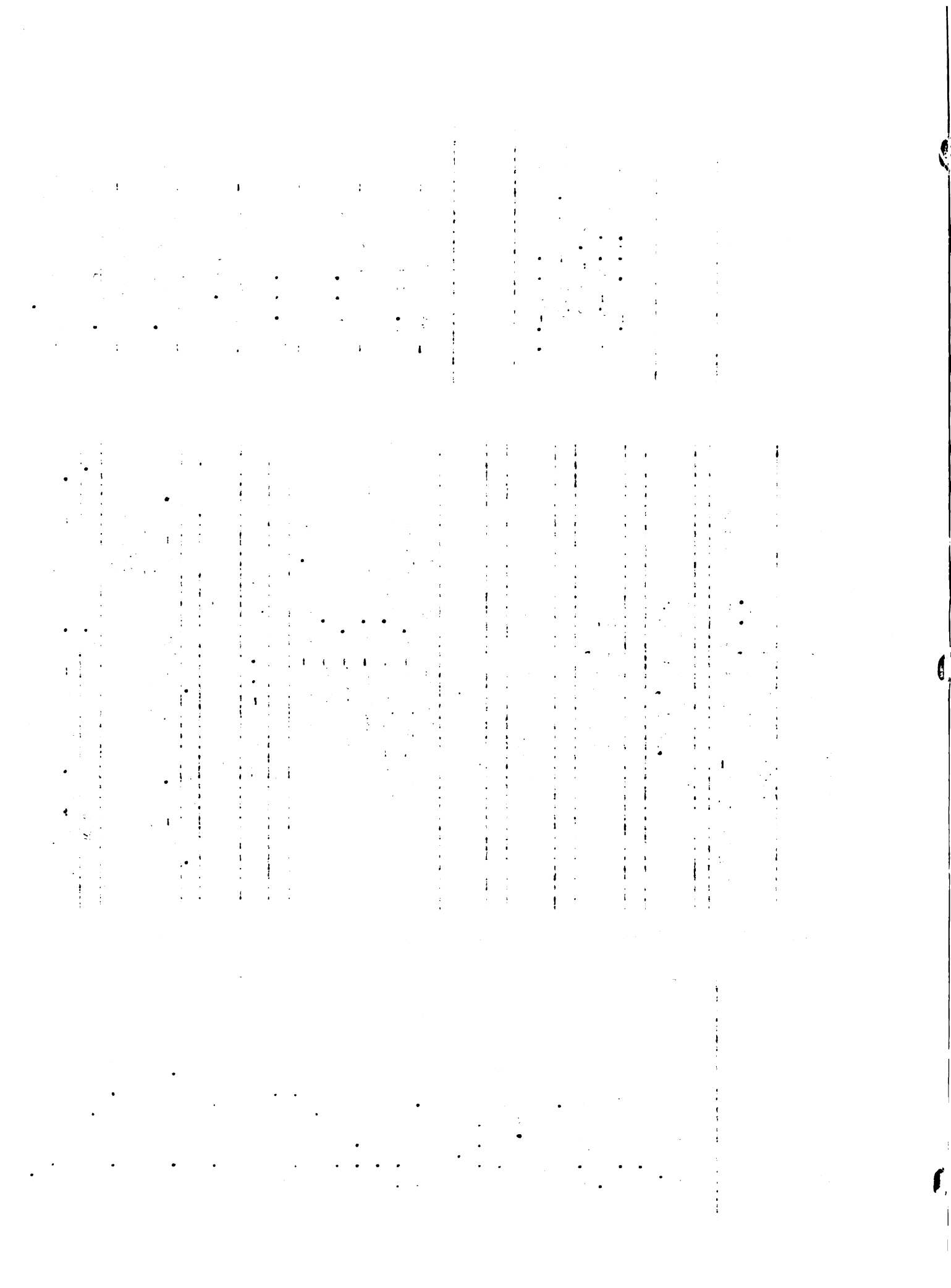
- Motor Service -  
Mrs. Robert Lee

- Nurse's Aide -  
Mrs. Nicholas Laskaris

- Staff Aides -  
Mrs. Arthur Stanley

-Field Consultant-  
Mrs. John Lazell





tates much publicity. It is interesting to note the enormous amount of blood contributed by the various prisons. They vie with each other to see what institution can give the largest percentage.

### Civilian Defense

Since its beginnings the Red Cross has been dynamic. Where needs have arisen, some means has been found by the organization to meet the new need. It has not been the policy, however, to supplant any other organization. When a problem is presented that logically comes within the function of any other agency, the client is referred to that agency.

The Red Cross, at the present time, is very much absorbed in the problem of Civil Defense and is working in conjunction with other agencies to protect the general populace in case of mass-disaster. Civil Defense involves almost every welfare agency in the United States for each has its particular function in an emergency situation.

In all of the vast Red Cross organization public relations play an important part. In the next section of this chapter public relations in general will be discussed and how they apply to social welfare agencies.

### Public Relations

There is a vast amount of literature in the field of public relations. Probably there has been more written on the subject in

the field of industry and management than in any other area. No matter in what type of endeavor public relations are viewed, the same general principles apply. Rex F. Harlow has this to say about the subject:

Public relations work is here presented as a science through which an organization can consciously attempt to fulfill its social responsibilities, and so secure the public recognition and approval necessary for success...

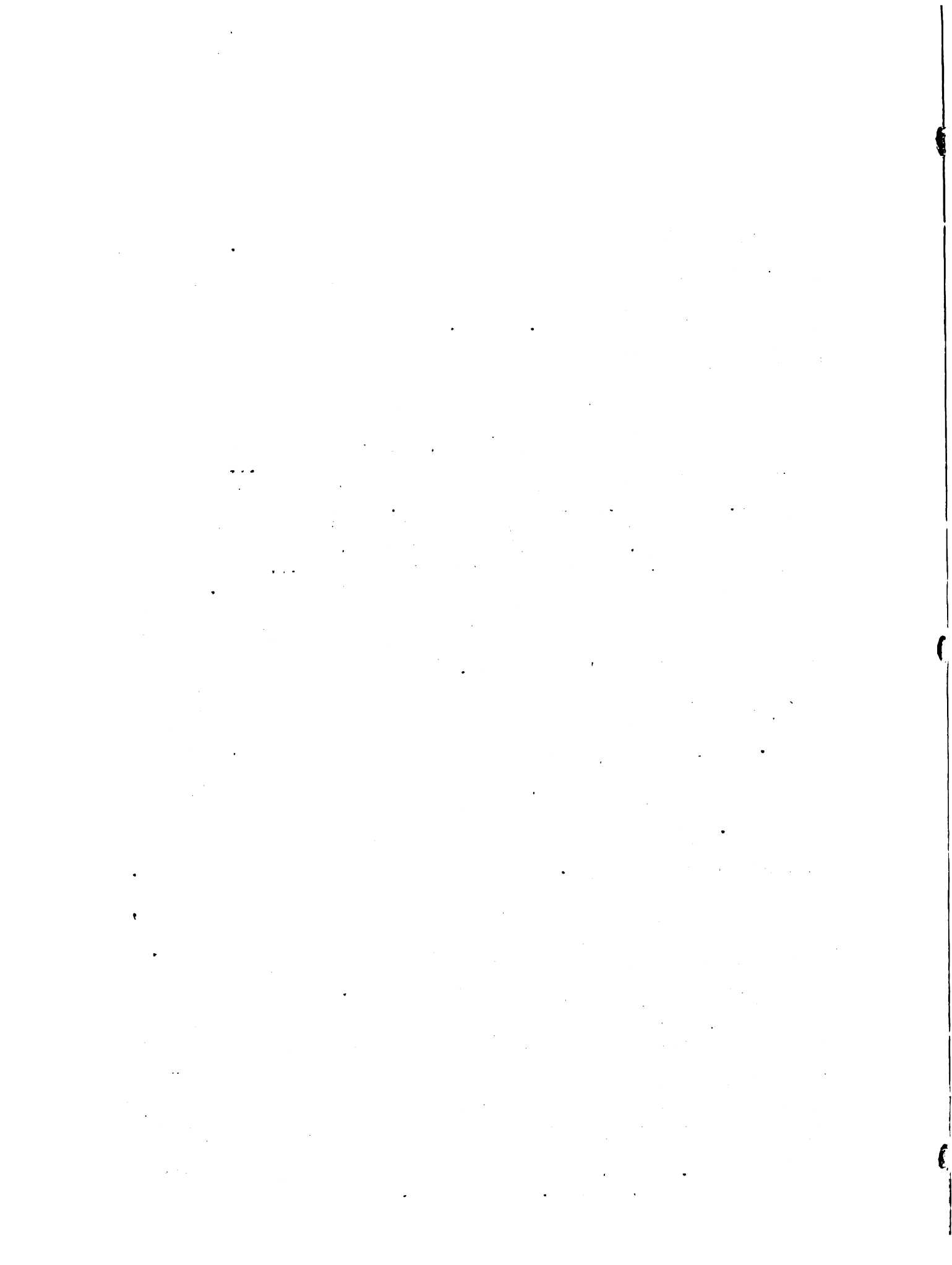
The Golden Rule is the key to all good public relations. Whether fully recognized or not, it is the basis of all successful efforts to improve the public relations of any business, any educational institution, department of government, or economic or social organization...

Honest and genuine service deserves and holds respect.<sup>1</sup>

Public relations in a social welfare agency should enter into all of the organization's activities. The telephone call that starts the contact with the client certainly reflects the spirit of the agency. Starting with the intake interview with the client, and through subsequent interviews, the client gets certain impressions of the agency. His primary impressions come through the acceptance which he receives from the staff. The staff may reflect a number of things. They may have warm personalities, they may be hurried and preoccupied, or they may reflect tensions and animosities which are hard to hide. The physical aspects of the agency are important. Are the decorations in good taste? Is there a crowded look about the agency? Are the floors and furniture clean and polished? Are there many interruptions during interviews? Are appointments with clients kept on time?

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<sup>1</sup>Rex F. Harlow, Public Relations in War and Peace (New York: Harper and Brothers, 19), pp. X, 5, and 39. 1943

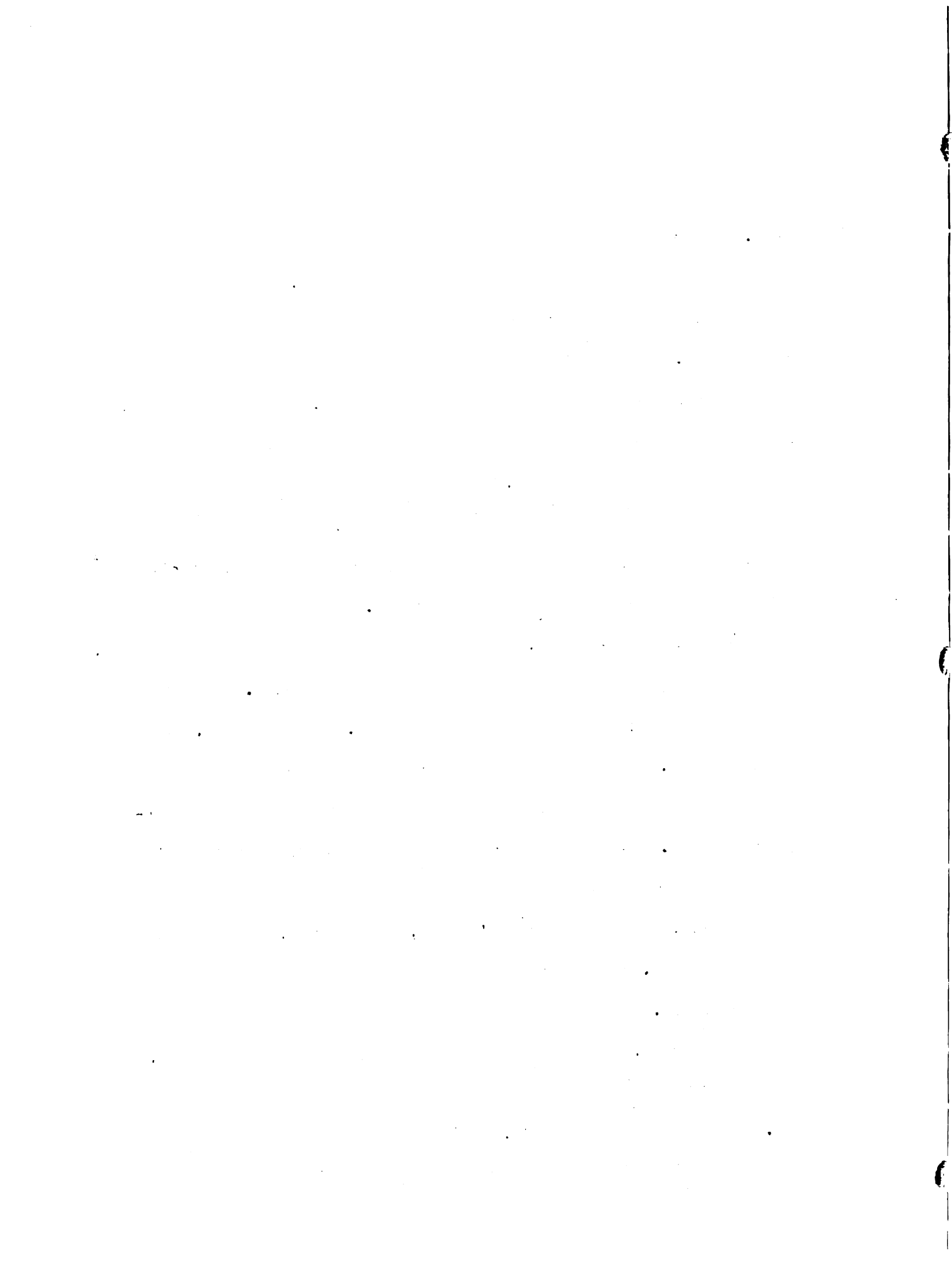


Is there an effort to make clients happy and comfortable while they are waiting for an interview? Are caseworkers' desks piled high with material? Continual re-evaluation of agency actions and contacts should be made. Public relations are an on-going process and not something that an agency can take off and put on.

Training volunteers is an area where an agency's good public relations can make an impression. The recognition of the fact that these people are doing an important job is the only recompense that an agency can offer. Respect for the time of volunteers is paramount. If training courses are held, the people taking these courses should be offered fine instruction so that they will feel that the time involved has been well spent. Times set up for instruction courses should be rigidly adhered to so that volunteers who, as a rule lead very busy lives, can plan their time accordingly. Use of volunteers after training courses have been completed is important and their placement in the organization should be made with an eye to making them comfortable in the group in which they are placed.

Local agencies which are members of a national agency have their broad functions and policies prescribed. These are usually set forth in a manual which sets limits on what a local agency can do. In the case of the American Red Cross, not only is it a national agency but an international one as well. There are broad policies to which each national agency is expected to adhere. Another way that the Red Cross differs from most agencies is the fact that it is a quasi-governmental

agency. In setting up functions or changing policies involving service personnel, the military decision must be adhered to. This leads to changes that may have far-reaching effects as far as public relations are concerned. A good illustration of this effect is a recent change that has taken place in the communications policy. Home Service has, for many years, been authorized to send messages for families in case emergency leave were requested. In April, 1958, Home Service was directed to no longer send this type of message. The explanation is that the military is anxious that young men and women regard their military service as they would any other job. The military wants them to become career-minded. So if emergency leave is to be requested, the family must communicate with the serviceman directly. He then goes to the military and makes his own request. The military, if they authorize leave, send a communication through the field director at the base to the local Red Cross requesting verification of the emergency situation. The local Red Cross verifies the facts through the attending doctor or the funeral parlor and wires these facts to the field director, at the serviceman's base, who in turn, communicates with the military. Messages not concerned with leave can still be sent by the Red Cross. The new procedure is only in effect when emergency leave is requested. This new policy will need much interpretation. Last month a family was able to put through a request for emergency leave. Now they cannot do this. Red Cross workers will have to go to great lengths in interpreting this new directive or public relations



will suffer.

When the functions of an agency are misunderstood, then publicity plays a part in keeping the public informed. Even with good publicity, misunderstandings do arise. In the next section, some of the areas of public misinterpretation will be discussed, as far as the Red Cross is concerned.

#### Functions of the Red Cross Which Might Have Been Misunderstood

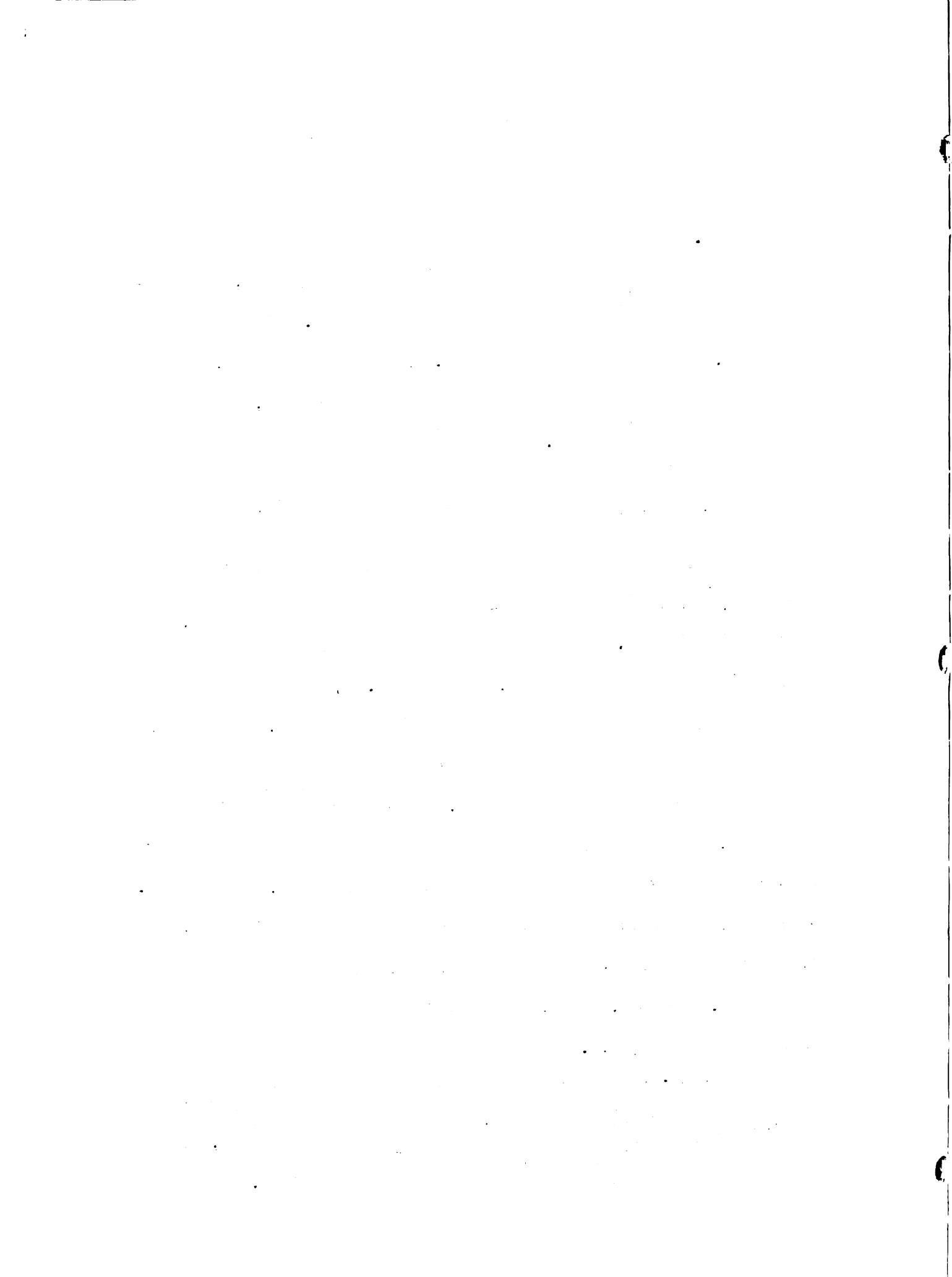
One of the most often heard criticisms about the Red Cross is that the organization charged for food and lodgings in overseas clubs during the last war. This was true of the stationary units but not true of the mobile units and the Clubmobiles. The reason for charging was that the military requested the Red Cross to do so. One reason that the military asked for this was that the soldiers of other countries, who received much less in pay, were required to pay in their own clubs. It seemed unfair for the American soldier to receive so much better treatment than the soldiers of other lands. The following letter from Secretary of War Stimson regarding the charges made in Red Cross clubs substantiates this:

Mr. Norman H. Davis, Chairman  
American National Red Cross  
Washington, D.C.

Dear Mr. Davis:

United States military authorities in Great Britain have requested the Red Cross to establish clubs in certain cities in that area with a view to providing, as circumstances dictate, sleeping accommodations and meals in addition to the usual recreational facilities. The





provision of food and lodging for enlisted personnel while on furlough, and at prices within their means, is a most important recreational facility, as many soldiers cannot otherwise avail themselves of leave privileges. The Red Cross officials appear to be reluctant to provide these accommodations, except on a basis of no charge to servicemen...

The War Department appreciates the motive of the Red Cross with respect to this matter and its established policy of free service, but under the circumstances it is believed to be impractical, unnecessary and undesirable that food and lodging be furnished free...It is believed advisable that American soldiers be required to pay at least the actual cost of meals and lodgings furnished for their convenience and benefits while on furlough. Such procedure is considered a sound business arrangement and conforms to local practice. It is therefore believed that such procedure should be adopted because of its merit rather than because the local military commander requests that charges be made for the proposed services.

The War Department recommends that Red Cross authorities in the British Isles be authorized to provide these services at such cost as they deem appropriate.

Sincerely yours,  
Henry L. Stimson  
Secretary of War

A copy of this letter was placed on club bulletin boards but was overlooked by the vast majority of servicemen. The Red Cross was accused of making money on servicemen's clubs even though charges failed to cover expenses.

In a statement released to the press on April 10, 1946, General Dwight D. Eisenhower said:

During the current Red Cross fund campaign vast numbers of patriotic Americans have responded generously to the cause. Already the majority of chapters have reached or exceeded their local goals. In some communities, however, I understand the campaign is lagging, and I am surprised to learn that one

of the reasons given is that complaints are being levelled at the organization's overseas operation by returning servicemen. For the most part these criticisms have grown out of a Red Cross policy of making nominal charges to our forces for food and lodgings in fixed Red Cross installations abroad. These complaints are distressing to me since this particular Red Cross policy was adopted at the request of the Army, so as to insure an equitable distribution among all service personnel of Red Cross resources.

Thus it can be seen that in this particular case the Red Cross was not at fault; however, could it be shown that exorbitant charges were made for food and lodgings, such complaints would be valid. Allen H. Center makes a statement about this very situation in the following excerpt.<sup>1</sup>

The American Red Cross was plagued by a wave of unfounded complaints, rumors and misunderstandings about its World War II services to members of the Armed Forces and their families. Steps were taken through every available means of communication to make the true facts known to everyone. One of the most successful devices was a small question-and-answers pamphlet entitled, "Since You Ask Me." Millions of copies were used by Red Cross chapters throughout the country. Results: rumors, criticisms, and misunderstandings were lessened.<sup>1</sup>

Since July 1, 1946 a new policy has been in effect as far as clubs are concerned. The Army supplies the quarters for the service clubs and the personnel to operate the club canteen while the Red Cross provides the trained staff to carry on recreational programs. Refreshments that the Red Cross serves on special occasions are completely free.

Another often heard complaint has been that the Red Cross sold

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<sup>1</sup>Allen H. Center, Public Relations Ideas in Action (New York: McGraw-Hill Book Company, Inc., 1957), p. 11

cigarettes. Selling cigarettes is against not only the Red Cross policy but also against the regulations of the Bureau of Internal Revenue. There were times when Red Cross shipments got mixed up with military shipments and some Army post sold cigarettes marked "Gift of the American Red Cross." The Army shipments which had been mistakenly sent to the Red Cross, however, were given away. There were also cases where Red Cross shipments were stolen and the supplies were sold on the black market. One Red Cross worker was discovered selling cigarettes and was court-martialed for this offense indicating that the policy was strictly enforced. There were times when Red Cross personnel purchased articles for patients with money that the patients had provided. These purchases may have included cigarettes. The service rendered, however, was in doing the purchasing. In cases like this, people might have misunderstood and thought that the Red Cross was selling cigarettes which was not the case.

There were many sweaters knit by women on the home front. Comfort articles were also packaged. It was the Red Cross policy to give these things where they were most needed in the Armed Forces. Sometimes these commodities fell into unauthorized hands and were sold. Then too, servicemen might have received sweaters while stationed in a cold climate and, on being moved to a warm climate, might have sold them. Even though an article might have been marked with a Red Cross insignia, it was not proof that the article was purchased from the Red Cross.



Many enlisted men have complained that the Red Cross women were "Brass happy." There was about one Red Cross woman to every 15,000 men overseas. These women had assimilated officer's rank in case they were captured and taken prisoner. In some areas, particularly in the Pacific Theater, the freedom of Red Cross women was restricted for their own protection. A Red Cross pamphlet<sup>1</sup> asks this question which is very apropos. "Is it fair to tarnish the work record of the thousands of women workers who volunteered for overseas service and did a magnificent job because a few women workers forgot their mission to the servicemen in pursuit of personal goals?" Many actions can be misconstrued particularly in a situation like this. There were numerous cases where the Red Cross women and the Clubmobiles were right up in the front lines with the soldiers serving doughnuts and coffee. These women were in just as much danger as the soldiers and suffered the same hardships.

There have been complaints that the Red Cross sold blood plasma during the war. This could not have been so because the Red Cross acted only as a collection agency. The plasma was sent to the military and it was administered free of charge by army doctors. Surplus plasma was returned to the United States where it was distributed to various hospitals. In these hospitals there was no charge for the blood itself, only for administering it. This has always been the Red Cross policy.

The complaint that the Red Cross did not give a furlough to a

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<sup>1</sup>Answers to G.I. Complaints (Washington: The American National Red Cross, 1947)

serviceman, of course, is true. The Red Cross cannot grant a furlough to anyone. Only the military can do this. Home Service can verify facts such as severe illness in a family or death. These facts are verified, in most cases by the doctor or in the case of death by the funeral home. In the case of illness, the doctor is asked to give his diagnosis and life expectancy, if possible. The latter is difficult in a great many cases for doctors to determine and they are very apt to refuse to make a positive statement. The doctor can state whether or not he feels that it is advisable for a serviceman to be called home. The Red Cross supplies the facts for the military and then they make the decision. In case of death, the Home Service Department either verifies the death with the doctor, funeral home, or in a few cases with the hospital. The time and place of the funeral is obtained from the family and this information is sent to the field director at the serviceman's base. The field director passes on the information to the man's commanding officer who has the final say as to whether a man gets emergency leave or not. The local Red Cross chapters have no direct communication with the military. All of the messages go through the field director at the various bases and installations. In turn, the military goes through the field director at the bases in order to communicate with the families through the local Red Cross chapters.

Red Cross loans have been the object of some criticism. Definite policies have been set up by the Red Cross as to when and how

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. This is essential for ensuring transparency and accountability in the organization's operations.

2. The second part outlines the various methods used to collect and analyze data, including surveys, interviews, and focus groups. These methods provide valuable insights into the needs and preferences of our stakeholders.

3. The third part details the results of our research, highlighting key findings and trends. We observed a significant increase in demand for digital services, which has led us to re-evaluate our current offerings.

4. The fourth part discusses the implications of these findings for our business strategy. We plan to invest in new technologies and hire additional staff to better serve our customers.

5. The fifth part provides a summary of the overall project and its outcomes. We are confident that these changes will lead to improved customer satisfaction and increased revenue.

6. The sixth part includes a list of references and sources used throughout the document. These sources provide additional context and support for the data presented.

7. The seventh part contains a glossary of key terms and definitions used in the document. This will help readers understand the terminology used throughout the report.

8. The eighth part includes a list of appendices and supplementary materials. These materials provide additional data and information that support the main findings of the report.

9. The ninth part discusses the limitations of the study and areas for future research. While our study provides valuable insights, there are still many questions that need to be answered.

10. The tenth part concludes the document with a final summary and recommendations. We encourage all stakeholders to work together to implement the changes outlined in this report.



loans shall be made to servicemen and their families. The American Red Cross never charges interest on loans. When a man goes into service, his allotment checks for his family do not start coming through immediately. The Red Cross makes loans to families in this interim period. The loans are very often changed to grants or are made as outright grants in the first place. The Red Cross does not pay back debts contracted by a serviceman. Budgets are figured on figures set up by the American National Red Cross. There is an adjustment from time to time as food prices rise. If a serviceman is on emergency leave and needs money to get to his destination, the Red Cross can get in contact with the military and make the loan if the military authorizes it. The serviceman is expected to repay this type of loan if possible. There can be a wide interpretation of the loan policy and, in this area, the Red Cross can come in for criticism.

Communications, which have been mentioned before in the study, were the cause of some criticism. As long as the human element is involved, there are bound to be some mistakes in just the transmission of messages. The name may be wrong. The address may be garbled. The message may be sent to the wrong chapter. Though these mistakes can be corrected, they are time consuming. If medical confirmation is necessary, it is sometimes impossible to obtain because of the unavailability of the doctor. Making contact with a family may be impossible because they may not be at home. These are a few of the reasons for delays in communications on the home front. There are

many more reasons for delays on the service front. Foremost is the fact that operational messages take priority over Red Cross messages.

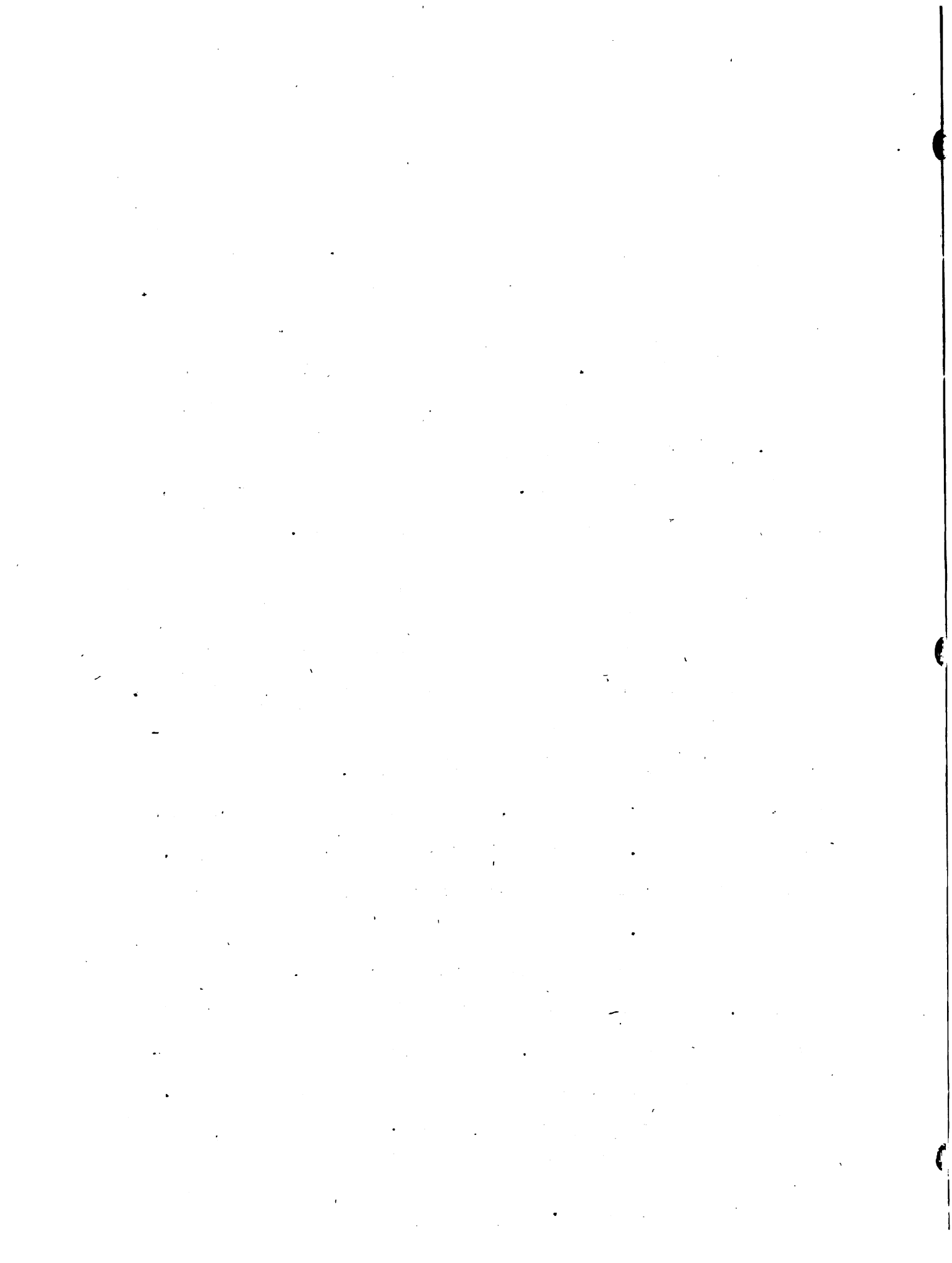
The Red Cross has long been aware of the afore-mentioned criticisms and many more. The organization has issued a number of pamphlets designed to educate both the servicemen and the general public. These without a doubt have helped the Red Cross as far as public relations are concerned. Wherever prejudice has been firmly rooted, this approach would seem to be almost useless.

#### Pertinent Literature

There were many newspaper and magazine articles concerned with Red Cross public relations during the war and shortly afterwards. Robert Murray conducted a poll to determine what the specific criticisms were that soldiers had about the Red Cross. This was published in pamphlet form under the title, "Public Opinion in Relation to the American Red Cross". This poll plus the one made by George Gallup, seems to have produced the most specific complaints of any of the various polls taken.

Most of the books written about the Red Cross, and there have been many, have stressed the good points about the organization and have been historical in nature. Though this literature has been informative to the writer, it has had little bearing on this project.

Willard Waller, in his book, "The Veteran Comes Back", has tried to analyze the feelings of veterans about civilians and their adjustment to civilian life. He says:



The soldier is likely to find himself unintentionally acting with some hostility toward civilians, behaving on the unspoken and perhaps unrecognized premise that civilians are not quite human and do not matter very much. With the greatest of good will on both sides, the soldier is likely to discover that there is much in his life and attitudes- whole systems of values that he cannot share with civilians. And he may fall into the habit of saying, again and again, 'Of course a civilian would never understand such a thing, but---' Or perhaps just thinking it, and not speaking at all of these incommunicable matters.<sup>1</sup>

The acquired value system creates a gulf between the soldier himself and the civilian. This gulf takes years to bridge and in some instances there will never be complete approval of the man who has not undergone the war experience. While in the service, there has to be a certain way for a soldier to vent his hostility. The military comes in for its share of 'beefing' and likewise the various voluntary service organizations that are working in the war areas come in for criticism. Mountains are made out of molehills. This exaggeration grows as it is passed along and in the end the story has almost no truth to it. After the serviceman has been reacculturated into the civilian population, he can look back on his war experiences and is able to judge things from a different perspective.

Another book which gives a good deal of insight into the effect of the war experience is "Families Under Stress" by Reuben Hill. It is one of a series of exploratory studies on family life. The findings of this study seem important to the writer because they show the effects of war on the family. Because so many family problems come to the at-

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<sup>1</sup>Willard Waller, *Veteran Comes Home* (New York: The Bryden Press, Inc., 1944), pp. 31-32

tention of the Home Service Department, findings of the study should contribute to a better understanding and therefore better public relations.

A series of articles, first published in The Saturday Evening Post and later in book form, under the title of "I Knew Your Soldier," by Eleanor "Bumpy" Stevenson and Pete Martin, give a thoroughly interesting account of women Red Cross workers and their role during the war. The book gives a good deal of insight into the feelings and attitudes of soldiers on the battlefield. The book also gives a good picture of the various types of services that the Red Cross women overseas contributed in the way of uplifting morale.

Many of the war novels have given a realistic picture of the soldier in the trenches. Most of them have been written from first-hand knowledge. Many of these books have been made into movies. Almost always the Red Cross has played some part in the story. It is interesting to note that this year's academy award winning picture, "Bridge on the River Kwai," showed the Red Cross at work.

There are numerous newspaper and magazine articles, too many to mention, that have been written about various Red Cross functions. One, written by Bob Considine, appeared in the Lansing State Journal on February 26, 1958. It is particularly related to this project. Considine says:

The American Red Cross needs money as never before. Its goal for the March campaign is \$95 million. Last year it went all out by disbursing \$101,274,124.

This land of ours has been lashed with an unprecedented number of floods, tornadoes, and hurricanes in the past two and a half years.

The strain these catastrophes has placed on the Red Cross- the first hand that reaches out in such cases- could hardly be detailed.

I saw a dramatic part of it last year when Hurricane Audrey smashed Cameron, La., as effectively as might an H-bomb. I flew into that ruined place by helicopter, before the roads could be cleared or the dead removed from the debris, as a guest of Gen. Al Gruenther and Val. Peterson. Gruenther heads the Red Cross. Peterson then was civil defense chief...

Now she needs money, but still hardly more than 50 cents a head. One thing is certain, calamity isn't going to wait very long to strike again.

One of the touchiest facets of Red Cross work, and a rap against the organization each year as it starts out to fill up the tank, is the accusation that it profited during World War II. It has put out a booklet that answers that and other questions. As for that one, it goes:

Q- Did the Red Cross charge servicemen for food and lodging in clubs during World War II?

A- Yes. During World War II, allied soldiers, whose pay was far below that of Americans, were required to pay in their clubs and canteens. For this reason the military authorities decided it would be more equitable to charge American servicemen for similar services. At the request of the War Department, the Red Cross established a below-cost charge in off-post clubs and hotels. Refreshments served from most Club-mobiles and in many on-post clubs and canteens were free. All told, \$105 million was spent by the Red Cross on World War II club services over and above receipts from the nominal charges that were made.

An article from the final issue of "The Audrey Reporter" Official Report of Hurricane Disaster Operations, September, 1957, was "Bitterness Transformed." This was an editorial written by Kenneth L. Dixon, a former war correspondent and now editor of the Lake Charles American Press.

These may be harsh words but in recent years the United Appeals fund drives here have succeeded in spite of the American Red Cross being one of the participating agencies.

This year, United Appeals leaders are convinced the campaign will succeed- because of the Red Cross!

That, in a nutshell, tells the story of the total trans-

formation in the attitude of Southwest Louisiana citizens toward the agency which administers the generosity of the American people.

Perhaps my own attitude is a good example. When I came home from World War II and found my wife in a Red Cross uniform, to say that I was unhappy about it would be the understatement of the year. Like many of you, some isolated experiences overseas had left me pretty embittered at the Red Cross. What I didn't stop to realize was that when the war broke out, in a matter of months, the Red Cross jumped from a few hundred career workers to many, many thousands of wartime staffers and millions of volunteers. It was inevitable that they would get some bad apples- as did the Army, the Navy, the USO and even the correspondents!

The miracle was that they didn't make more mistakes than they did. But the tragedy was that too many of us let isolated blunders be exaggerated out of all proportion until they blinded us to the magnificence of the overall job being done.

Usually it isn't easy to admit when you've been wrong, but it's a pleasure for me to report that today my wife can wear her Red Cross uniform any time, any place, anywhere- with my blessing!

It was the aftermath of deadly Hurricane Audrey that opened our eyes...

Another article which was reprinted from the Fort Polk, Louisiana Dragoon, March, 1956, by Private Robert A. Smith had wide circulation. It was entitled, "A G.I. Speaks on Gripes- Brother, You're Lucky."

Maybe you've really missed out. The Red Cross has plenty of services to offer. Which one of these would you like to have them perform for you?

Bring you a notice of a death in your family? This is one of their services--feel bad about never having received one?

Or along the same line; how about having them verify a serious illness in your family so that you may go on emergency leave.

You say you haven't had the opportunity to use the recreational facilities they provide? All you need is to spend

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<sup>1</sup>The full editorial will be found on page 87 of the appendix.





some time in the hospital. Then if you're able, they're there for you to use.

The Red Cross loans money, why haven't you gotten any? If you have need to go on emergency leave and can't afford it, they'll help you financially. We all want help like that, don't we?

Never been saved from drowning by a person who has had a Red Cross life saving training? No? How unfortunate!

The Red Cross blood program may have been one you've missed. Thanks go to those that give blood, but aren't you unlucky in not having to receive some of it.

Again you missed the boat in not having to receive Red Cross disaster relief. If only a flood, tornado or hurricane had come along and carried your house away you might have been given money to re-establish your home.

Too bad you've never had an accident that required someone to give you first aid. A person with Red Cross first aid training might have been the only one to administer it.

Had enough? Keep in mind that the Red Cross aids those who need help, but most of these services are rendered at time of emergency or family trouble.

If you've never had need to call on the Red Cross-- brother you're lucky!

Just ask someone who has.

Widely read columnists can do a good job in correcting misinformed people and more and more articles are being printed all of the time in an effort to correct misconceptions about the Red Cross. The columnists themselves must first be convinced of the effectiveness of Red Cross services. When disasters have been well-handled by the Red Cross, the organization has changed many people's feelings.

General Gruenther, Chairman of the American Red Cross, has travelled extensively, of late, all over the world where American troops are stationed. His tour has been primarily to improve public relations and to show servicemen that griping about the Red Cross to their parents and friends in their letters home really has the effect of cutting their own throats. In a speech made in Toledo on February



28, 1958, General Gruenther said among other things:

One of the great problems faced by our organization is that of having its story and its problems properly understood. I can well understand why this is true. Most folks are simply too busy to keep posted on such matters. Thus, in my own case, after 38 years of service as an officer in the U.S. Army, during which time I had extensive opportunities to see the Red Cross in action, I found that there was much that I did not know about Red Cross service. For example, it was not until about January 10 of last year that I learned that the Red Cross spends approximately \$36 million a year in service to the Armed Forces and veterans.

Paradoxically, some of the greatest misunderstandings exist in the minds of ex-members of the Armed Forces, whose "G.I. gripes" often cause the Red Cross considerable harm.

In an endeavor partially to correct this attitude I spent 17 days in July in Germany, France, and England visiting 23 U.S. Red Cross installations which serve our men and women in the Armed Forces in those areas. In the numerous meetings I conducted I encouraged everyone from private to general to criticize the Red Cross service and to offer suggestions for its improvement. However, the leaders were unanimous that the Red Cross is doing a fine job for the services and there were very, very few suggestions...

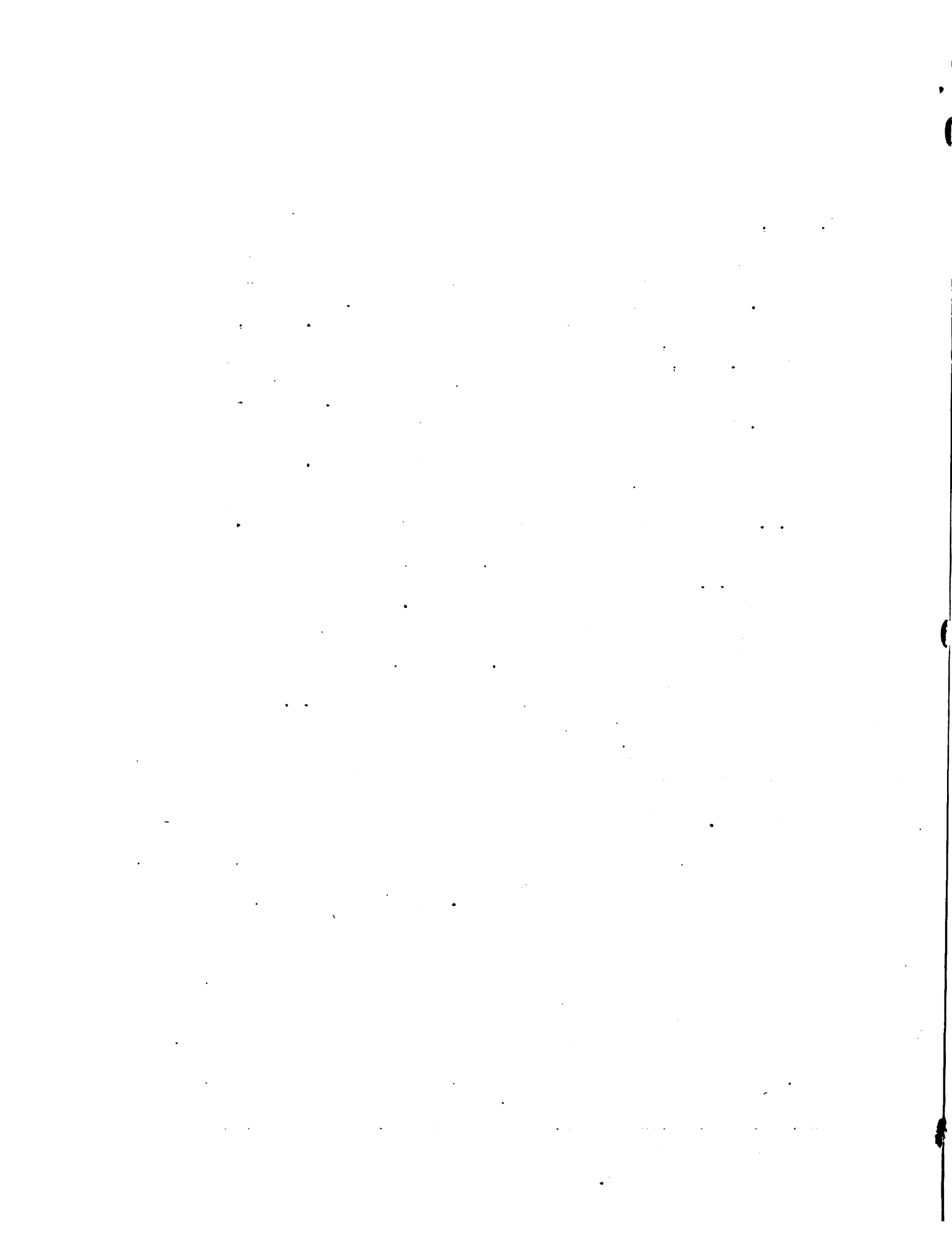
As can be seen, the Red Cross is not only interested in improving public relations and services but is doing something constructive about the situation. In answer to the writer's queries to the American National Red Cross, a very informative letter from Harry Martin, Director, Office of Public Relations was returned. In this letter Mr. Martin states:

Of those queried "Have you given money to the Red Cross?", 96 percent answered "yes." When asked "If you had some money you wanted to contribute, which organization would you prefer to give your money to?", Red Cross led the list with 39 percent. Among reasons for this answer were the following:

1. Farthest reaching organization, most universal services, work covers largest field.

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<sup>1</sup>The full text of General Gruenther's speech will be found on page 79 of the appendix.



2. Would do the most good.
3. Help in any ~~direct~~ help soldiers and families in war and peace.
4. Well established and well-managed charitable organization.
5. Help all people regardless of race, color and creed.
6. Can use the money to the best advantage.
7. The most active.
8. At front in war work.
9. Help injured soldiers- only one that does actual hospitalization.

The above answers would seem to indicate that the public relations of the American Red Cross are very good.

CHAPTER III  
METHODS AND PROCEDURES EMPLOYED IN THIS STUDY

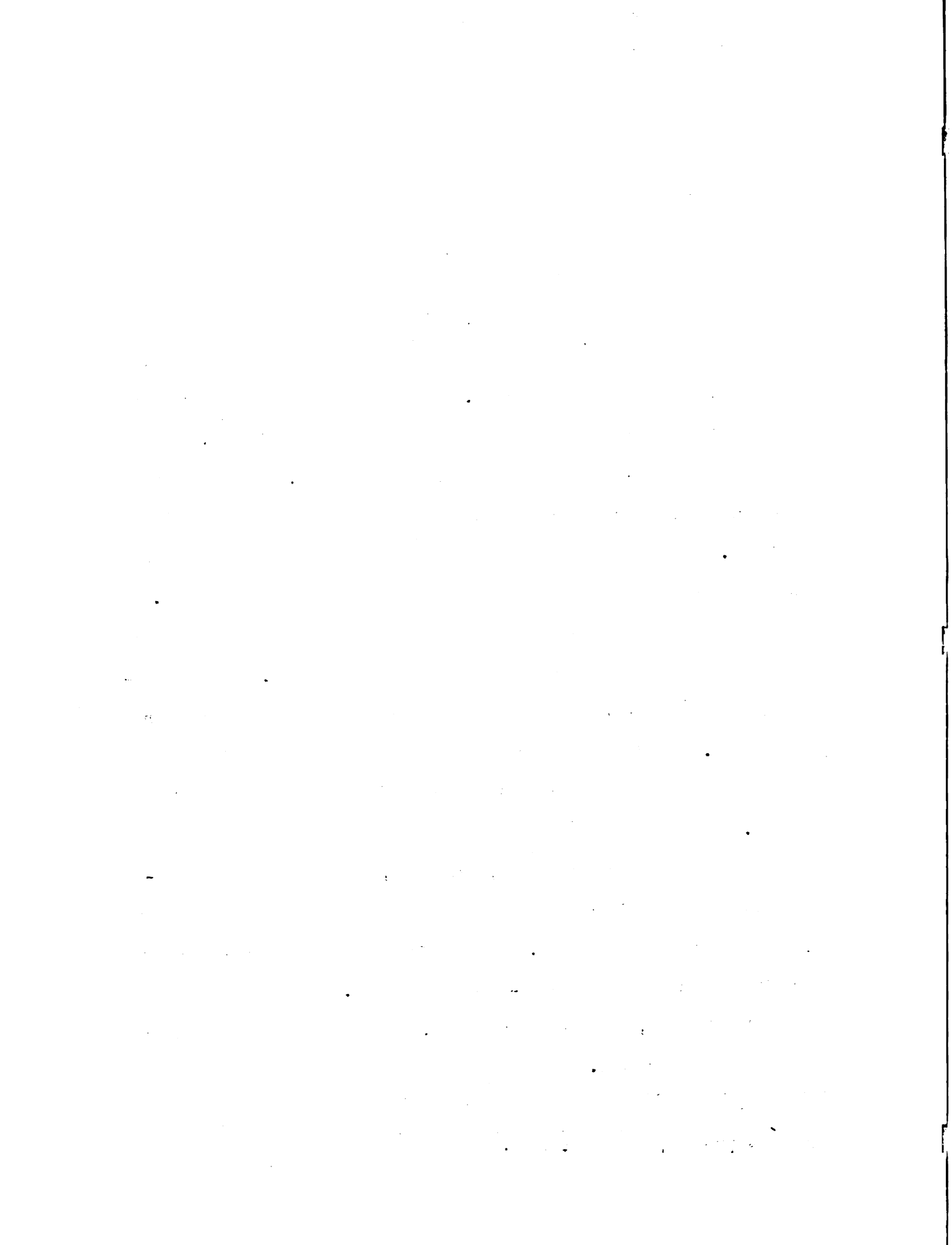
The Questionnaire

A questionnaire<sup>1</sup> was compiled to be used as the instrument for obtaining information in this study. The first three questions of the questionnaire were used to obtain such personal information as, the branch of the service in which the veteran had served, the rating of the serviceman, and the area or areas in which the serviceman had been stationed. The first question was included because complaints in one branch of the service might be more frequent than in another branch. The rank of the serviceman might have some bearing on the type and the number of complaints or praise of the American Red Cross. Certain combat areas were known to have been better served by the Red Cross than other areas. For this reason the third question was asked in order to give the serviceman the opportunity to state where he had served during the war.

The writer was interested, primarily, in getting specific information as to complaints about the American Red Cross which were the result of personal experience. The greater percentage of the questions were designed to get this first-hand information. Questions were based on complaints that, from past experience, the Red Cross has identified as being most prevalent.

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<sup>1</sup>A copy of the questionnaire and the cover letter will be found on pages 71 and 72 of Appendix I.



The third thing that was of particular interest to the writer was finding out how much the average veteran knows about the current Red Cross program and how he feels about this program. Five questions were used to obtain this information.

Finally, there was an open-end question where the veterans were invited to give specific and detailed experiences with the American Red Cross. This question gave room for a good deal of latitude and the writer hoped would point out feelings which had not yet been identified. The information obtained from this question, it was hoped, might prove to be more fruitful than any of the rest of the questions.

#### The Sample

The confidential files<sup>1</sup> of the Ingham County Chapter of the American Red Cross were opened to the writer for this study. There were several drawbacks to using these as a source for information and for obtaining veterans' names. These drawbacks are discussed more fully on page 36 . It was suggested that the Veterans Administration might have current names and addresses of veterans of World War II. The writer contacted Mr. Stanley Peck of the Veterans Administration. Though he showed much interest in the project, he felt that getting permission to use the names from the various local veteran groups would be a long involved process. He referred me to Mr. Humphrey who is chairman of the Council of Veterans Organizations. The writer contacted Mr. Humphrey, who also

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<sup>1</sup>The letter giving permission to use the Red Cross files will be found on page 73 of the appendix.



1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and techniques used to collect and analyze data. It highlights the need for a systematic approach to data collection and the importance of using reliable sources of information.

3. The third part of the document focuses on the analysis and interpretation of the collected data. It discusses the various statistical and analytical tools that can be used to identify trends and patterns in the data.

4. The fourth part of the document discusses the importance of communicating the results of the analysis to the relevant stakeholders. It emphasizes that clear and concise communication is essential for ensuring that the findings are understood and acted upon.

5. The fifth part of the document discusses the various challenges and limitations associated with data collection and analysis. It highlights the need for a careful and thoughtful approach to data collection and analysis to ensure that the results are accurate and reliable.

6. The sixth part of the document discusses the various applications of data collection and analysis in different fields and industries. It highlights the wide range of uses for data and the importance of tailoring the approach to the specific needs of the organization.

7. The seventh part of the document discusses the various ethical considerations associated with data collection and analysis. It emphasizes the need for a strong ethical framework to guide the collection and use of data and to ensure that the rights and privacy of individuals are protected.

8. The eighth part of the document discusses the various future trends and developments in data collection and analysis. It highlights the growing importance of data and the need for organizations to stay up-to-date on the latest developments in the field.

9. The ninth part of the document discusses the various best practices for data collection and analysis. It highlights the importance of consistency, accuracy, and transparency in data collection and analysis and provides a list of key recommendations for organizations to follow.

10. The tenth part of the document discusses the various resources and tools available for data collection and analysis. It highlights the importance of using high-quality data and the need for organizations to invest in the right tools and resources to ensure that they are able to collect and analyze data effectively.

showed much interest in the study. He agreed to ask the various delegates to take the matter up with their own groups. This would have to be voted on by each organization. The method would be time-consuming. He felt that there must be some easier way to obtain names and suggested talking to one veteran group.

A suggestion from a faculty member, at this point, changed the writer's direction. Some years ago a bonus was given to all World War II veterans by the State of Michigan. These names might still be available. A visit was made to General George C. Moran in the Adjutant General's Office. He said that it would be almost a physical impossibility to obtain the names from the veterans file because the names were filed alphabetically for the whole state. He suggested that the Red Cross might have the most current files of veterans' names and felt that the writer should pursue this source further.

The writer talked with her supervisor, Miss Marion Marks, about the various contacts that had been made and discussed the drawbacks to using the Red Cross files. Some years ago, the cases had been screened and only the ones remained which were still active. However, the file cards on cases had been saved with the information on the cards that the case had been destroyed. An examination of the remaining cases revealed that the case numbers ran from approximately 10,000 to 20,000 for the World War II years. In some cases there was no way of knowing whether the cases were military or civilian. As a very large percentage of cases, even in peacetime, are military, the writer felt that the

chances of getting a civilian name were very small and would be a risk that she would have to take. There was no way of ascertaining, in most cases, whether a serviceman had been stationed outside of the United States. This would not make too much difference as servicemen were served both at home and abroad.

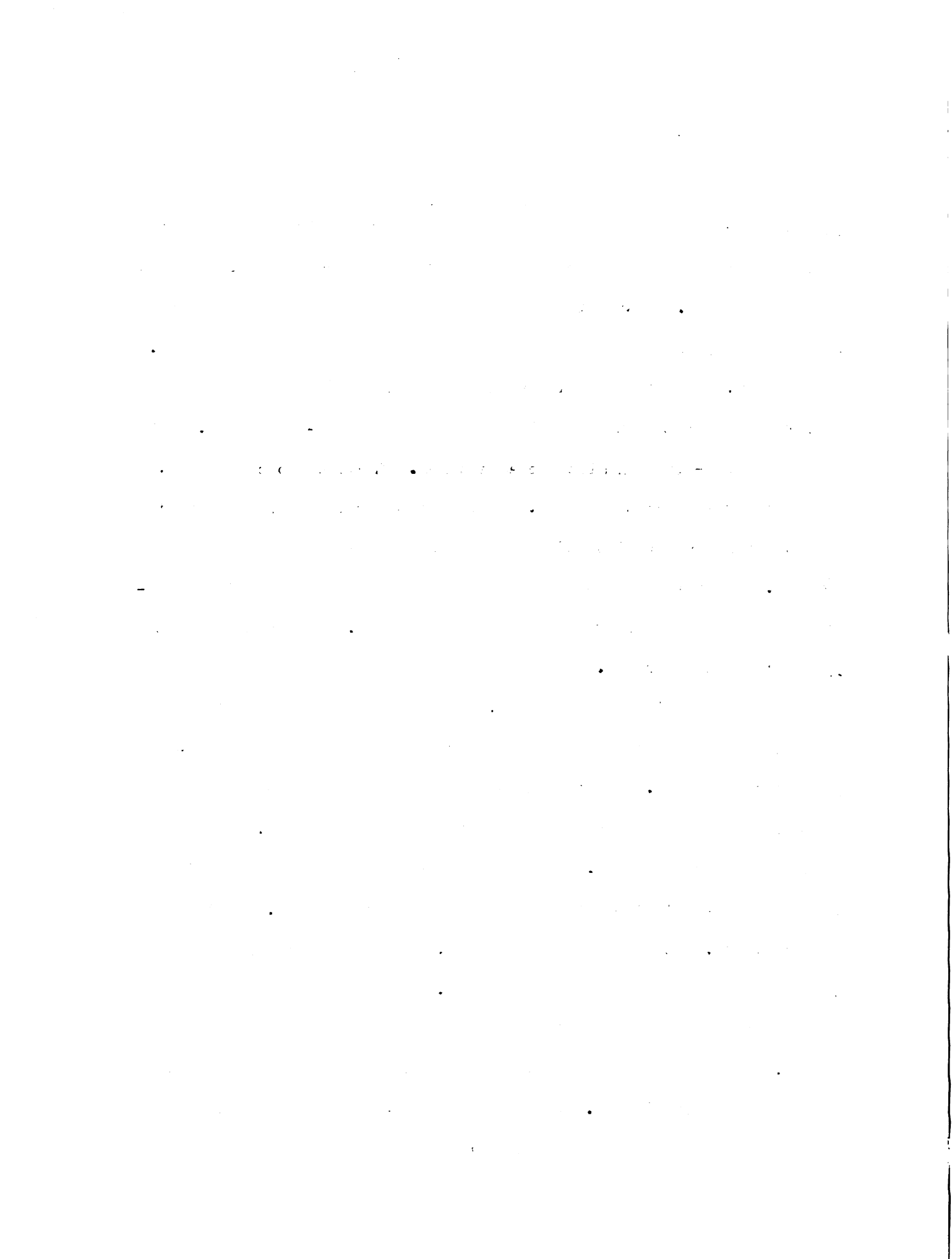
The writer took a trial run through the A file cards picking out every fifth card between the numbers 10,000 and 20,000. If the card did not indicate that the veteran was dead, it was drawn. The name was looked up in the 1956 (the last available) city directory. If the name and address were in the directory, they were used. After finishing the As, there were far too many names, so in continuing through the Bs, every tenth card was used and every other name was crossed out in the As. On finishing the Bs, there were about twice as many names as would be needed so the writer narrowed the number down to every twentieth card. Thus, 98 names and addresses were obtained. There were five names extra that had possibilities. These had not been used because there were two or more names alike in the directory and no way of knowing which was the right one. It happened that there were cases available on two of these names so that more data was available as to address. This completed the sample of 100 names. As these names came from the 1956 directory, there was no way of knowing whether or not these men were still alive. The file card name was also checked by the telephone book, so that this possibility was almost eliminated. Obtaining the names required counting out each twentieth card from a total universe of 23,400 cards.

After the names were obtained, the questionnaire was sent out with a return envelope addressed to the School of Social Work, Michigan State University. A box at the school was assigned to the writer so that she could pick up the returned questionnaires at her convenience. In this way, not only the veterans remained anonymous but also the writer whose name might be familiar to some of the ex-servicemen.

Thirty questionnaires were returned. There was one returned, saying the veteran was deceased. There was one returned stating that the person was a civilian and that the questionnaire was meant for a veteran. There were seven returned which the post office could not deliver because of the lack of a forwarding address. This accounted for 39 questionnaires in all.

After waiting about a month, it was felt that an effort should be made to see if people could be contacted as no more of the questionnaires returned. All telephone numbers were found and each number was called and an inquiry made regarding the questionnaire. About 50% of the names were reached. Twelve people had destroyed the questionnaire but agreed to fill it out if the writer sent them another. Twelve more were sent out. Only three were returned. This gave the writer 33 questionnaires from which to obtain data.

Every means for obtaining names was checked for obtaining a fair sample. The fact that the war took place so many years ago made all sources rather unreliable. Veterans' organizations do not include all veterans and if this source had been used, there would not have been a



good cross-section of servicemen. While this last statement might also apply to the Red Cross files, these had the added fact that the men had at least had some experience with the agency. The method of selecting the sample was valid.

After the questionnaires were returned, answers to specific questions were tabulated. Answers to the open-end question were evaluated. Conclusions were drawn from the data obtained and are to be found in chapter five. Implication of the conclusions and the proposals made by the writer will be found in chapter six.

## CHAPTER IV

### PRESENTATION AND ANALYSIS OF DATA

The data obtained from the questionnaire falls into three distinct categories. One unit pertains to personal experiences that veterans have had with the Red Cross. The second unit, which will be found on page 48 deals with the knowledge that veterans have of the current Red Cross program. In the third unit, which will be found on page 52, the writer attempts to evaluate the answers given to the open-end question.

Of the 33 men who answered the questionnaire, 2 were commissioned officers, 20 were non-commissioned officers, and 11 were enlisted men. In respect to the branch of the service in which the 33 men served, 23 were in the Army, 8 were in the Navy, 1 man was in the Marines, and one man was in the Coast Guard. The writer had hoped to use the data indicating the combat areas in which each man served. The answers to this question were so diversified, however, that they did not lend themselves to tabulation.

#### Veterans' Personal Experiences with the Red Cross

The general attitude of the servicemen during the war toward the Red Cross was favorable. Only two servicemen felt that the Red Cross did not do a good job during the war. Both were enlisted men in the Navy. Both commissioned officers, one in the Army and one in the Navy, felt that the Red Cross did a good job. One man said that he had no way of knowing what kind of a job the Red Cross did because he

was stationed in the Aleutian Island for two years and did not see anything of the Red Cross. Most of the questions on this man's questionnaire were answered, "I don't know," and quite understandably. There were 13 men who thought that the Red Cross did a good job occasionally. This indicates that no matter what their experiences with the organization may have been, they feel that the Red Cross did a good job sometimes during World War II. Seven men felt that the Red Cross did a good job most of the time. This indicates that they had had some contact with the agency that they felt they could not praise. Table 1 and Table 2 show how servicemen felt about the job that the Red Cross did during the war. Table 1 shows their feelings according to rank and Table 2 shows their feelings according to the branch of service in which they served.

TABLE 1

VETERANS' OPINIONS AS TO WHETHER RED CROSS DID  
GOOD JOB DURING WORLD WAR II, ACCORDING TO RANK

Responses	Total	Commissioned Officers	Non-Commissioned Officers	Enlisted Men
Total.....	33	2	20	11
Did good job, (no reservations)..	10	2	8	0
Did good job most of time.....	7	0	3	4
Did good job occasionally .....	13	0	8	5
Did not do good job .....	2	0	0	2
Don't know.....	1	0	1	0



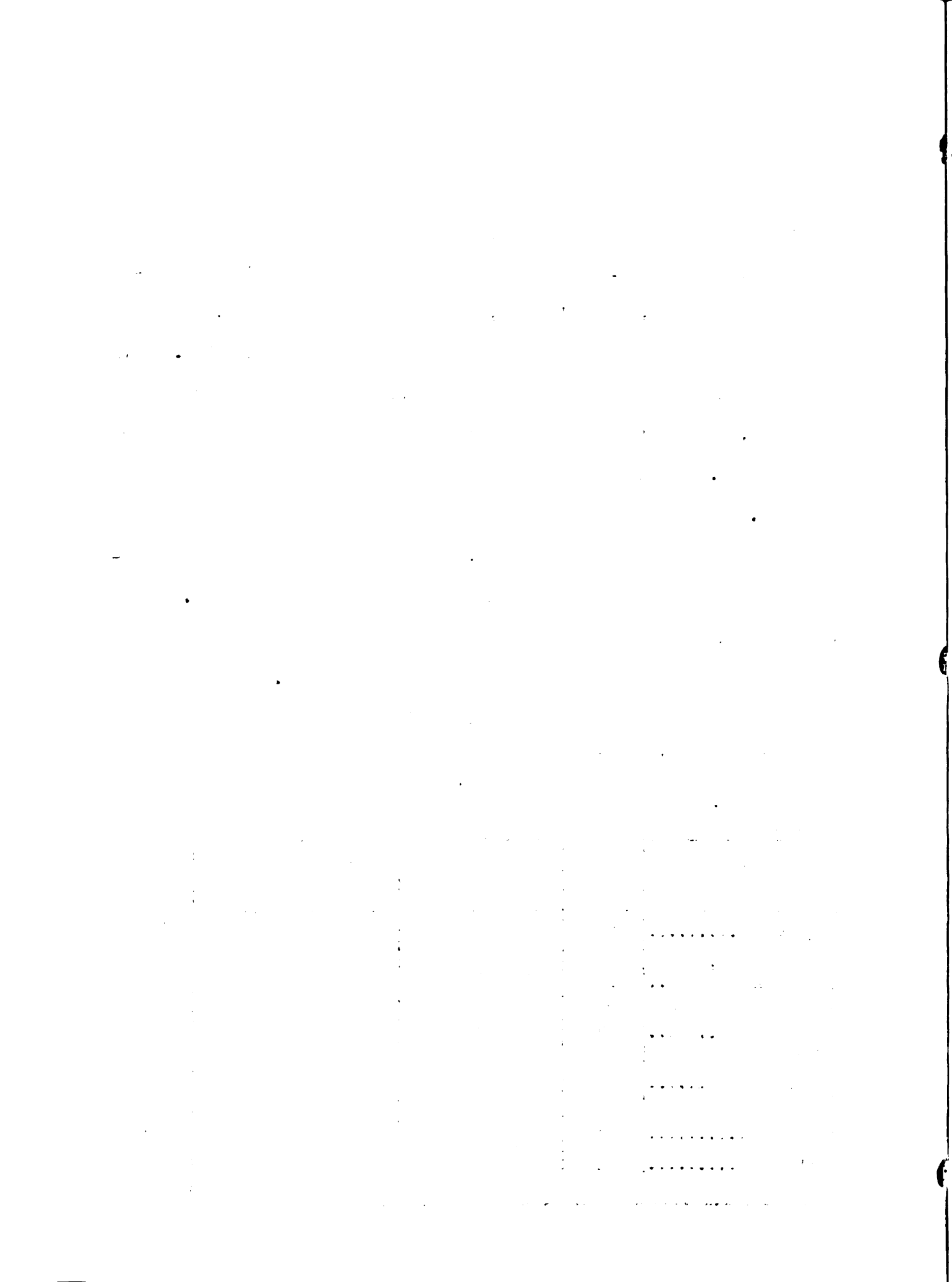


TABLE 2

VETERANS' OPINIONS AS TO WHETHER RED CROSS DID GOOD  
JOB DURING WORLD WAR II, ACCORDING TO SERVICE

Responses	Total	Army	Navy	Other
Total.....	33	23	8	2
Did good job (no reservations).....	10	8	0	2
Did good job most of time.....	7	5	2	0
Did good job occasionally.....	13	9	4	0
Did not do good job.....	2	0	2	0
Don't know .....	1	1	0	0

There were two non-commissioned officers who thought that the Red Cross workers were overpaid during the war. There were two enlisted men who thought that they were overpaid. Of the whole group, 16 felt that Red Cross workers were not overpaid. "Don't know" was the answer of eight of the men. Three gave no answer and two felt that some Red Cross workers were overpaid during the war and some were not. The latter two men were both non-commissioned officers. Neither of the commissioned officers felt that Red Cross workers were overpaid. Table 3 on page 43 shows how the servicemen felt about Red Cross wages according to rank and Table 4, on page 44 shows how the veterans felt about wages according to branch of service.

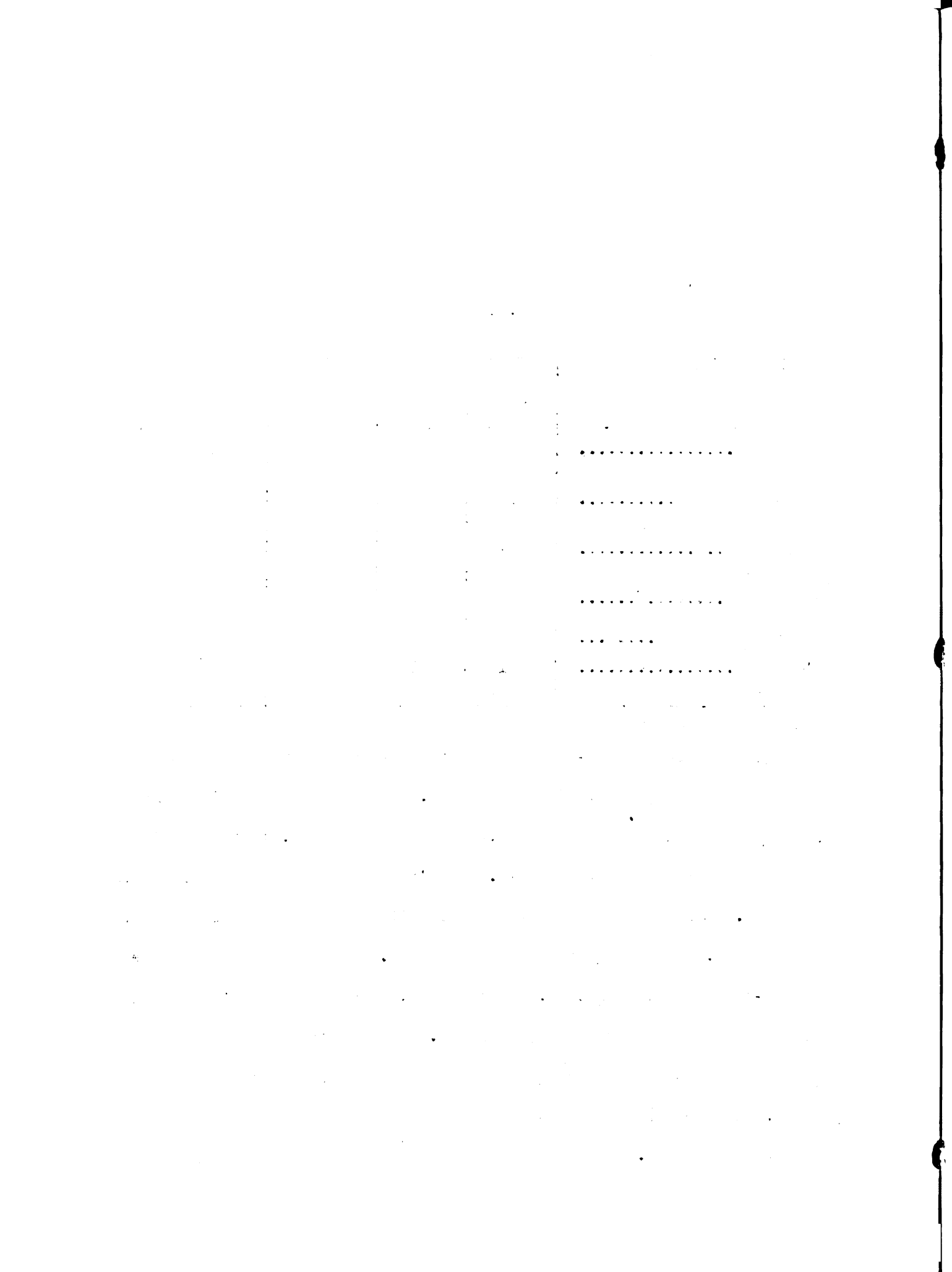


TABLE 3

VETERANS' FEELINGS AS TO WHETHER RED CROSS WORKERS  
WERE OVERPAID IN WORLD WAR II, ACCORDING TO RANK

Responses	Total	Commissioned Officers	Non-Commissioned Officers	Enlisted Men
Total .....	33	2	20	11
Feel Red Cross Workers were overpaid.....	4	0	2	2
Feel some Red Cross Workers were overpaid ...	2	0	2	0
Feel Red Cross Workers were not overpaid ....	16	2	8	6
Don't Know .....	8	0	7	1
No Answer .....	3	0	1	2

The feelings of the servicemen, as to the contribution that Red Cross women workers made to the morale was quite varied. One commissioned officer in the Army felt that their influence on morale was, "minimal-but good." A Navy non-commissioned officer made the statement, "they did wonders for the commissioned officers. Others no." A Naval enlisted man made the statement that the women contributed to the "morale of a limited few." An Army non-commissioned officer made the statement, "Anything looked good out in the Islands. Some wanted to make money." One enlisted man in the Navy said that he "never saw any" Red Cross women. A Navy enlisted man asked the question, "What kind of morale?" A total of 15 men felt that Red

TABLE 4

VETERANS' FEELINGS AS TO WHETHER RED CROSS WORKERS WERE  
OVERPAID IN WORLD WAR II, ACCORDING TO SERVICE

Responses	Total	Army	Navy	Others	Enlisted
Total.....	33	23	8	2	
Feel Red Cross Workers were overpaid .....	4	2	2	0	1
Feel some Red Cross Workers were overpaid .....	2	0	2	0	2
Feel Red Cross Workers were not overpaid .....	16	12	2	2	5
Don't Know .....	9	7	2	0	3
No answer .....	2	2	0	0	

Cross women did contribute to morale and 5 felt that they did not. Of the 15 who did feel that Red Cross women helped morale, one was a commissioned officer, 13 were non-commissioned officers and 1 was an enlisted man. Of the 15 giving positive answers, 11 were in the Army, and 4 were in the Navy. There were 5 veterans who felt that women Red Cross workers did not contribute to morale. Of these, 2 were non-commissioned officers and 3 were enlisted men. The branches of service of the 5 who gave negative answers were 1 in the Army, 3 in the Navy, and 1 in the Coast Guard. There were 7 men who wrote no answer at all. The man who had served in the Aleutian Islands gave a "don't know" answer. Five of the men had not been overseas

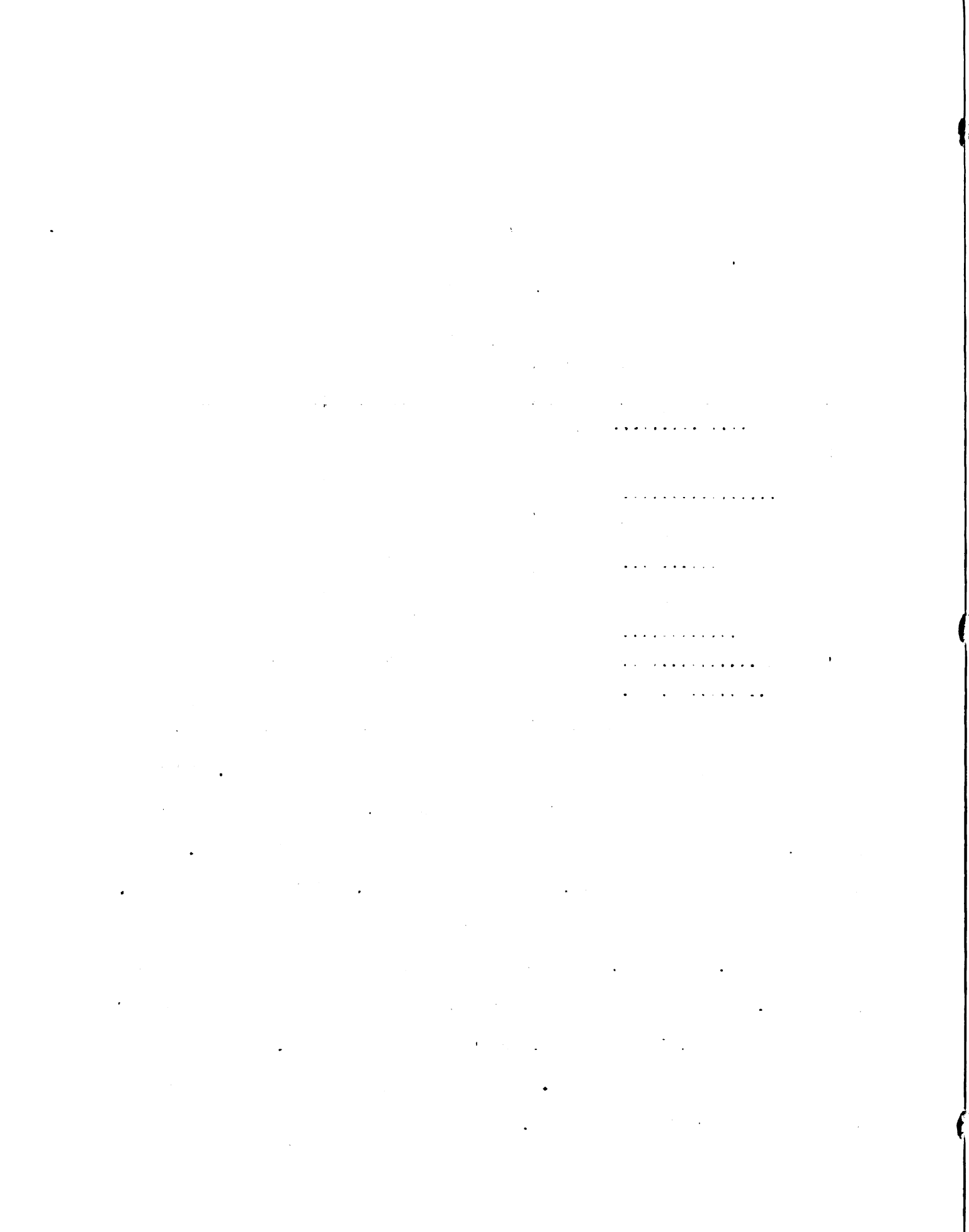


TABLE 5

VETERANS' FEELINGS AS TO WHETHER WOMEN RED CROSS  
WORKERS CONTRIBUTED TO MORALE DURING WORLD WAR II,  
ACCORDING TO RANK

Responses	Total	Commissioned Officers	Non-commissioned Officers	Enlisted Men
Total .....	33	2	20	11
Feel women contributed to morale.....	15	1	13	1
Feel Women did not contribute to morale .....	5	0	2	3
Not overseas .....	5	0	1	4
Don't know .....	1	0	1	0
No Answer .....	7	1	3	3

so they could not give an answer to this question. Table 5 shows the servicemen's feelings regarding female workers according to rank. Table 6 on page 46 gives their feelings with respect to women workers according to branch of service.

It is interesting to note the affirmative answers as to whether women Red Cross workers contributed to morale during World War II contained a lot of sarcasm which can be interpreted in many ways. Many of the affirmative answers had some qualifying statement.

Only one veteran had personally purchased cigarettes marked "Gift of the American Red Cross." He was a non-commissioned officer in the Army. He purchased the cigarettes in Africa. A Naval enlisted man said that he

TABLE 6

VETERANS' FEELINGS AS TO WHETHER WOMEN RED CROSS  
WORKERS CONTRIBUTED TO MORALE, ACCORDING  
TO SERVICE

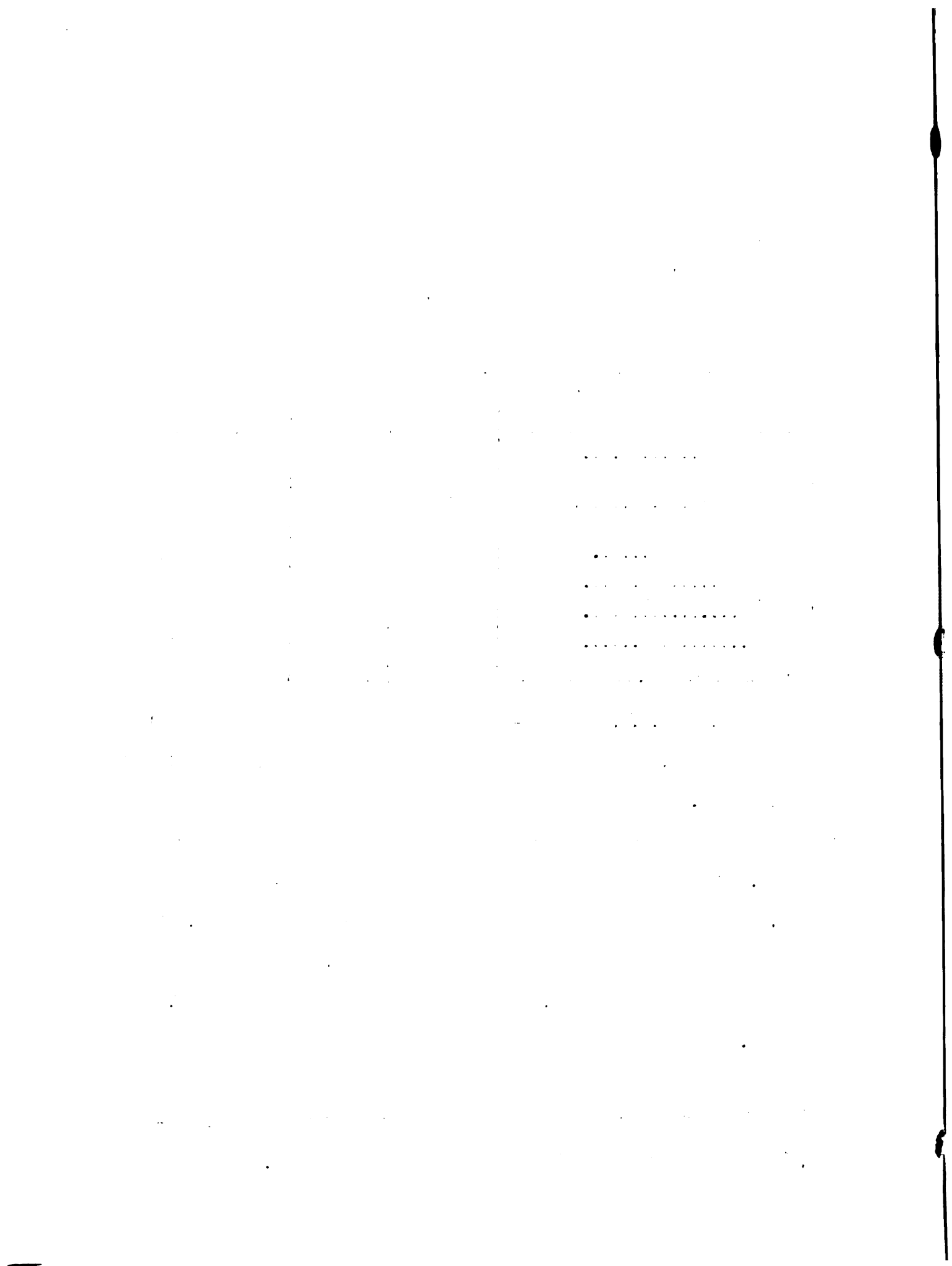
Responses	Total	Army	Navy	Others
Total.....	33	23	8	2
Feel women contributed to morale .....	15	11	4	0
Feel women did not contribute to morale.....	5	1	3	1
Not overseas .....	5	4	1	0
Don't know .....	1	1	0	0
No answer .....	7	6	0	1

had "Paid for, at N.A.S. Honolulu- cigarettes marked Donated by General Motors Corporation," which is of interest but has no special connection with this study.

Sweaters or comfort articles had been purchased by three Navy personnel. Two were enlisted men and the other was a non-commissioned officer. One said that he had purchased such articles in New York, another said that he had purchased a sweater on Guam, and the third had bought a sweater at Camp Parks, Construction Battalion Recruit Depot, California.

One Army Air-Force non-commissioned officer said that he had heard in Alaska in 1945 that the Red Cross sold blood and plasma, however, this was later proved false and was strictly a rumor. An Army Air





Force private said that he had heard rumors that the Red Cross sold blood. An Army enlisted man said that his understanding was that the blood cost \$25 a pint or that you had to get some friend to donate a pint and get two more friends to donate. This statement doesn't make much sense but it is what the serviceman wrote on the questionnaire.

No serviceman had ever paid interest on a loan obtained from the Red Cross. One Navy enlisted man had applied for a loan and had been denied. Four men in the Army had obtained loans from the Red Cross. Two of these men were enlisted personnel and two were non-commissioned officers. One Naval enlisted man had obtained a Red Cross loan.

Of the 13 men whose families applied for emergency leave eight had been granted the leave and five had been denied leave. Leave had never been requested by 18 families and two men did not answer this question. Five veterans of the Army had asked for and been granted leave. Three Navy veterans had been granted emergency leaves. Of the five Army men who obtained emergency leaves, two were enlisted men and three were non-commissioned officers. One of the Army enlisted man had applied for emergency leave twice. One leave he had been granted. He had been denied a leave to be with his wife during childbirth. One of the Navy veterans who was granted emergency leave was an enlisted man and two were non-commissioned officers.

There were five veterans who were denied emergency leave. Four of these men were in the Army and one was in the Navy. Two of these men were enlisted personnel and three were non-commissioned officers. The

reason given for not being granted leave, in one case, was that the "Ing-ham Chapter sent incomplete information." Another man said that the "Red Cross took two weeks and still no leave so the doctor obtained it." An Army private said that the "Red Cross here would not agree on leave." This man went on to say, "I asked for leave due to my brother's death. He was killed overseas. My mother broke down, due to the fact that I was in the hospital also. Also my step-father was in the hospital. My CO at the time did work out a leave for me." This man's story indicates a misunderstanding of Red Cross policy. He has the impression that the Red Cross has it in their power to grant leave. All they could have done was to get the information needed by the military and then it was up to the military to grant the leave. One man stated that the information was "too darn slow getting through." Another man said that he was denied leave because he was needed in combat. In the three cases where leave was denied, it appears that the Red Cross may have been partially to blame.

#### Veterans' Feelings About the Current Red Cross Program

In the first unit of this chapter, we considered how the veteran felt about the Red Cross during the war. It is interesting to note, by comparison, how they feel about the Red Cross now. We find that 19 men feel that the Red Cross is doing a good job now in comparison to the ten who felt that the organization was doing a good job during the war. This is an increase of nine men who have changed their opinions about the Red Cross. By a comparison of Table 1 on page 41 and Table 2 on page 42 with

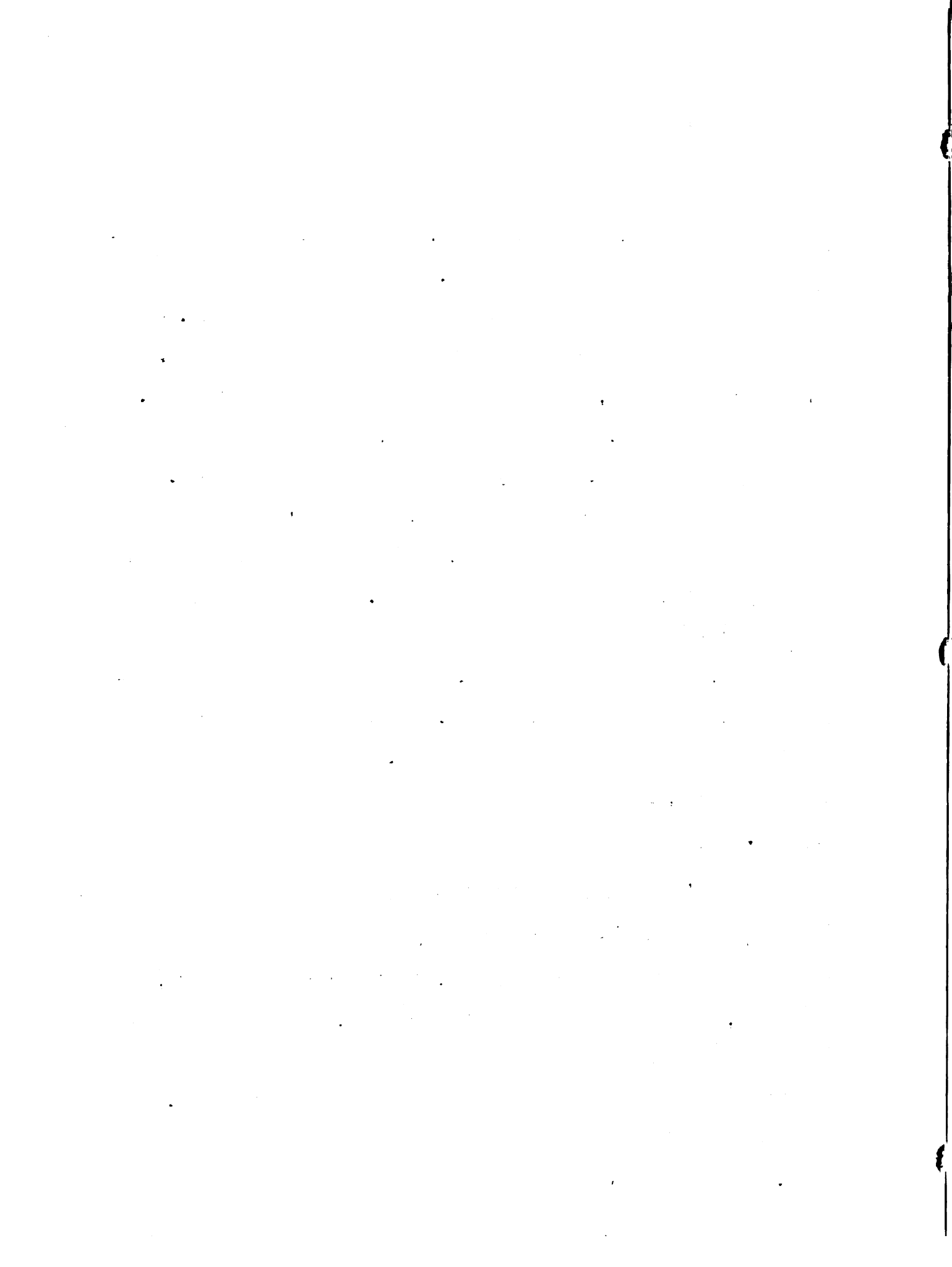


Table 7 on this page and Table 8 on page 50 one can see some of the changes that have taken place in servicemen's attitudes toward the Red Cross.

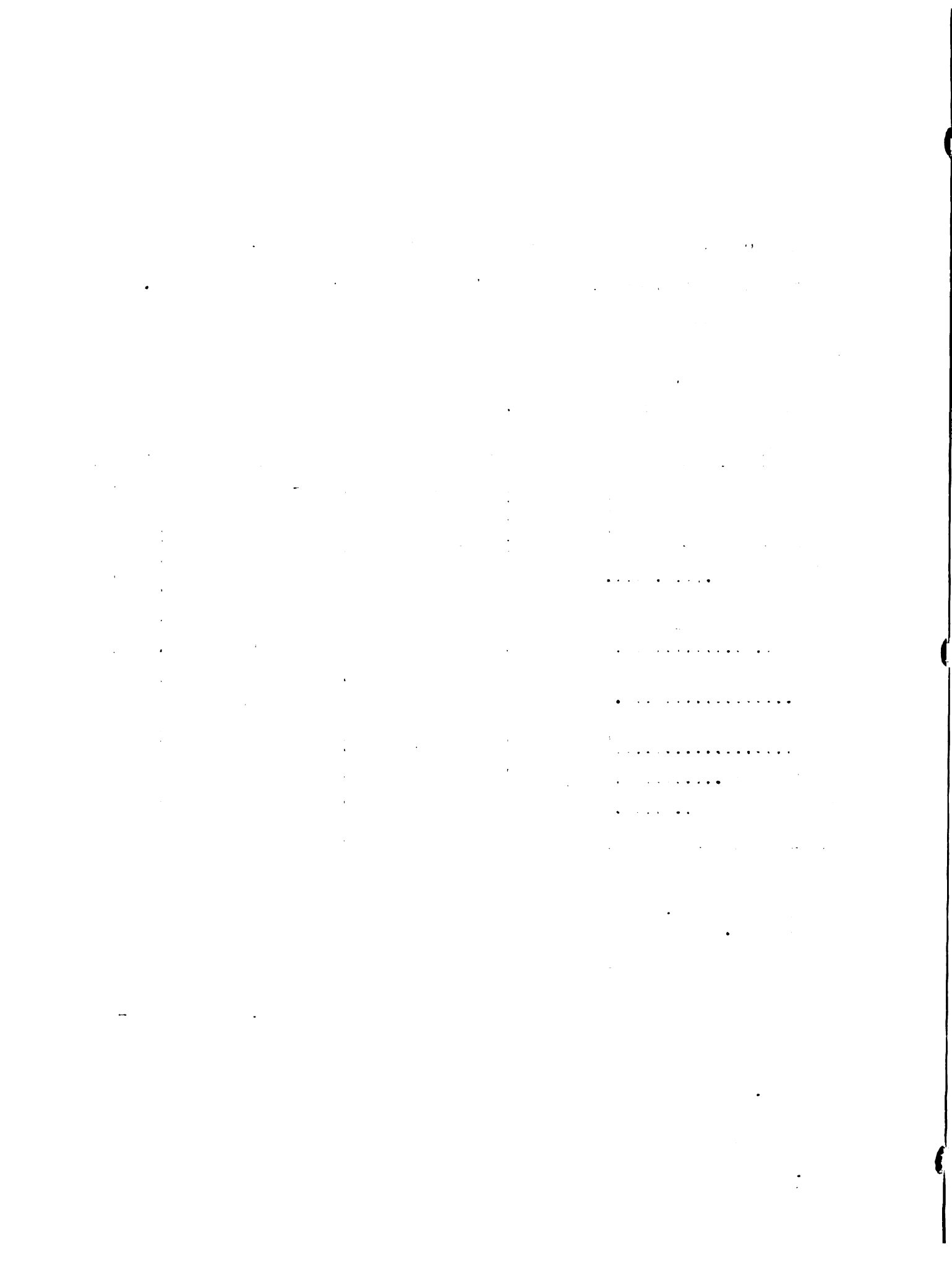
TABLE 7

VETERANS' OPINIONS AS TO WHETHER THE RED CROSS IS  
DOING A GOOD JOB NOW, ACCORDING TO RANK

6

Responses	Total	Commissioned Officers	Non-Commissioned Officers	Enlisted Men
Total .....	33	2	20	11
Doing good job now (no reservations).....	19	2	10	7
Doing Fair job now .....	3	0	3	0
Not doing good job .....	2	0	2	0
Don't know .....	7	0	5	2
Other answers .....	2	0	0	2

Both commissioned officers still feel that the Red Cross is doing a good job. Ten non-commissioned officers feel that the Red Cross is doing a good job now in comparison to eight non-commissioned officers who felt that the Red Cross did a good job during the war. So two non-commissioned officers have changed their minds about the Red Cross since the war. The servicemen in the Marines and in the Coast guard both felt that the Red Cross did a good job during the war and are doing a good job now. The changes that took place in attitudes toward the Red Cross were



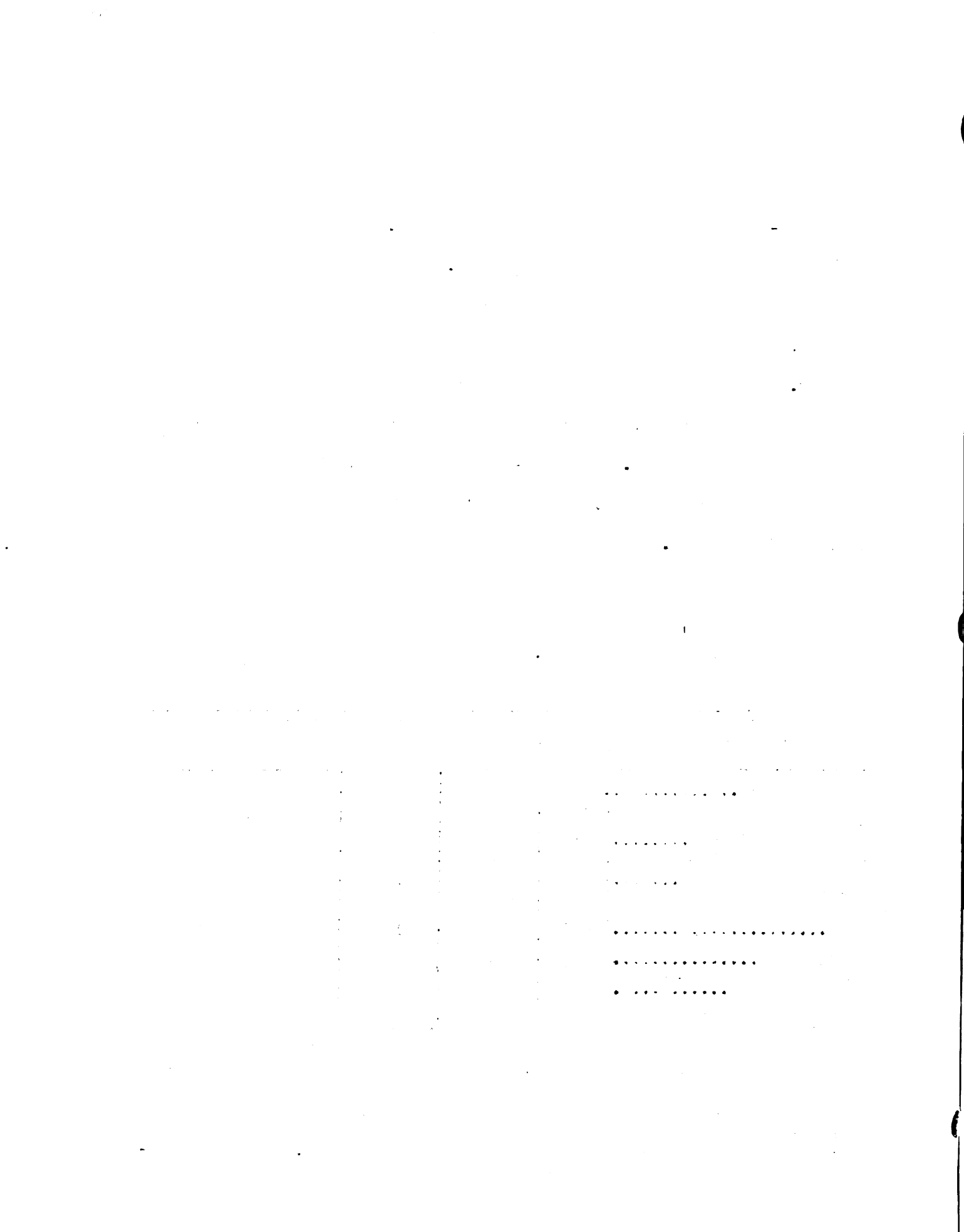
among non-commissioned officers and enlisted men. The greatest change in attitude took place among the enlisted men. Where none of them gave a positive "yes" as to whether the Red Cross was doing a good job during the war, seven enlisted men feel that the organization is doing a good job now. Where two of these men felt that the Red Cross had not done a good job during the war, none of these men feel that the Red Cross is not doing a good job now. Both non-commissioned officers and enlisted men have shown an increase in the "I don't know" category with reference to the Red Cross now.

TABLE 8

VETERANS' OPINIONS AS TO WHETHER THE RED CROSS  
IS DOING A GOOD JOB NOW, ACCORDING TO SERVICE

Responses	Total	Army	Navy	Others
Total .....	33	23	8	2
Doing good job now (no reservations) .....	19	14	3	2
Doing fair job now .....	3	2	1	0
Not doing good job now .....	2	1	1	0
Don't know .....	7	6	1	0
Other answers .....	2	0	2	0

In examining the same data, as to branch of the service in which the men served, we find that eight Army men gave an unqualified "yes" when asked if the Red Cross did a good job during the war. As to the pre-





sent feelings, 14 Army men give an unqualified "yes" when asked if they felt that the Red Cross was doing a good job now, indicating that five men had changed their minds about the Red Cross since the war. In the Navy, where nobody had given a "yes" answer, now three men feel that the Red Cross is doing a good job. Both the Marine and the man in the Coast Guard gave "yes" answers both times. The man who was placed in the "other category said that the Red Cross was not doing as good a job as for the money they collect." Another Navy enlisted man marked both "yes" and "no".

There were 17 veterans who answered "no" to the question, "In the area served by the Ingham County Chapter of the American Red Cross is there any charge for the blood itself?" There was one man who gave no answer to this question. There were 12 men that answered, "I don't know". Of the three men who said that there was a charge for blood, one said, "Have heard of people paying for blood. Another said, "If not, how come so much charge for administering?" Another said, "That the blood had to be replaced or paid for." Of the 33 men that answered, half of them do not understand the Red Cross blood policy.

All of the veterans indicated that they had contributed to the Community Chest. One said that his contribution should have gone to the Polio Foundation.

Helping in disaster was the area that was most often mentioned by the veterans as the function where the Red Cross did the most good. There were 12 veterans who indicated this area of service. The Blood

Program was mentioned by 10 veterans as the most important Red Cross function. Other areas that were mentioned were Civil Defense, hospital facilities, and helping someone who needs help. Another man said that the most important function was "providing services at a minimum cost."

The writer was interested in knowing how many services the veterans knew that the Red Cross performed. Table 9 on page 53 will give the reader an idea of the veterans' knowledge of Red Cross functions. All 33 veterans knew that the Red Cross collects blood. This, however, may not have been a fair question because the Blood Program was mentioned twice before in the questionnaire.

It can be seen from Table 9 that the service that Home Service performs, namely, helping servicemen's families, does not seem to be an area that veterans know much about. Only half of the veterans knew that the Red Cross helps servicemen's families. Most of the men are not aware that the Red Cross has a youth program. This youth program is the Junior Red Cross.

#### General Statements Made by Servicemen About the Red Cross

The last question on the questionnaire was an open-end question. The men were asked to express any feelings about, or experiences that they had had with the Red Cross. Fourteen of the questionnaires were left blank as far as this question was concerned. The other answers of these 14 men showed a positive feeling toward the Red Cross, indicating that they had nothing critical to state. One Navy non-commissioned officer

1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection procedures and the use of advanced analytical techniques to derive meaningful insights from the data.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and processing, thereby improving efficiency and reducing the risk of errors.

4. The fourth part of the document addresses the challenges associated with data security and privacy. It stresses the importance of implementing robust security measures to protect sensitive information and ensure compliance with relevant regulations.

5. The fifth part of the document provides a summary of the key findings and recommendations. It concludes that a comprehensive data management strategy is crucial for the organization's success and that ongoing monitoring and improvement are necessary to stay ahead of the competition.

TABLE 9

SERVICES WORLD WAR II VETERANS BELIEVE  
RED CROSS PERFORMS OR DOES NOT PERFORM

Services	Yes	No	Don't Know
<b>Services rendered by Red Cross</b>			
Collects blood .....	33	0	0
Teaches First Aid .....	31	2	0
Teaches Life-saving .....	24	9	0
Helps burned-out families .....	22	10	1
Teaches Home Nursing .....	20	13	0
Has courses in mess-feeding .....	20	13	0
Helps servicemen's families .....	16	16	1
Has a youth program .....	7	26	0
<b>Services not rendered by Red Cross</b>			
Arranges adoptions .....	1	32	0
Operates a swimming pool .....	1	31	1
Helps unmarried mothers .....	4	29	0
Holds free dances .....	4	29	0
Runs a transient shelter .....	5	27	1
Gives financial aid to civilians	6	27	0
Has recreation program .....	9	24	0
Helps veterans' families .....	14	18	1

Faint, illegible text, possibly bleed-through from the reverse side of the page. The text is arranged in several columns and appears to be a list or a series of entries.

had the following to say:

I personally have never actually had a real need for an agency like the Red Cross in war or peace, however, it seems like all of the stories you hear of people that have had occasion to use their facilities never say anything good about it.

I believe it would be advisable in many of the various departments of the ARC if they would copy the Salvation Army's operation. For actual value to humanity, dollarwise, I imagine the Salvation Army and others get twice as much done with their money as the ARC. Apparently there are too many highly paid chiefs running the few volunteer Indians for the Red Cross to accomplish much with their money. I think a lot less social work and plenty of real hard work would put this organization on the level that its originator intended.

An Army non-commissioned officer made this statement which is in much the same vein and the writer quotes as it was written:

There is too much social life and in political affair. They should be more concerned about putting eight hours work away with no free riding in their delay routine.

There is an old saying do unto others as you wish others to do unto you.

Both of the above statements indicate that neither man knows too much about the Red Cross program. In the first statement the man feels that there are many paid workers and a few volunteers which is not the case. There is a very small, overworked staff, as a rule, coordinating the large group of volunteers. The second man's statement does not agree with the facts. Red Cross station wagons may be seen quite frequently but they are usually driven by volunteers who are in the Motor Corps, performing some mission of mercy or they are being used to transport Red Cross nurses to and from areas where blood donations are being made. Very seldom are the staff seen in any of the Red Cross vehicles. Most of the eight hour day, the staff

is engaged in work at their desks.

A Navy non-commissioned officer had this statement to make:

Certainly I heard rumors of shennenigans in the program during the national emergency but then where human beings are involved there will always be something amiss. Who can point the finger of perfection at anyone else's backyard no matter what program is involved.

I presume about the closest any of them come is the church and Salvation Army programs for a minimum of error. Heck who is perfect?

Another remark along the same vein was made by an Army commissioned officer. He said, "There is room for improvement- but this is true of any organization." An Army private states, "Some places the Red Cross is doing a good job but as a vet I don't agree." An Army Air Force corporal made this statement, "During the war I found the chapters in the West and Southwest doing a better job than in the Lansing Area." An Air Force private had this to say, "The Red Cross program is good or bad depending on the local staffs or individuals."

Three of the veterans made quite positive statements about the Red Cross. An Army Air Force Sergeant made this statement:

On the whole, a splendid organization; much maligned, but mostly without adequate proof. My loan and emergency leave in 1945 were well handled and my own contacts with the Red Cross were very good. However, there were always vicious rumors about the Red Cross, which I can see were just a part of the general griping in the service.

An Army sergeant said the following:

In Africa, after being discharged from the hospital, while awaiting shipment to the United States, I had the good fortune of working for the American Red Cross. Attached to the unit at Canastel Oran, North Africa, I first was connected with the Snack Bar guiding Italian prisoners who worked in the kitchen and also assisting with the oper-

ation of the Snack Bar. Later, I was working in the field director's office as a personnel consultant, assisting men who were new to combat. I felt that in helping these men, I was doing my small bit even though I was no longer fit for combat. These experiences left me with a warm feeling toward the Red Cross. They did a swell job over there.

This man signed his name. He was a person who had ample opportunity to see what the Red Cross really did during the war. His statement seems to support the findings of George Gallup who found that the soldiers who had had the most experience with the Red Cross were the ones who were the least critical of the organization.

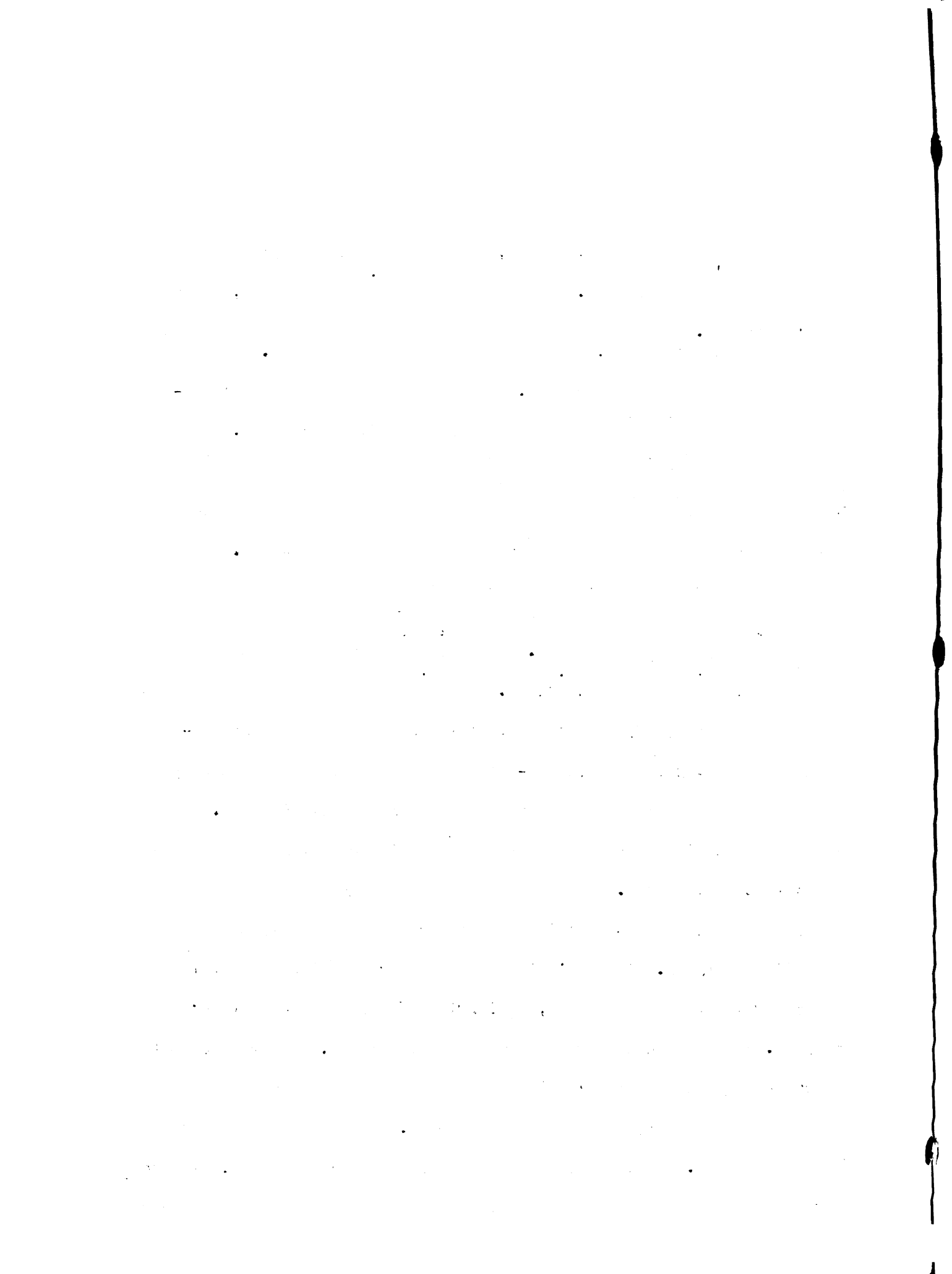
Another Army sergeant made this statement:

I found the Red Cross helpful both in the Pacific and at home during World War II. Have had no experience with them since, but judging from the press, they are doing a good job on the domestic front.

Another Army sergeant said, "After contributing to the Community Chest by salary deduction- got no financial help when therapy treatments were needed for my wife who has a rare nerve disease." Giving financial help in a case such as this is not a function of the American Red Cross.

The statement that this Army Air Force sergeant makes may be a legitimate gripe. "The only time we asked the Red Cross for help was after the war when my wife, a GI bride was very despondent and worried. She wanted someone to come and talk to her. We were put out of our apartment and practically no warning because the owner moved out and he wanted the new owner to take over. The Red Cross worker refused to come." Evidently this was handled undiplomatically. If the man had been home and was a veteran, he would no longer have come under





the helping jurisdiction of the Red Cross. This case might have been referred to the Veterans Administration or the County Welfare. Whatever the referral, an explanation should have been made as to why the agency could not handle the case.

One man, who was vehement on all of his other answers, said, "As far as I'm concerned the biggest share of it stinks!" This man had two disappointing experiences with the Red Cross. He had applied for an emergency loan and it had been denied. His family had applied for emergency leave and he said that the Red Cross took two weeks and still no leave, so the doctor obtained it. This man was a seaman first class in the Navy. His not getting the loan is understandable. The Red Cross policy is to wire the field director to see if the military will authorize a loan. Except in very extenuating circumstances, the Red Cross cannot make loans to servicemen without military confirmation. It is more difficult to understand why he did not get emergency leave. There must have been circumstances of which the man was not aware. Whatever the situation was, the interpretation given must have been very sketchy to have left the man with such a negative feeling toward the Red Cross.

A naval enlisted man had this to say about the Red Cross. "The American Red Cross is poorly managed, unconservative, and over-exaggerated in its usefulness. The Salvation Army performs the same services (with the exception of blood gathering) with a sincere purpose in mind."

An Army sergeant gave a lengthy summary of his feelings about the Red Cross, most of which the writer will quote as it has some interesting

points relevant to the project.

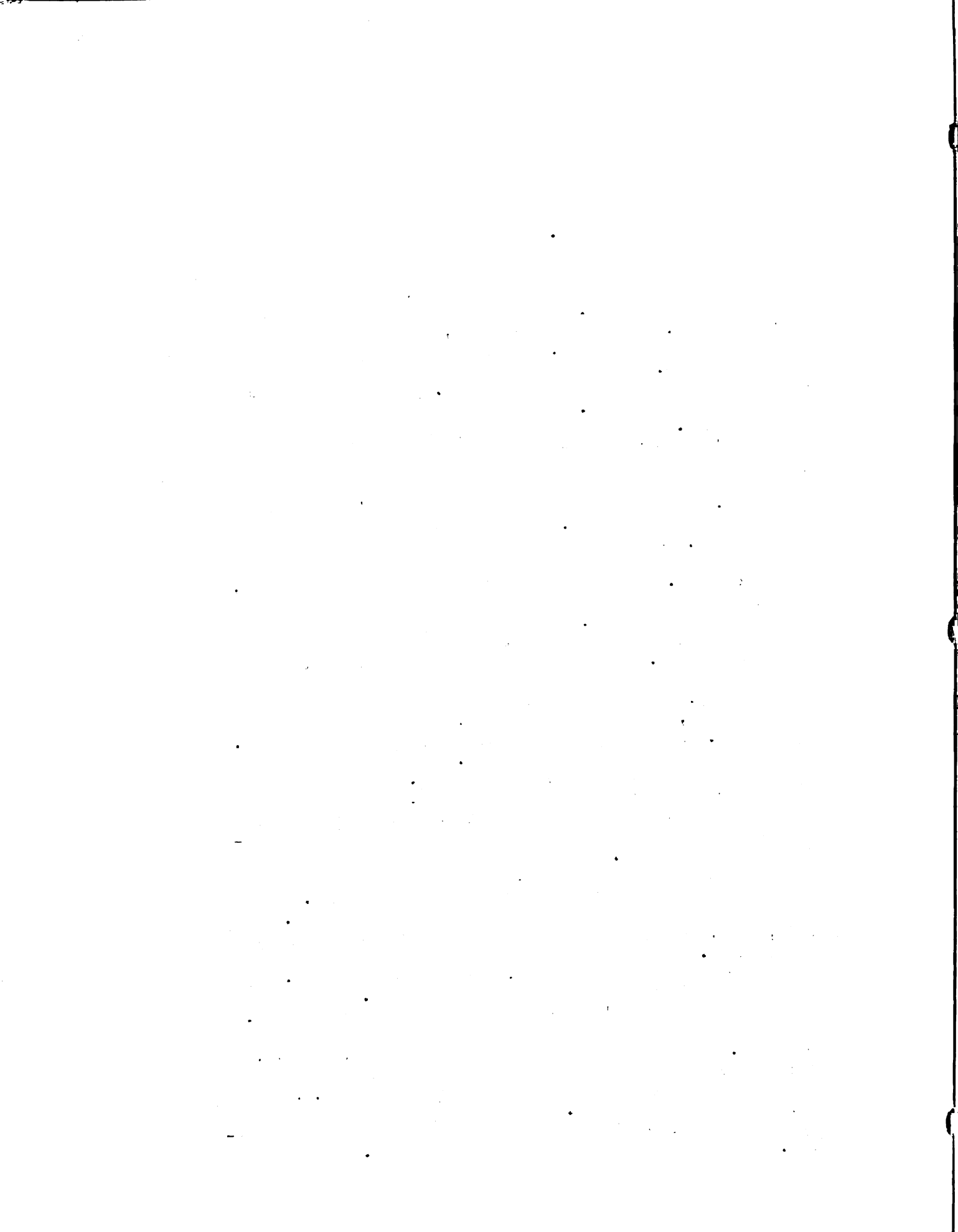
I worked in troop movements and when a bunch of fellows were transferred from one camp to another, the Army gave them tickets to the new camp. If you lived on or near the route that was taken, going to the new camp, you could stop off and have your furlough at home. These two fellows lived in the other direction. The two fellows went to the Red Cross to get money for train fare to their home. They were told to get it through the Army. They lost a day and a half of their furlough time.

I don't like the half-truth that was shown in the movies (we were told these were real Red Cross films in action) that we saw in the defense plant to get us to donate money to the Red Cross. I was foolish enough to give a day's pay after seeing one of these films. I had two brothers in the service at this time. Here I saw field workers right up near the battle lines getting information from fellows for their loved ones back home. When I lost one of my brothers in the Army, my sister went to the Red Cross to get added information and she got no satisfaction. So I went to the Red Cross and asked the woman if she could get me additional information about my brother. She said that all that could be done is what the government has done which was only a telegram telling of his death. Then I asked the woman if she could let my other brother, who was aboard a ship, know about the death of my brother. I gave her the information she said she needed. I even offered to pay for the expense. She said that the Red Cross performed this sort of service free. My brother never did receive any notice from the Red Cross. He found out about his brother after he hit New York Port and picked up his mail which was forwarded to this port and laid there until his ship came in.

While I was in the service, my wife took my two small children down to the Red Cross to get shoes for them. They asked my wife if she had relations living here in town. She said, "Yes," and then she was told to go to them and get the needed help.

To be fair to the Red Cross, they did help me once. My daughter was in the Marine Corps in California. It was some time my daughter didn't write and my wife was worried sick. We sent a telegram and special delivery letters and there was no reply. I called the local Red Cross and they, in turn, called the local Red Cross office in California and they checked on my daughter and found out that she was O.K. and this was no expense to me.

The above is what happened to me personally and not hearsay. I will always wonder about the Red Cross.



This man has some very negative feelings about the Red Cross that seem very justified in his eyes. In the case of the two friends asking for transportation money, the Red Cross would have gone against military orders if they had given the men money. As emergency leave was not involved, the Red Cross would not have lent the money as a general policy. The method of giving this information probably caused the antagonism toward the agency. There could have been any number of reasons why the brother did not receive word about his brother's death. There is no doubt in the writer's mind but that the Red Cross sent the message. There would be no way for the local Red Cross to know whether the message had been delivered because with that sort of message there would be no reply necessary. This circumstance evidently took place in the middle of the war and the man was at sea. It is understandable why the message did not get delivered. This was probably not the fault of the Red Cross, however. The shoe incident might have been handled in a more diplomatic way, by referral to the Volunteers of America, for instance. The worker may have ascertained that the family was well able to assist and suggested that logical resource. With better interpretation, on the part of the worker, all of these experiences might have been gone through without leaving the man with such a feeling of animosity. The difficulty of getting messages through to a ship during wartime, with the explanation that the Red Cross could only send the message and hope that it would get through, would have helped the men accept the almost inevitable outcome in this case.

One can't help but admire this man's fairness toward the Red Cross when the agency did do him a service.

Most of the remarks made by the veterans have shown that personal animosities toward the Red Cross have been caused, for the most part, by lack of interpretation, on the part of the worker, of the agency's function. As is indicated in Table 9, some people believe that the Red Cross does everything. As long as some people do believe this, there are bound to be misunderstandings when occasions arise to use Red Cross services.

In the following chapter, the writer draws several conclusions from the analysis and evaluation of the data.

CHAPTER V  
SUMMARY AND CONCLUSIONS

In this chapter, the writer will summarize the general nature of the whole study and will give the conclusions drawn from the data. The hypothesis is: most of the complaints and criticisms of World War II veterans about the services of the American Red Cross can be traced to a lack of understanding of the functions and policies of the organization.

A sample of 100 World War II veterans was taken from the files of the Ingham County Chapter of the American Red Cross. Questionnaires were sent to these 100 veterans. Thirty-three men returned the questionnaire. The questionnaire was designed to give data relevant to the feelings of veterans about Red Cross services during the war and their knowledge about, and feelings concerning, the agency's present program. Of the 33 men who answered the questionnaire, two were commissioned officers, 20 were non-commissioned officers and 11 were enlisted men.

For convenience in analyzing the data, it was divided into three units. The first unit was concerned with veterans' personal experiences with the Red Cross. The second unit dealt with veterans' current feelings about the Red Cross. The third unit was an evaluation of the answers given to the open-end question which gave the veterans an opportunity to tell any experiences which they had had with the Red Cross. After an analysis of the data the author draws the following conclusions:

1. A number of veterans have a more positive feeling now toward the Red Cross than they had while they were in service.
2. More men feel that they knew more about the Red Cross program when they were in service than they know now about the present services.
3. Most complaints and criticisms can be traced to a lack of understanding of the policies and functions of the organization. One example supporting this would be the man who felt that the Red Cross was responsible for leave not being granted. Another example would be the veteran's opinion that the Red Cross was responsible for a loan being denied.
4. Better interpretation of the policies and functions, on the part of agency personnel, might have made for better public relations during the war.
5. There is some misconception, on the part of veterans, about the Red Cross Blood Program. Some men feel that the organization charges for blood.
6. There are some areas of service performed by the Red Cross which are not well-known by veterans. They are not aware of the fact that the Red Cross has a youth program, namely, the Junior Red Cross. About half of the veterans do not know that the Red Cross helps servicemen's families, which is a function of the Home Service Department.

The data obtained for this study appears to support the hypothe-



sis that World War II veterans' complaints and criticisms have been due to a lack of understanding of the policies and functions of the American Red Cross.

CHAPTER VI  
RECOMMENDATIONS

The writer has the following recommendations to make:

1. The American Red Cross would do well to continue and insist on continuing- the policy of making no charge for anything where personnel of the Armed forces are concerned.
2. A thorough screening should be made of personnel, particularly female personnel, who will be working in areas where servicemen are stationed. The screening should consist of a thorough check of personality patterns, habits, moral standards, educational background, work history, and health. (in making the latter statement, the writer is well aware that the Red Cross did a very thorough screening job during the war and the statement is not made in a critical vein.) Should an emergency situation arise again where many new staff members must be hired, hurriedly, it would be better for the organization to have no service at all than to have services that are improperly performed.
3. The use of married couples overseas should be explored. This would tend to rule out the sex factor, in a great many cases, if the husband and wife team could be stationed together. Educational subsidies in the form of scholarships and stipends for in-service training might encourage young married couples to take up Red Cross work as a career.
4. Agency personnel should be encouraged to attend workshops and

conferences so that there will be a more equal application and interpretation of American Red Cross policies all over the world.

5. Public Relations should be continually stressed in staff discussions with each individual making contributions as to ways services can be improved.
6. Public relations should be a special adjunct of all training programs for both staff and volunteers.

**APPENDIX I**

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The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry should be supported by a valid receipt or invoice. This ensures transparency and allows for easy verification of the data.

In the second section, the author outlines the various methods used to collect and analyze the data. This includes both primary and secondary data collection techniques. The primary data was gathered through direct observation and interviews with key personnel. Secondary data was obtained from existing reports and databases.

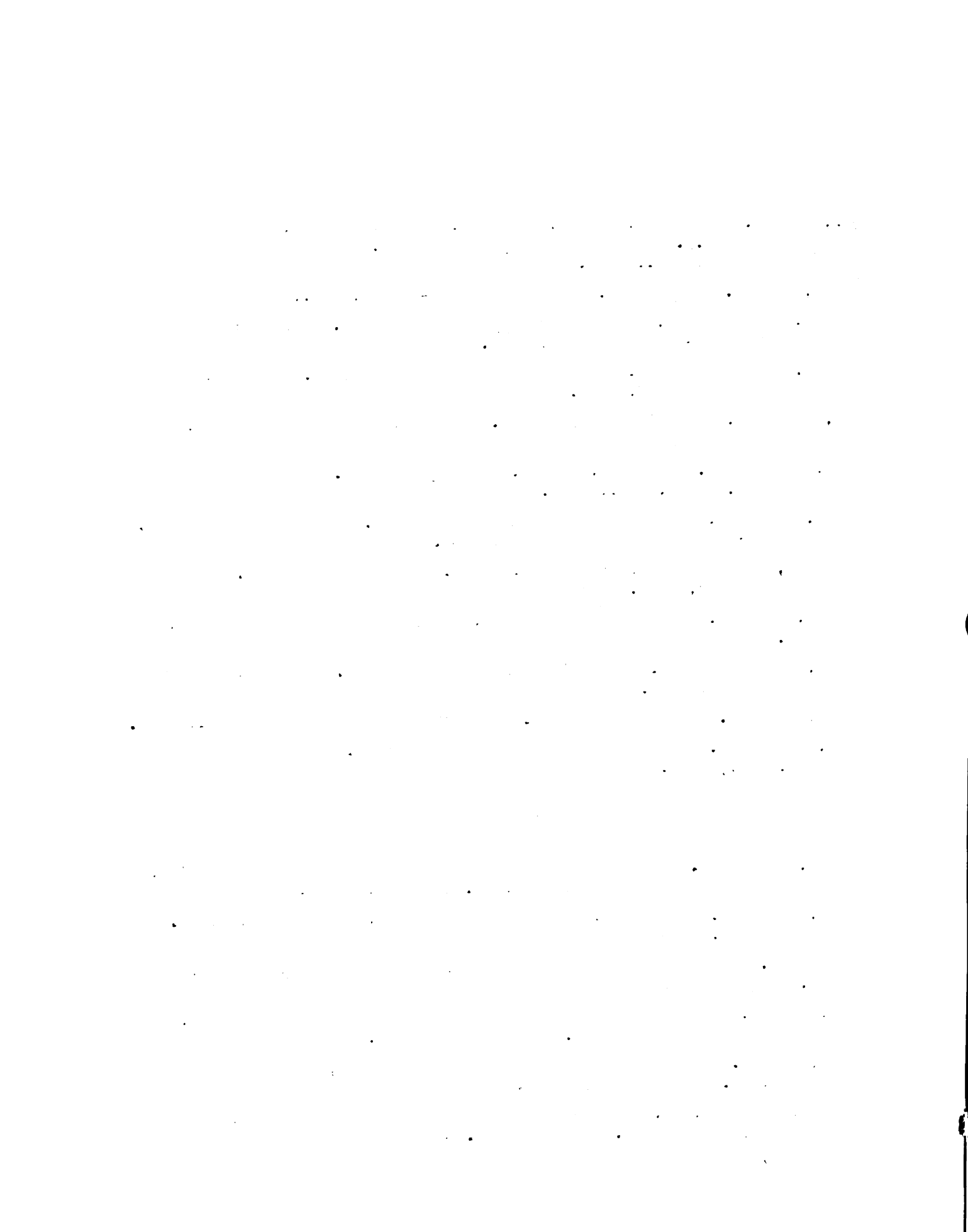
The third section details the statistical analysis performed on the collected data. This involved using a variety of statistical tests to identify trends and correlations. The results of these tests are presented in a series of tables and graphs, which clearly illustrate the findings of the study.

Finally, the document concludes with a series of recommendations based on the research findings. These recommendations are designed to help improve the efficiency and accuracy of the data collection process. It is hoped that these suggestions will be helpful to other researchers in the field.

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1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is essential for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent and reliable data collection processes to support informed decision-making.

3. The third part of the document focuses on the role of technology in modern data management. It discusses how advanced software solutions can streamline data collection, storage, and analysis, leading to more efficient and effective operations.

4. The fourth part of the document addresses the challenges associated with data security and privacy. It stresses the importance of implementing robust security measures to protect sensitive information from unauthorized access and breaches.

5. The fifth part of the document concludes by summarizing the key findings and recommendations. It reiterates the importance of a data-driven approach and encourages the organization to continue investing in its data management capabilities.

**APPENDIX II**

February 3, 1958

Dear Sir:

Your co-operation is asked in filling out the enclosed questionnaire. The information obtained from this questionnaire will be the basis for a study which is being made by a graduate student of the School of Social Work at Michigan State University under the auspices of the Ingham County Chapter of the American Red Cross.

The purpose of the study is to learn how much is known about the current Red Cross program and how servicemen feel that the program can be improved. A random sample has been chosen from World War II veterans. It is felt that you, as one of this group, can provide some of the information that we are seeking.

You will be performing a public service in the interest of community betterment if you will take the time to complete the questionnaire and return it by February 14. Please omit any identifying information as we are interested only in your answers.

Gratefully,

A Graduate Student

## QUESTIONNAIRE

- . In what branch of the service were you? \_\_\_\_\_  
 . What was your rating at the time of your discharge? \_\_\_\_\_  
 . Which combat ribbons did you get? \_\_\_\_\_  
 . From your own experiences, do you feel that the American Red Cross did a good job during the war? Yes \_\_\_ No \_\_\_ Occasionally \_\_\_ Most of the time \_\_\_  
 . Do you feel that Red Cross workers were overpaid during the war? Yes \_\_\_ No \_\_\_  
 . Some vets have indicated having women workers overseas contributed to the morale. Do you agree? Yes \_\_\_ No \_\_\_ If no, explain please \_\_\_\_\_  
 \_\_\_\_\_  
 . Did you personally ever purchase cigarettes marked "Gift of the American Red Cross? Yes \_\_\_ No \_\_\_ If yes, Where? \_\_\_\_\_  
 . There were many sweaters and comfort articles made by American volunteers during the war. Did you ever purchase such articles? Yes \_\_\_ No \_\_\_ If yes, please tell us where. \_\_\_\_\_  
 . Did you ever hear of the Red Cross selling blood or plasma? Yes \_\_\_ No \_\_\_ If yes, will you please give the details. \_\_\_\_\_  
 . In the area served by the Ingham County Chapter of the American Red Cross, do you think that there is any charge for the blood itself? Yes \_\_\_ No \_\_\_ Don't Know \_\_\_  
 1. If yes, why do you think so? \_\_\_\_\_  
 2. Did you ever obtain a loan from the Red Cross while you were in service? Yes \_\_\_ No \_\_\_  
 3. Were you ever charged interest on such a loan? Yes \_\_\_ No \_\_\_  
 4. If yes, please give some of the details. When? Where? How much? \_\_\_\_\_  
 \_\_\_\_\_  
 5. Did you or your family ever try to obtain emergency leave? Yes \_\_\_ No \_\_\_  
 5. Were you denied this leave? Yes \_\_\_ No \_\_\_ If yes, please give the details. \_\_\_\_\_  
 \_\_\_\_\_  
 7. Will you check the services which you think the Red Cross performs.  

___ Teaches First Aid	___ Helps unmarried mothers.
___ Holds free dances	___ Teaches home nursing
___ Operates a swimming pool	___ Has courses in mass feeding
___ Collects blood	___ Gives financial help to civilians
___ Helps burned-out families	___ Helps veterans' families
___ Teaches life-saving	___ Helps servicemen's families
___ Arranges adoptions	___ Has a recreation program
___ Runs a transient shelter	___ Has a youth program

  
 3. Do you feel that the peacetime American Red Cross is doing a good job? Yes \_\_\_ No \_\_\_  
 . If yes, in what ways? \_\_\_\_\_  
 . The American Red Cross in Ingham County is a Community Chest Agency. Do you contribute to the Community Chest? Yes \_\_\_ No \_\_\_  
 1. Do you have any experiences, criticisms, or comments about the American Red Cross that you would like to share with us? If so, use the reverse side of the paper to write.



# THE AMERICAN RED CROSS

INGHAM COUNTY CHAPTER  
AND  
REGIONAL BLOOD CENTER  
§ § §  
P.O. BOX 2184  
LANSING 11, MICHIGAN  
PH. IV. 4-7461

December 2, 1957

Dr. Ernest B. Harper  
Director, School of Social Work  
Michigan State University  
224 Morrill Hall  
East Lansing, Michigan

Dear Dr. Harper:

We have reviewed the outline of the proposed study submitted by Mrs. Norma Sweeney and wish to advise that we heartily endorse it and will authorize the use of our files for source material and names of those to be interviewed.

It has long been our feeling that a better understanding concerning the basis of complaints against the Red Cross will be helpful to us in answering them and in building our public relations. Mrs. Sweeney's study should be extremely beneficial in that regard.

Sincerely yours,

W.C. Wilkinson  
Manager

THE AMERICAN NATIONAL RED CROSS  
Midwestern Area  
4050 Lindell Blvd., St. Louis 8, Mo.

March 4, 1958

Mrs. Norma Sweeney  
406 S. Pine St.,  
Lansing, Michigan

Dear Mrs. Sweeney:

I was very interested in your choice of subject for your thesis and have followed every possible clue to try to obtain a copy of the survey you mentioned by Robert K. Murray, entitled, "Public Opinion in Relation to the American Red Cross". I am sorry, but this survey is not recollected by any member of this staff. I do know a Gallup poll was taken on Red Cross in the mid-1940s, but here too I find no copy is available.

I am sorry I can be of no better help to you, but I would deem it a very great favor indeed if you could share with us the results of your questionnaire being sent to 100 veterans. I am sure we in this office would learn a great deal.

Yours very truly,  
S/Otto J. Brenner  
Otto J. Brenner  
Director, Public Information

THE AMERICAN NATIONAL RED CROSS  
National Headquarters  
Washington 13, D. C.

April 9, 1958

Miss Norma Sweeney  
406 S. Pine Street  
Lansing 33, Michigan

Dear Miss Sweeney:

Your letter of April 2 to General Alfred M. Gruenther has been forwarded to me for reply. Your research on the subject of complaints of members of the Armed Forces against the Red Cross is naturally of interest to us, and I would like to see a copy of your thesis when it is completed.

As a retired Army officer, General Gruenther has paid particular attention to the matter of criticism by World War II veterans and men now on active duty. He spent part of last summer visiting Red Cross installations in Europe, trying to uncover the reasons for current and former so-called "gripes." In his travels in this country, as well as in the Far East, he has made a continuous effort to improve relations between the Red Cross and the men and women in the Armed Forces.

Enclosed is a press digest of remarks made by General Gruenther at a Red Cross meeting in Toledo, Ohio, and I would like to call your attention to the topic "Services to the Armed Forces and Veterans," pages 3-5.

Another publication which will be of interest to you is the pamphlet, "Since You Ask Me - Here Are The Facts," pages 5-9. This grew out of a publication issued shortly after World War II to encounter the criticism entitled, "Answers to GI Complaints." Based on "A Study of Public's Attitude Toward the American Red Cross" of 1946, made by the Gallup Poll, the following three reasons were listed most frequently by veterans as the reasons for criticism against the wartime activity of the Red Cross:

1. Preference shown officers over enlisted personnel
2. Poor management



- 2 -

3. Charge for goods and services which other organizations did not charge for and for which donations were given to the Red Cross. An additional complaint registered by civilians, repeating what had been heard from ex-servicemen, was "Red Cross never did anything for me."

In addition to the explanation you will find in "Since You Ask Me," I might point to the affirmative side of the 1946 poll. Both veteran and civilian response to the question, "In your opinion, which one of the organizations you have named performs the most useful work in this country?" revealed 67 percent naming Red Cross.

Of those queried "Have you ever given money to the Red Cross?", 96 percent answered "yes." When asked "If you had some money you wanted to contribute, which organization would you prefer to give your money to?", Red Cross led the list with 39 percent. Among reasons for this answer were the following:

1. Farthest reaching organization, most universal services, work covers largest field
2. Would do the most good
3. Help in any disaster, help soldiers and families in war and peace
4. Well established and well-managed charitable organization
5. Help all people regardless of race, color and creed
6. Can use the money to the best advantage
7. The most active
8. At front in war work
9. Help injured soldiers - only one that does actual hospitalization

Similar polls taken in 1948 and 1951 revealed essentially the same information, only with the added question of separate versus united fund raising. Since the only copies of these reports are in the archives at national headquarters, we cannot send you the survey results. However, if you wish to have more detailed information about any particular aspect of this situation, please do not hesitate to write us.

I hope this information will be helpful, and wish you the best of success in your work on your thesis.

Sincerely,  
S/Harry Martin

Harry Martin, Director  
Office of Public Information

AMERICAN INSTITUTE OF PUBLIC OPINION  
National Weekly Surveys of Public Opinion  
Sponsored by America's Leading  
Newspapers

Dr. George Gallup  
Director

Princeton,  
New Jersey

April 15, 1958

Miss Norma Sweeney  
406 South Pine Street  
Lansing 33, Michigan

Dear Miss Sweeney:

In regard to your letter to  
Dr. George Gallup, we would suggest that you  
write to the National American Red Cross at  
their Washington, D.C., headquarters.

They have the survey results  
of the poll done by the American Institute of  
Public Opinion. Also, they are the only agency  
which could give permission for release of the  
information.

We hope that this will be  
of some help to you.

Sincerely,  
S/ Carol McDonough

Carol McDonough  
Secretary to the  
Editorial Department

**APPENDIX III**

Press Digest of Remarks by  
Gen. Alfred M. Gruenther  
President, American National Red Cross  
Toledo Chapter Luncheon Meeting  
Red Cross 1958 Campaign for Members and Funds  
Toledo, Ohio  
Friday, February 28, 1958

(He will not read from text)

## 1. INTRODUCTION

Since taking office as president of the Red Cross the first of January 1957, I have spent a large part of my time visiting our chapters, surveying our numerous disaster relief operations, inspecting our services on military posts in this country, Europe, and the Far East and in meeting with labor, industry, and other leadership groups throughout the country. Much of my time with these groups has been devoted to a serious effort to explain to them the work of the Red Cross. We depend entirely on public understanding and good will for our existence.

We are continually faced with the difficulty of adequately telling the story of Red Cross services. The real story, of course, is written in the hearts of the people giving and receiving these services, and cold statistics and financial figures can only indicate the tremendous scope of the services.

## 2. DISASTER AND THE RED CROSS FINANCIAL POSITION

One of the most publicized, but -- paradoxically -- least understood of the services provided by Red Cross is that of disaster aid. Nearly everyone knows that in time of natural disasters the Red Cross gives emergency aid to victims, and that this aid includes medicine, food, and shelter. But -- and I must confess I was guilty of this too before becoming president -- few know of the long, tedious, and unglamorous rehabilitation task that follows a disaster, including the rebuilding of homes and the replacing of furniture to those in need.

For 77 years the American Red Cross has moved swiftly to the relief of disheartened, suffering people when disasters have ravaged American communities. In the first 75 years of its existence, the organization served in some 6,000 catastrophes, great and small, at a cost of more than two hundred million dollars. This was money voluntarily contributed by the American people. For, while responsibility for disaster relief is specified in the congressional charter under which Red Cross functions, its funds come entirely from the gifts of the people.

Now, this year the annual Campaign for Members and Funds is critical for the American Red Cross. Upon its success depends the continued ability of the Red Cross to act instantly and effectively when disasters crush American communities.

The disaster operations of the past 2½ years have wiped out our disaster reserve funds and brought funds available for national emergency to a dangerous low.

Here is how this came about.

From July 1, 1955, to June 30, 1957, disaster expenditures amounted to more than 51 million dollars. That averages out to about \$2,900 for every hour of every day during the 24-month period.

In the first 6 months of this fiscal year, that is from July 1 to December 31, our disaster expenditures have exceeded 5 million dollars. The major portion of this amount was spent on Hurricane Audrey, which lashed the Gulf coasts of Louisiana and Texas last June, bringing death to hundreds of unfortunate people and destruction to many thousands of homes.

It all adds up to an expenditure of more than \$56 million for disaster relief and rehabilitation in just 2½ years.

This \$56,000,000 financed more than 659 Red Cross disaster operations. It provided emergency care for 660,000 people and rehabilitation for 127,000 families. It repaired and rebuilt 60,000 homes and assisted 5,000 families with medical and nursing expenses.

Because of our extremely unfortunate disaster experience since 1955, it became necessary last year to review the whole operating budget of national headquarters. On my recommendation to the Board of Governors, we reduced the budget by \$2,600,000 for the current year. This meant economies in all fields, including a reduction of more than 300 positions in the national staff in personnel serving all over the world.

That reduction was not an easy one to make. I thought it would be when I started the cutting task, but I found there was the big danger that drastic cuts would reduce the effectiveness of some of our important programs. I am not sure now that we did not cut too much.

### 3. SERVICES TO THE ARMED FORCES AND VETERANS

One of the great problems faced by our organization is that of having its story and its problems properly understood. I can well understand why this is true. Most folks are simply too busy to keep posted on such matters. Thus, in my own case, after 38 years of service as an officer in the U.S.

Army, during which time I had extensive opportunities to see the Red Cross in action, I found there was much I did not know about Red Cross service. For example, it was not until about January 10 of last year that I learned that the Red Cross spends approximately \$36 million a year in service to the Armed Forces and veterans.

Paradoxically, some of the greatest misunderstandings exist in the minds of ex-members of the Armed Forces, whose "GI gripes" often cause the Red Cross considerable harm.

In an endeavor partially to correct this attitude I spent 17 days in July in Germany, France, and England visiting 23 U.S. Red Cross installations which serve our men and women in the Armed Forces in those areas. In the numerous meetings I conducted I encouraged everyone from private to general to criticize the Red Cross service and to offer suggestions for its improvement. However, the leaders were unanimous that the Red Cross is doing a fine job for the services and there were very, very few suggestions.

The appeal which I am making constantly to the leaders in the Armed Forces-- officers and non-commissioned officers alike -- is that they have a responsibility of informing their men -- and I mean all of them, not only the one-third who may benefit directly -- of the great contribution which the American people are making to preserve a high state of morale in our Armed Forces. I am certain that this service is of great importance to the military.

Take a specific case that came to my attention a few months ago. A sailor was with his naval unit in the Far East and his wife had to go to a naval hospital for an operation. There were three small children in the family and the financial resources were very meager. So the Red Cross provided a woman to care for the children for a period of 4 weeks until the mother was able to resume her duties. Instances of this type take place many times almost daily.

About one-third of all military personnel, in the course of a year, need Red Cross assistance in one form or another. The other two-thirds, who do not need the service, also by and large do not know very much about the job Red Cross performs. It is from this latter group, the so-called "GI gripes" come. The ex-serviceman who has never needed Red Cross help says, "The Red Cross never did anything for me while I was in service. Why should I do anything for it now?"

With approximately 2,600,000 men and women in the Armed Forces, Red Cross services to military personnel and their families require a large portion of each annual Red Cross budget -- about \$33 million.

The Red Cross has a field staff of over 2,000 stationed in this country and around the world at military installations and hospitals; another 4,400 staff workers and a monthly average of 8,000 volunteers served in chapter Home Service offices to assist the families of these men and women of the Armed Forces. These workers counsel them in personal and family problems; provide emergency financial aid; maintain a rapid communications service in family emergencies; and provide recreation for hospitalized military personnel and some able-bodied men at locations designated by the military.

Their record is impressive. During the past year 98,200 servicemen and women were served at military installations and hospitals each month; 105,700 cases and requests of servicemen and their families were handled by chapters each month last year.

Along with their services to present military personnel and their families, Red Cross chapters and the national organization perform services for veterans also.

Each month last year 128,000 patients in 176 Veterans Administration hospitals and domiciliaries were given personal service by Red Cross chapter volunteers, working with VA authorities and with hundreds of other local organizations.

In a changing world situation necessitating greater and greater dispersal of troops and machines in smaller units which are constantly mobile, the Red Cross task of meeting the problems of servicemen and their families becomes continually more complex and more costly.

#### 4. THE BLOOD PROGRAM

This year the Red Cross Blood Program celebrates its 10th anniversary. Last year Toledo joined the ranks of the chapters participating in the Blood Program. Since this chapter has made an outstanding success of its Red Cross services, I know your county-wide regional Blood Program serving 11 hospitals has added to the esteem in which Red Cross is held in this community.

From the first regional center which opened in Rochester January 1948, the program has grown to 51 regional programs with 1,500 participating chapters. It collects more than 2 million pints of blood annually and distributes blood to 3,900 hospitals in all 48 states and the District of Columbia. These statistics are only a faint reflection of the intrinsic importance of the program. Blood is used in surgery, in childbirth, serious accidental injuries, and in the treatment of certain diseases. From out-dated blood, Red Cross has processed and distributed millions of units of valuable blood products:





gamma globulin, for the modification and prevention of measles and for agammaglobulinemia -- a condition in which the patient cannot manufacture his own gamma globulin and is therefore subject to repeated infection; serum albumin, used in treating shock, severe burns, and certain kidney diseases; and fibrinogen, latest in the derivative family, now widely used in cases of severe hemorrhage, resulting from certain complications of childbirth.

(In the past decade, ARC processed and distributed at Red Cross expense 18,994,900 cc's of gamma globulin, 435,000 units of serum albumin and 5,200 units of fibrinogen. These derivatives have a current commercial value of more than \$50,000,000.)

Valuable as all this has been to the health of the American people, the real significance of the program lies in the continuing research in blood which has been made possible largely by the Red Cross Blood Program.

New blood fractions are now being studied; one of these is plasminogen, which when changed into an active form, enzyme plasmin, is capable of dissolving blood clots. It is hoped that before long this may be found useful in dissolving clots formed internally in the blood vessels.

Another fraction is ceruloplasmin, a potential curb for Wilson's disease, a serious neurological ailment in which there appears to be a partial absence of ceruloplasmin in the blood. Also, further uses of gamma globulin are being explored.

In laboratories throughout the country ... at this very moment...scientists are using Red Cross blood to expand the horizon still farther to find new fractions and new ways in which blood can be used to save our lives and the lives of future generations.

Eventually, we will be able to say that this most precious fluid has attained the ultimate in use, and that every bit of it is where it is needed when it is needed.

In August 1956, the Red Cross undertook a responsibility that may prove to be one of the most significant in the history of the Blood Program.

At the request of the Federal Civil Defense Administration, it agreed to develop a national plan for providing whole blood in time of war emergency. This plan would be carried out by the Red Cross under the supervision of the FCDA Health Office. The other participating agencies in the Joint Blood Council -- the American Hospital Association, the American Association of Blood Banks, the American Society of Clinical Pathologists, and the American Medical Association -- will all participate in the program with the Red Cross.



This plan must take into account that an attack with nuclear weapons on this country would cause vast destruction. Millions would be killed and injured and tremendous quantities of blood and its derivatives would be needed in a relatively short time to treat the casualties. All surviving blood collecting resources would have to put forth a maximum effort to meet even partially the blood needs.

Approximately \$14 million is spent each year for the Blood Program.

5. THE SAFETY AND NURSING SERVICES

Year in and year out, Red Cross devotes much time and thought to the important job of promoting safety and health in American communities. There is no standing still in these activities. New classes must be taught to keep pace with population growth. The latest approved techniques are adopted to keep Red Cross training effective and up to date. Several notable steps forward were taken last year.

The first aid textbook was issued in a completely rewritten new edition-- the first in 12 years. It draws freely on advances in teaching methods and incorporates techniques for the care of the injured developed by the medical profession since 1945.

A method of artificial respiration, ages old but now adopted with modern refinements, is being recommended for use on infants and small children and for adults whose breathing has been stopped by chest injuries. This is the mouth-to-mouth technique used in Biblical times whereby the rescuer breathes directly into the victim's mouth to restore air to the lungs.

Last summer Red Cross issued a new 36-page manual for parents, "Teaching Johnny To Swim." By following its simple steps, parents can give Junior the rudiments of swimming instruction before exposing him to the hazards of pools and beaches. It permits individual teaching, which is more effective than mass instruction for youngsters under 9 years of age.

Red Cross nurses served valiantly in the year's disaster operations, in the Blood Program, and in a wide variety of other community health programs. There were 2,500 nurse assignments to care for disaster victims. Ninety percent of the assignments were volunteer and on them nurses gave some 3,000 days of service in helping their neighbors.

When an epidemic of Asian flu threatened the nation last fall and winter, Red Cross Nursing Services in communities all over American intensified and expanded training in home nursing and for nurse's aides.

## 6. PREPARATION FOR THE FUTURE

Through its ten service programs, the Red Cross touches the life of nearly every American at one time or another. Aside from the direct relief given to disaster victims, to many members of the Armed Forces and their families, and to those who need blood, Red Cross reaches millions of families through its training in first aid, water safety and home nursing, through Junior Red Cross in the schools, and through direct contact of the public with the tens of thousands of Red Cross volunteers who serve in our communities.

At our national convention in May, President Eisenhower told the chapter delegates, "I think that the one great truth we should now get in our heads is this: this is no time for your country or for the Red Cross to falter, to hesitate, to think of turning back. The world grows. It grows in population, and as it grows in population the complexities of its problems increase."

Since World War II America has been going through a period of explosive growth. Industries have mushroomed over night and the populations of many communities have doubled and tripled.

These things all intensify and complicate the job of the Red Cross. There are wider populated areas to cover. There are many more people to serve and, in any great urban complex, the hazards to human welfare are bound to multiply as the expansion continues.

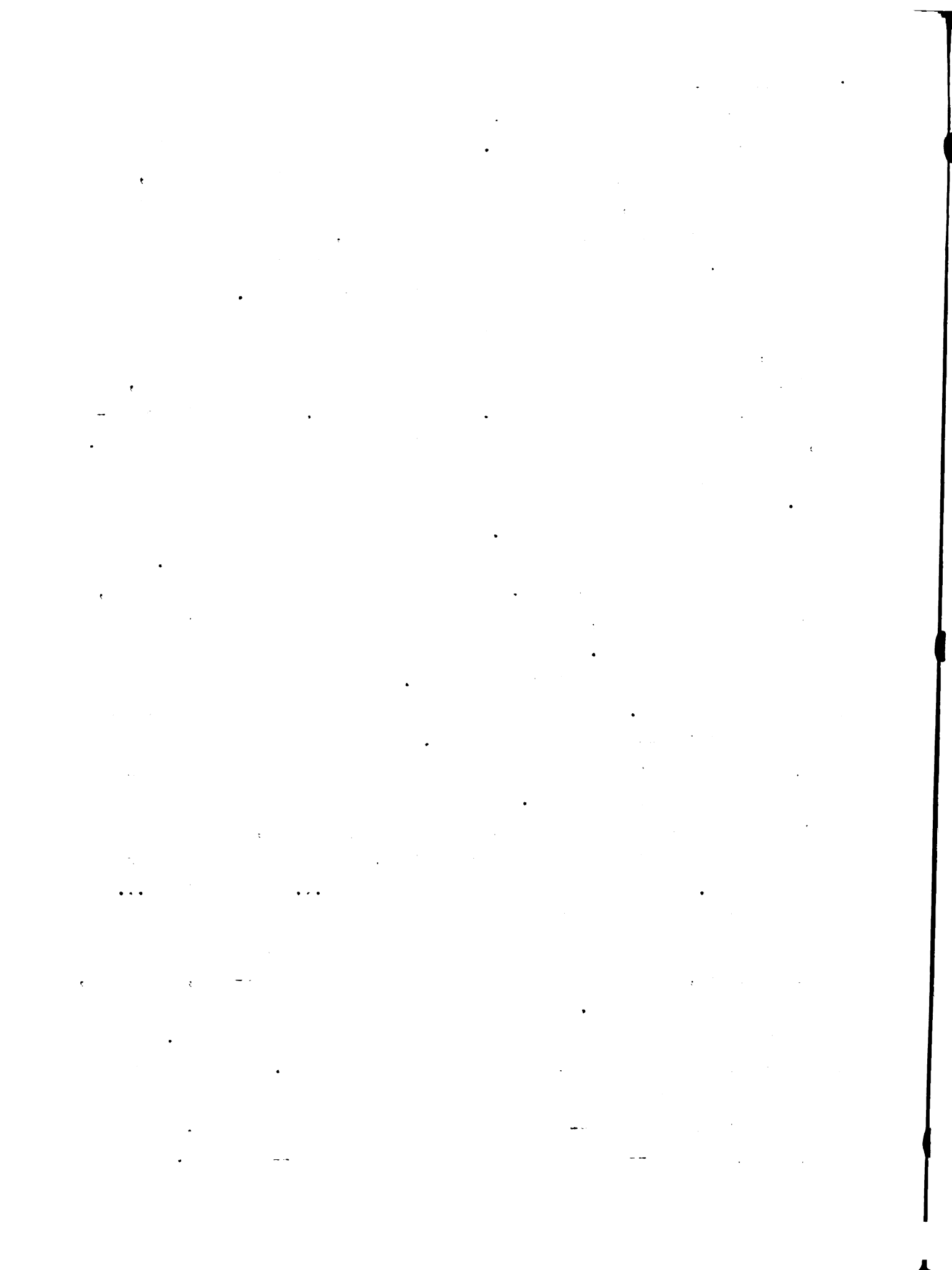
There is no possibility of standing still. Red Cross must keep pace with the tempo of the times. It is estimated that by 1975 our national population will be 228 million -- a gain of 63 million.

The Red Cross must grow along with our nation if it is to keep up with the increased demand for its services.

There will be even more communities to be hit by disaster, more homes to be destroyed by tornadoes or swept away by flood, more people to suffer in such situations. There will be more cars on the road ... more hospitals... and more patients in them. This means a need for more blood and for more volunteers to supplement the work of the professional nurse, more trained disaster workers, more food and shelter and medical supplies -- and, of course, more money to pay the bills.

These are a few of the things we can forecast with some certainty. There will be other dramatic changes we cannot even dream of now. All together they indicate that the Red Cross and its chapters will have to accelerate the pace rather than slow down -- will have to do more rather than less.

The will to grow -- and to serve the whole community -- is there. But



this will not avail without a dynamic increase in volunteer strength and in financial support.

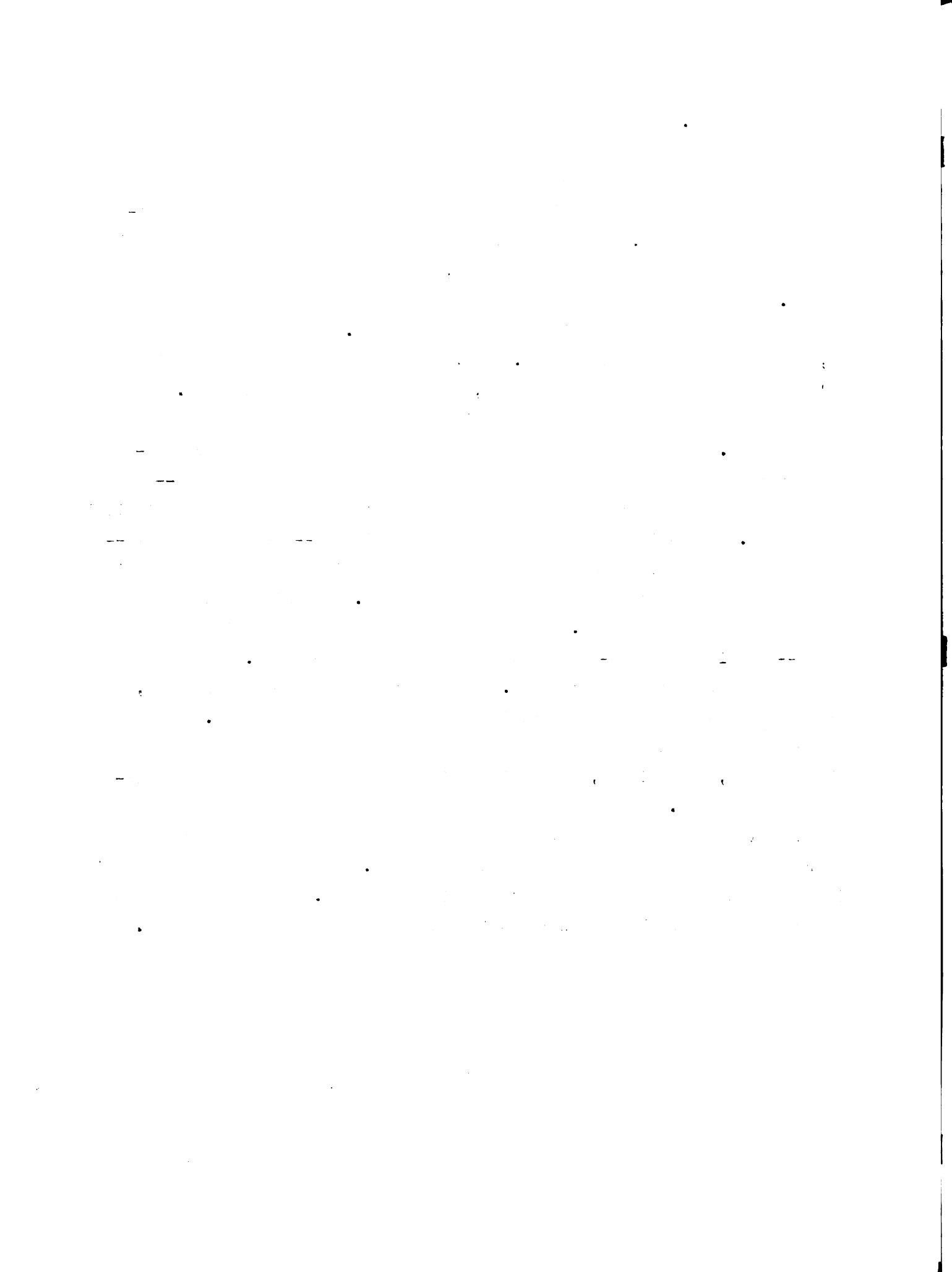
The vast population growth inevitable in the coming years is in itself a challenge to every Red Cross chapter to find ways of reaching every citizen with an urgent and compelling invitation to join Red Cross and to participate in its activities. We should find some assurance in the fact that while there will be more people needing service, there will also be more people to give it.

Last October a new epoch in world history began. Whether we like it or not, we have entered the space age. And, as in all new breakthroughs in man's mastery of the physical universe, there can be no turning back.

Every new age presents its own problems and its own special threats to human welfare. We are in the midst of a scientific and technological revolution that will lead us to untold wonders in the next few decades -- and also to untold horrors if social progress does not catch up with technological achievement. There is real danger that the importance -- and the support -- of our health and welfare organizations may be minimized under the compulsion to devote a great part of our resources to defense. Sputnik forced America to raise its military sights. But at the root of all endeavor is the human being -- the individual -- that Red Cross is pledged to serve. We have to raise our sights all along the line. We have to prepare for the new age, not only militarily but also in social understanding and progress.

We have to begin by recognizing that every new threat to human life and welfare means, potentially, a far bigger job for the Red Cross and all welfare organizations.

The strength of Red Cross lies in the fact that it is not solely an instrument to bind up the wounds of the suffering. Through its international missions it has a powerful appeal to people everywhere. It is an avenue to better understanding between nations that has thus far never been closed.



Final Issue of "The Audrey Reporter" Official Report of Hurricane Disaster  
Operations September 1957

BITTERNESS TRANSFORMED

(This editorial was written by Kenneth L. Dixon, former AP war correspondent and now editor of the Lake Charles AMERICAN PRESS).

These may be harsh words but in recent years the United Appeals fund drives here have succeeded in spite of the American Red Cross being one of the participating agencies.

This year, United Appeals leaders are convinced the campaign will succeed -- because of the Red Cross!

That, in a nutshell, tells the story of the total transformation in the attitude of Southwest Louisiana citizens toward the agency which administers the generosity of the American people.

Perhaps my own attitude is a good example. When I came home from World War Two and found my wife in a Red Cross uniform, to say I was unhappy about it would be the understatement of the year. Like many of you, some isolated experiences overseas had left me pretty embittered at the Red Cross. What I didn't stop to realize was that when the war broke out, in a matter of months the Red Cross staff jumped from a few hundred career workers to many, many thousands of wartime staffers and millions of volunteers. It was inevitable that they would get some bad apples -- as did the Army, the Navy, the USO and even the correspondents!

The miracle was that they didn't make more mistakes than they did. But the tragedy was that too many of us let isolated blunders be exaggerated out of all proportion until they blinded us to the magnificence of the overall job being done.

Usually it isn't easy to admit when you've been wrong, but it's a pleasure for me to report that today my wife can wear her Red Cross uniform anytime, any place, anywhere -- with my blessing!

It was the aftermath of deadly Hurricane Audrey that opened our eyes.

When the tragic storm had come and gone, leaving nearly 600 dead and damage into the hundreds of millions of dollars, the Red Cross arrived. Most of us were glad to see them partially because we had mellowed with the years, but mostly because we realized there was no organization other than the Red Cross capable of coping with a disaster of this magnitude. I'm afraid our attitude was a sort of "it's the only game in town" -- and couldn't have been very encouraging to the arriving disaster workers.

From the first day after the storm, you could sense the attitude changing. Local volunteer workers, (representatives of Red Cross chapter), during the hectic rescue phase, had signed chits for thousands of dollars of food, clothing, equipment, supplies and the like. The newly-arrived representative of the ARC treasury simply picked up the vouchers, opened the checkbook and started paying bills.

A child was born in Cameron the day the hurricane hit. If it lives to be a hundred, it can not live long enough to see all the combined Southwest Louisiana Red Cross drives even begin to equal the money that was spent here after the hurricane.



But the tangible things done by the Red Cross here are listed elsewhere in the pages of this report, of Hurricane Audrey. The intangibles, more difficult to define, often touched even closer to the heart ...

Career case workers from all parts of the country took the proud but shattered people of Cameron parish to their hearts ... They overcame the difficulty of the Cajun dialect ... They worked ten, 12 and 16-hour days, in 100-degree heat and amidst the smell and desolation of the disaster area...

Says a priest: "They transformed hopeless bitterness into hope and faith again -- faith in their fellow men everywhere..."

Says a merchant, now back in business: "I lost everything -- was ready to quit ... Somehow they gave me back my nerve ... I'll make it now."

Multiply this by the thousands and you'll begin to understand why and how dead cities are coming back to life -- destroyed communities are proudly, bravely rebuilding.

Without the Red Cross millions -- your millions -- it couldn't have been done. But the Red Cross gave them more. It gave them back their pride, their faith, their hope ... their reason for living ...

Of course there were mistakes and misunderstandings, but again the miracle is that there were so few.

And thousands of mistakes and misunderstandings were corrected -- including those of this writer, who will henceforth always be proud to speak out for the American Red Cross.

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