

NORTH CAROLINA STATE HISTORIC PRESERVATION OFFICE
Office of Archives and History
Department of Cultural Resources

NATIONAL REGISTER OF HISTORIC PLACES

Memorial Industrial School

Winston-Salem vicinity, Forsyth County, FY0686, Listed 8/13/2015

Nomination by Heather Fearnbach

Photographs by Heather Fearnbach, January, 2015



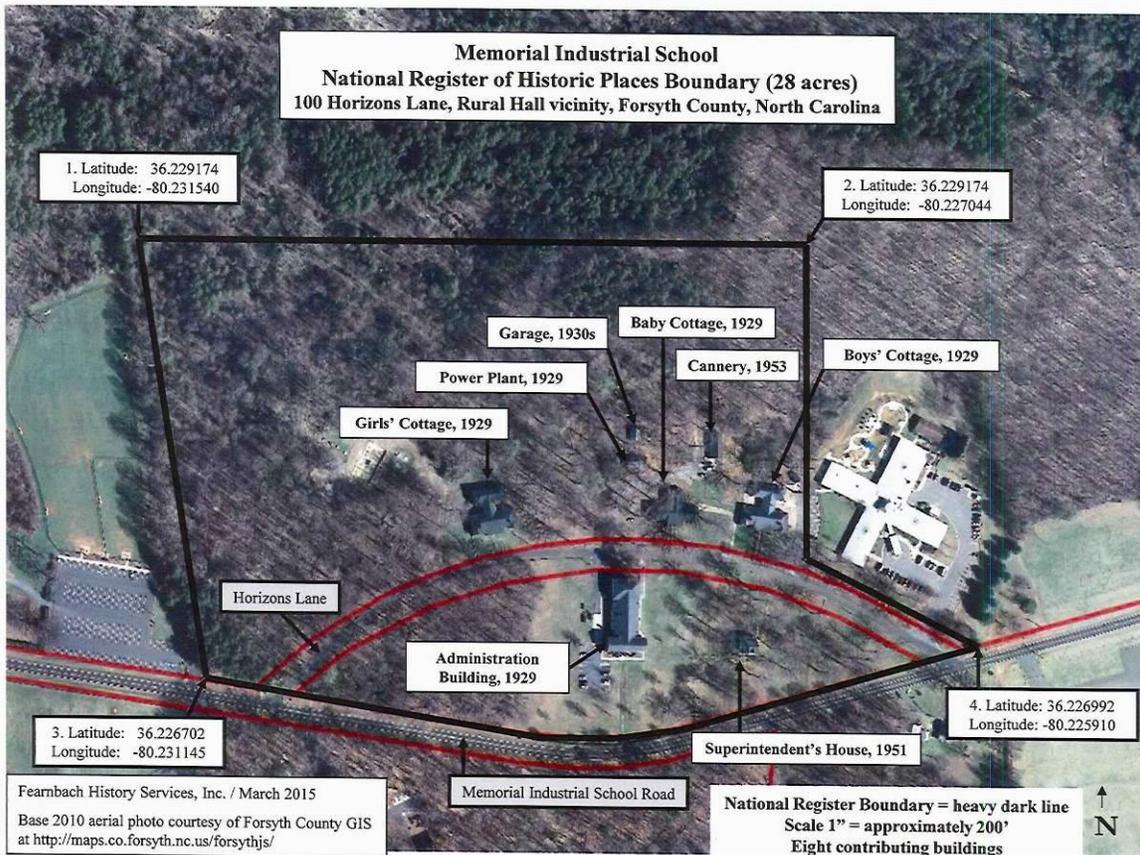
Administration Building



Baby Cottage and Girls' Cottage



Supertintendent's House



Aerial map

**United States Department of the Interior
National Park Service**

**National Register of Historic Places
Registration Form**

This form is for use in nominating or requesting determinations for individual properties and districts. See instructions in *How to Complete the National Register of Historic Places Registration Form* (National Register Bulletin 16A). Complete each item by marking "x" in the appropriate box or by entering the information requested. If an item does not apply to the property being documented, enter "N/A" for "not applicable." For functions, architectural classification, materials, and areas of significance, enter only categories and subcategories from the instructions. Place additional entries and narrative items on continuation sheets (NPS Form 10-900a). Use a typewriter, word processor, or computer, to complete all items.

1. Name of Property

historic name Memorial Industrial School

other names/site number N/A

2. Location

street & number 100 Horizons Lane

N/A not for publication

city or town Rural Hall

vicinity

state North Carolina

code NC

county Forsyth

code 067

zip code 27045

3. State/Federal Agency Certification

As the designated authority under the National Historic Preservation Act, as amended, I hereby certify that this nomination request for determination of eligibility meets the documentation standards for registering properties in the National Register of Historic Places and meets the procedural and professional requirements set for in 36 CFR Part 60. In my opinion, the property meets does not meet the National Register criteria. I recommend that this property be considered significant nationally statewide locally. (See continuation sheet for additional comments.)

Signature of certifying official/Title

Date

North Carolina Department of Cultural Resources

State or Federal agency and bureau

In my opinion, the property meets does not meet the National Register criteria. (See Continuation sheet for additional comments.)

Signature of certifying official/Title

Date

State or Federal agency and bureau

4. National Park Service Certification

I hereby certify that the property is:

entered in the National Register.

See continuation sheet

determined eligible for the National Register.

See continuation sheet

determined not eligible for the National Register.

removed from the National Register.

other, (explain:) _____

Signature of the Keeper

Date of Action

Memorial Industrial School
Name of Property

Forsyth County, NC
County and State

5. Classification

Ownership of Property
(Check as many boxes as apply)

Category of Property
(Check only one box)

Number of Resources within Property
(Do not include previously listed resources in count.)

- private
- public-local
- public-State
- public-Federal

- building(s)
- district
- site
- structure
- object

Contributing	Noncontributing	
8	0	buildings
0	0	sites
0	0	structures
0	0	objects
8	0	Total

Name of related multiple property listing
(Enter "N/A" if property is not part of a multiple property listing.)
N/A

Number of Contributing resources previously listed in the National Register
N/A

6. Function or Use

Historic Functions
(Enter categories from instructions)

EDUCATION: School
DOMESTIC: Institutional Housing

Current Functions
(Enter categories from instructions)

VACANT
HEALTH CARE: Residential Care Facility

7. Description

Architectural Classification
(Enter categories from instructions)

Classical Revival
Colonial Revival

Materials
(Enter categories from instructions)

foundation BRICK
walls BRICK
roof ASPHALT
other

Narrative Description

(Describe the historic and current condition of the property on one or more continuation sheets.)

8. Statement of Significance

Applicable National Register Criteria

(Mark "x" in one or more boxes for the criteria qualifying the property for National Register listing.)

- A** Property is associated with events that have made a significant contribution to the broad patterns of our history.
- B** Property is associated with the lives of persons significant in our past.
- C** Property embodies the distinctive characteristics of a type, period, or method of construction or represents the work of a master, or possesses high artistic values, or represents a significant and distinguishable entity whose components lack individual distinction.
- D** Property has yielded, or is likely to yield, information important in prehistory or history.

Criteria Considerations

(Mark "x" in all the boxes that apply.)

Property is:

- A** owned by a religious institution or used for religious purposes.
- B** removed from its original location.
- C** a birthplace or grave.
- D** a cemetery.
- E** a reconstructed building, object, or structure.
- F** a commemorative property
- G** less than 50 years of age or achieved significance within the past 50 years.

Areas of Significance

(Enter categories from instructions)

- Architecture
- Education
- Ethnic Heritage: Black
- Social History

Period of Significance

1929-1965

Significant Dates

1929
1951

Significant Person

(Complete if Criterion B is marked)

N/A

Cultural Affiliation

African American

Architect/Builder

Northup and O'Brien, architects
Frank L. Blum and Company, builder

Narrative Statement of Significance

(Explain the significance of the property on one or more continuation sheets.)

9. Major Bibliographical References

Bibliography

(Cite the books, articles, and other sources used in preparing this form on one or more continuation sheets.)

Previous documentation on file (NPS):

- preliminary determination of individual listing (36 CFR 67) has been requested
- previously listed in the National Register
- Previously determined eligible by the National Register
- designated a National Historic Landmark
- recorded by Historic American Buildings Survey # _____
- recorded by Historic American Engineering Record _____

Primary location of additional data:

- State Historic Preservation Office
- Other State Agency
- Federal Agency
- Local Government
- University
- Other

Name of repository:

Forsyth County Public Library, Central Branch, Winston-Salem

Memorial Industrial School
Name of Property

Forsyth County, NC
County and State

10. Geographical Data

Acreage of Property 28 acres

UTM References

(Place additional UTM references on a continuation sheet.)

See Latitude/Longitude coordinates continuation sheet

1	<u> </u>	<u> </u>	<u> </u>	3	<u> </u>	<u> </u>	<u> </u>
	Zone	Easting	Northing		Zone	Easting	Northing
2	<u> </u>	<u> </u>	<u> </u>	4	<u> </u>	<u> </u>	<u> </u>

See continuation sheet

Verbal Boundary Description

(Describe the boundaries of the property on a continuation sheet.)

Boundary Justification

(Explain why the boundaries were selected on a continuation sheet.)

11. Form Prepared By

name/title Heather Fearnbach
organization Fearnbach History Services, Inc. date 1/23/2015
street & number 3334 Nottingham Road telephone 336-765-2661
city or town Winston-Salem state NC zip code 27104

Additional Documentation

Submit the following items with the completed form:

Continuation Sheets

Maps

A **USGS map** (7.5 or 15 minute series) indicating the property's location

A **Sketch map** for historic districts and properties having large acreage or numerous resources.

Photographs

Representative **black and white photographs** of the property.

Additional items

(Check with the SHPO or FPO for any additional items.)

Property Owner

(Complete this item at the request of SHPO or FPO.)

name Forsyth County (J. Dudley Watts Jr., county manager)
street & number 201 N. Chestnut Street telephone 336-703-2020
city or town Winston-Salem state NC zip code 27101

Paperwork Reduction Act Statement: This information is being collected for applications to the National Register of Historic Places to nominate properties for listing or determine eligibility for listing, to list properties, and to amend existing listing. Response to this request is required to obtain a benefit in accordance with the National Historic Preservation Act, as amended (16 U.S.C. 470 *et seq.*)

Estimated Burden Statement: Public reporting burden for this form is estimated to average 18.1 hours per response including time for reviewing instructions, gathering and maintaining data, and completing and reviewing the form. Direct comments regarding this burden estimate or any aspect of this form to the Chief, Administrative Services Division, National Park Service, P. O. Box 37127, Washington, DC 20013-7127; and the Office of Management and Budget, Paperwork Reductions Projects (1024-0018), Washington, DC 20303.

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Section 7. Narrative Description

Setting

Memorial Industrial School stands at 100 Horizons Lane in north Forsyth County's Salem Chapel Township, approximately four miles southeast of Rural Hall and about eight miles north of downtown Winston-Salem. The area's gently rolling topography and rich soil made it ideal for farming. Although large agricultural and wooded tracts remain, residential development continues to encroach upon the rural setting.

Memorial Industrial School operated at this site from mid-August 1929 until June 30, 1971. Horizons Residential Care Center, a non-profit facility for developmentally-disabled individuals, occupied the campus in June 1973 and still utilizes eight buildings originally associated with the African American orphanage. Forsyth County purchased 492 acres historically owned by Memorial Industrial School in 1977 and leased twenty-seven acres to Horizons Residential Care Center. Most of that property is encompassed within the twenty-eight-acre National Register boundary on Memorial Industrial School Road's north side.

The semicircular, asphalt-paved Horizons Lane bisects the campus and intersects Memorial Industrial School Road at two points east and west of the buildings. The drive, named in conjunction with Horizons' tenancy, was part of the original site plan. Although landscape plantings are minimal, some deciduous and evergreen trees and shrubs line the building foundations and sidewalks and ornament the grass lawn.

Winston-Salem architects Northup and O'Brien laid out the overall site plan and designed the administration building, three residential cottages, and power plant completed in 1929 by Frank L. Blum and Company. The two-story brick administration building occupies a prominent location at the center of the grass lawn south of Horizons Lane, with its primary (south) elevation facing Memorial Industrial School Road. Concrete sidewalks provide access to the structure's east and west entrances from Horizons Lane and extend south to Memorial Industrial School Road, west to an asphalt-and-concrete-paved driveway, and southwest to a rectangular asphalt-paved parking lot. The 1951 Superintendent's House, situated east of the administration building, also fronts Memorial Industrial School Road.

Concrete sidewalks lead to the front porches of each of the three brick residential cottages on Horizons Lane's north side. West of the Baby Cottage, bricks pave the south end of the gravel drive that continues north to the brick power plant, frame garage, and the 1953 concrete block cannery. A brick sidewalk connects the Baby Cottage's rear entrance to the gravel drive.

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Unpaved access roads extend to the current and defunct water treatment system pumping stations and the wooded areas north of Horizons Lane. Portions of mostly collapsed post-and-wire fences that bordered pastures and fields remain in the woods. The north National Register boundary aligns with a section of historic fencing. The site grade drops dramatically north of the fence line, where a ravine separates a reforested area from dense woods.

Horizons Residential Care Center uses the Boys' Cottage as its administration building, the Superintendent's House as an employee wellness center, and the 1929 administration building's auditorium/gymnasium as recreational space. In order to provide comprehensive interdisciplinary services, Horizons erected in 1988 the one-story, flat-roofed, brick, thirty-bed facility called the Atrium that is east of the Boys' Cottage and excluded from the National Register boundary.

Surrounding Horizons' tract, Forsyth County has since 1977 maintained Horizons Park, which features amenities such as a disc golf course, a dog park, a picnic shelter and tables, and recreational fields and trails. The park includes two large, frame, gambrel-roofed barns on Memorial Industrial School Road's south side that functioned as part of Memorial Industrial School's farm. The former dairy barn and horse barn have standing-seam metal roofs, but have been altered by the application of T-111 siding that covers all original window and door openings. Forsyth County also installed roll-up garage doors and single-leaf steel doors to secure the buildings. Historic agricultural field patterns are clearly visible in current aerial views, although some pastures and fields have been allowed to revert to forest and others are used for recreational purposes. In 2013, Save Historic Red Banks School, Inc., moved the one-story, weatherboarded, 1881 Red Bank School, which originally stood approximately one mile to the northeast, to a gravel lot in Horizons Park north of Memorial Industrial School Road and west of the Horizons Residential Care Center property.

Administration Building, 1929, 100 Horizons Lane, contributing building

The austere, red brick, I-shaped administration building stands two hundred feet north of Memorial Industrial School Road. Executed in Flemish bond with dark-glazed headers, the edifice comprises a two-story, side-gable-roofed, south office block and a one-story, gabled, rear classroom and kitchen wing that extends north to the hip-roofed auditorium/gymnasium. The nine-bay-wide and three-bay-deep south block features large window openings with soldier-course sills on its south, east, and west elevations. The first-story windows are slightly taller than those on the second story. The north elevation, which extends a single bay on either side of the rear wing, is windowless.

A one-story, three-bay-wide, one-bay-deep, brick entrance portico fronts Memorial Industrial School Road. Classical cast-stone detailing includes pilasters flanking the round-arched openings, a plain cornice, and coping. A keystone and impost blocks embellish each arch. The portico has a poured

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concrete floor and two concrete steps leading to its central entrance. Horizons Residential Care Center removed the portico's flat roof before 2006.

Single-leaf steel replacement doors with original six-pane transoms pierce the two-story block's north elevation close to its east and west ends. Directly above the east door, a single-leaf steel replacement door opens onto the steel fire escape's large landing and straight run of stairs erected by Wilson-Covington Construction Company in January 2011. Horizons also added the straight-sloped canvas awning that shelters the central entrance, replaced the asphalt-shingle roof, and installed the six-over-six, double-hung, vinyl-sash windows and the steel exterior doors throughout the building during its use of the space as administrative offices. The two-story block and one-story wing have been vacant since Horizons' 2014 renovation of the Boys' Cottage to serve as the organization's administrative center.¹

The one-story, gabled classroom and kitchen wing's east and west elevations are twelve bays deep. Nine tall windows on each elevation illuminate the interior, which originally contained four classrooms. Gabled porticos supported by square wood posts cover the auxiliary entrances accessed by concrete steps flanked by concrete-capped brick kneewalls. The east portico, located in the sixth bay from the wing's south end, has been enclosed with wood-framed screen panels and a matching door. A single-leaf wood door with six glazed panes above three tall raised panels opens into a classroom. An identical west door, located in the tenth bay from the wing's south end, provides access to the kitchen. North of the doors, paired shorter windows light the east and west restrooms.

At the east and west elevations' north ends, an arched opening frames a recessed entrance with a replacement single-leaf steel door and a narrow, full-height sidelight with an original ten-pane rectangular transom. The doors lead to the corridor between the classroom/kitchen wing and the auditorium/gymnasium. A short concrete handicapped ramp took the place of the single step at the east entrance. Concrete-capped brick kneewalls are intact at that entrance and the west entrance, which is higher in elevation and thus requires four concrete steps to access the concrete landing. A matching kneewall at the west elevation's south end secures the straight run of concrete steps in the stairwell leading to the basement. On the east and west roof slopes, gabled dormers at the wing's north and south ends originally contained attic vents now covered with vinyl siding.

The one-story, hip-roofed auditorium/gymnasium at the building's north end is a few feet taller than the classroom/kitchen wing. A slightly projecting entrance pavilion with three arcaded bays ornamented with cast-stone flanking pilasters and a matching cornice emulates the primary entrance on its east elevation. The multipane fanlights surmounting the three entrances are original, but the single-

¹ David Adams, President and Chief Operating Officer, Horizons Residential Care Center, conversations and email correspondence with Heather Fearnbach, January-March 2015.

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leaf steel doors and narrow, full-height sidelights are replacements. The pent roof capping the pavilion is also a later addition. Sara Lee Corporation subsidized the late-twentieth-century construction of the brick-lined concrete handicapped ramp with painted metal-pipe railings that extends from Horizons Lane to the auditorium/gymnasium entrance.

The north elevation features multipane fanlights above tall, replacement, twelve-over-twelve sash. A vinyl-clad gabled roof vent pierces the north roof slope. Two small rectangular windows near the west elevation's north and south ends illuminate the rooms flanking the stage.

Interior

On the two-story block's first floor, a short center hall leads north from the main entrance to a full-width east/west corridor that provides access to the five offices that line the south elevation. The original floorplan contained only four rooms at this location, but Horizons added the partition wall that divides the room west of the center hall into two offices. In the mid-1960s, Memorial Industrial School utilized three of these first floor rooms as a library, chapel, and sewing room. A restroom is located at the corridor's east end, while a two-run stair to the second floor occupies the west end. The steps turn at a central landing and are secured by short plaster-walls with steel-pipe handrails.

The second floor contains four offices and a large storage closet (originally a bathroom) lining the south elevation and a restroom at the corridor's east end. Doors on the hall's north wall provide access to a storage closet and the large attic storage area above the one-story wing. Although the orphanage administration initially designated one second-story room as an infirmary, it never functioned as such. The second-floor housed Memorial Industrial School staff members for much of its history.²

The one-story wing includes a classroom, kitchen, and pantry on its west side and a one large room on its east side, with no corridor between them. The original floor plan comprised four classrooms of approximately equal size, but in 1962 Memorial industrial School renovated the northwest classroom to serve as a kitchen with a large pantry at its northeast corner and removed the partition wall between the east classrooms to create a cafeteria. Foodcraft Equipment Company of Winston-Salem designed and furnished the kitchen.³

Some interior doors have been replaced, but most openings retain original wood doors in configurations including two large panels, six narrow horizontal raised panels, or paneled lower sections with glazed upper panes. Plaster-on-metal-lath walls and ceilings, tall baseboards, and simple

² "Memorial Industrial School," undated (mid-1960s) narrative, Box 4, Folder 1, Memorial Industrial School Collection, North Carolina Room, Forsyth County Public Library, Winston-Salem, N. C.

³ Foodcraft Equipment Company correspondence with Memorial Industrial School, October 20, 1962, Box 2, Folder 32, MIS Collection, FCPL.

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varnished wood door and window surrounds characterize most spaces. Vertical-board wainscoting covers the classroom walls' lower sections. The west classroom features wood-frame blackboards installed at child-height on the north and east walls as well as coat and storage closets on either side of the south door. Three spacious closets line the east room's north wall. The 1962 renovations involved Celotex ceiling tile and dropped linear fluorescent lighting installation in both rooms. Narrow hardwood floors are intact but covered with commercial-grade carpet throughout the interior with the exception of the kitchen and restrooms, which have red terra-cotta tile floors. Radiators and an oil furnace heat most of the building and late-twentieth-century window units supply air conditioning.

At the wing's north end, a short center hall extends north from the large east room to a full-width east/west corridor south of the auditorium/gymnasium. A restroom and a storage room occupy the space east of the short hall, while the pantry (accessed from the kitchen) and a restroom are on the hall's west side.

On the east-west corridor's north elevation, a double-leaf door surmounted by a multipane fanlight leads to the auditorium/gymnasium, where a stage occupies the room's west end. Vertical-board wainscoting covers the plaster walls' lower sections and the stage's kneewall. Three wide doors on the east elevation and three tall windows on the north elevation, all topped with multipane fanlights, provide ample light. Pendant lights with aluminum safety shields, spotlights, and three-blade fans hang below Celotex ceiling tiles.

Modern wood railings secure the two short, straight runs of steps at the stage's north and south ends. A rectangular proscenium arch ornamented by a robust molded wood surround with mitered corners frames the stage. The curtains have been removed. Single-leaf five-horizontal-panel doors open into the small rooms flanking the stage. Sara Lee Corporation funded the auditorium/gymnasium's late-twentieth-century finish updates and handicapped-accessibility modifications. Horizons added in 2013 a separate HVAC system to serve the room, which still functions as recreational space for its residents.

A straight run of exterior steps on the one-story wing's west elevation leads to the two-room basement, which has unpainted brick walls and a concrete floor. The south room contains the oil furnace and a hot water heater, while the north room serves as a storage area.

Girls' Cottage, 1929, 109 Horizons Lane, contributing building

Like the administration building, Memorial Industrial School's austere residential cottages are executed in Flemish bond with dark-glazed headers. The one-story, H-shaped Girls' Cottage, located northwest of the administration building on Horizons Lane's north side, stands 425 feet north of Memorial Industrial School Road. The three-part building comprises a side-gable-and-hip-roofed,

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five-bay-wide main block flanked by two slightly projecting front-gable, one-bay-wide wings; a gabled central section; and a hip-roofed rear wing.

On the south elevation, four square brick posts support the shed-roofed, three-bay-wide entrance porch, which has a concrete floor. The original six-raised-panel front door is intact, surrounded by four-pane sidelights above raised panels and a five-pane transom. As the door is higher in elevation than the porch floor, three concrete steps accessible from three sides ameliorate the grade change. Original six-over-six, double-hung, wood-sash windows, paired in two bays on each side of the primary entrance, illuminate the interior. Two tall brick chimneys pierce the main block's roof near its east and west ends.

The front-gable wing at the south elevation's west end is four bays deep, with the north bay containing a recessed porch and an auxiliary entrance. The site's grade slopes down to the north and west, requiring the straight run of concrete steps with a metal-pipe railings that leads to the wide round-arched opening framing the porch entrance. Concrete steps also provide access to the below-grade basement entrance.

To the north, on the gabled central section's three-bay west elevation, an inset porch supported by square wood posts shelters a central window and two single-leaf doors. Concrete steps with metal-pipe railings rise to the porch's center bay.

The hip-roofed rear wing is seven bays wide and three bays deep. Its west elevation includes a single-leaf entrance flanked by two high wood casement windows, each with two six-pane sash that swing open from the center. The wood door features nine panes above two raised panels and a rectangular single-pane transom that light the corridor within. Due to the site's sloping grade, a tall, straight run of concrete steps with brick walls and metal-pipe railings lead to the entrance. The steps rise to the south, terminating at a concrete landing. The grade change also allows for two six-pane steel-frame windows flanking the steps that illuminate the basement laundry room.

On the rear (north) elevation's main floor, the central casement window has been enclosed with brick, but the remaining six original windows are intact, albeit missing a few panes of glass. One six-pane steel-frame window near the west end lights the laundry room. A double-leaf entrance east of the window opens into the laundry room, while the single-leaf door to the east provides access to what was a storage area for food grown and preserved on the property.

The rear wing's east entrance is closer to grade and thus requires fewer steps, but is otherwise identical to that at the wing's west end. To the south, the center section's three-bay east elevation contains two six-over-six sash windows in what was a nurse's bedroom and one shorter six-over-six sash window in the adjacent bathroom at the south end. The main block's east elevation encompasses windows in the

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two outer bays and a central single-leaf door with nine panes above two raised vertical panels and a rectangular transom. The third window opening on the door's south side has been enclosed with brick.

Interior

The Girls' Cottage has an H-shaped footprint. In its south section, a short center hall leads north from the main entrance to the full-width east/west corridor and the intersecting north/south corridor. On the entrance hall's east and west walls, replacement double-leaf doors sheathed with faux-wood paneling open into two large rooms, each retaining a wide fireplace with a simple paneled Colonial Revival-style mantel.⁴ The west room served as a dining room for much of its history, while the east room functioned as a living room. Most of the five-horizontal-panel wood room and closet doors are original. A door of this type on the dining room's west elevation leads into the kitchen that fills the west wing's south end. The west wing's central room was a storage area and vestibule for the auxiliary entrance on the west elevation. Faux-wood paneling installed in 1961 covers the walls in these three rooms as well as the living room. The plaster-on-metal-lath ceilings are in poor condition.

The front-gable wing east of the living room contains a dormitory room with an original closet at its southwest corner. As in the building's other residential spaces remodeled in 1961, the room also includes a closet with sliding doors. To the north, two bedrooms occupy the main block's northeast corner.

In the bathroom at the east-west corridor's west end, painted steel partition walls enclose two porcelain-enameled steel tubs. The room to the east contains three toilets separated by vertical-board partition walls and two wall-mounted porcelain sinks. Two-panel wood doors provide privacy in both rooms. Red terra cotta tile sheathes the floors.

The north-south corridor on the central section's west side includes two auxiliary doors that provide access to the west porch. A large storage closet and a house mother's bedroom and ensuite bathroom occupy the corridor's east side.

The north-south corridor terminates at the east-west corridor that bisects the north wing. On the corridor's north side, a 1961 bathroom replaced two closets separating two large bedrooms, each of which housed multiple girls. The 1961 renovations also added a bathroom on the corridor's south side, where two large bedrooms remain. Although the plaster walls and ceilings have suffered some water damage, most are substantially intact, along with narrow hardwood floors, tall baseboards capped with

⁴ An undated sketch floorplan of the Boys' Cottage labels the east living room as a "playroom" and the west as a "TV room." The Girls' Cottage's living rooms likely had a similar function. "Boys' Cottage," Box 3, Folder 6, MIS Collection, FCPL.

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molded trim, and simple wood door and window surrounds with mitered corners. Steam radiators heated each room.

In the basement laundry, sizable mid-twentieth-century equipment including a washing machine, dryer, sheet press, and sinks lines the walls. A pressure-cooker once utilized by the students is also stored in this area. Wood shelves fill the adjacent food storage room.

The Girls' Cottage has been vacant since Memorial Industrial School ceased operating in 1971.

Baby Cottage, 1929, 105 Horizons Lane, contributing building

The one-story, T-shaped Baby Cottage, which initially housed children under the age of ten, is the smallest of the three residential buildings. The cottage is located northeast of the administration building on Horizons Lane's north side and 445 feet north of Memorial Industrial School Road. The main block encompasses a side-gable-roofed, nine-bay-wide central section flanked by two front-gable, two-bay-wide and four-bay-deep wings. A hip-roofed, five-bay-deep wing projects from the rear (north) elevation's center. A corbelled brick cornice encircles the building. Original six-over-six, double-hung, wood-sash windows light the interior. Fixed louvered wood shutters frame the two windows on each front-gable wing's south elevation.

Concrete steps with metal railings lead to the shed-roofed front porch, which is supported by square brick posts spanned by brick kneewalls. The porch extends across the building's five central bays, sheltering the original six-raised-panel front door, five-pane transom, and four-pane sidelights.

In the second bay from the west end of the main block's rear (north) elevation, concrete steps with brick walls and a railing with square metal components terminate at a concrete landing below the single-leaf, wood, six-panel door. The transom has been enclosed with plywood. One large window illuminates the northwest corner bedroom, while two small, high windows light the bathrooms east of the door. East of the rear wing, the main block's rear elevation has the same fenestration. The door is a bit above grade, requiring a slightly elevated concrete pad to aid access.

The rear wing is five bays deep and three bays wide. On each of the east and west elevations, three tall windows illuminate the wing's south room and two high, smaller windows light the north rooms. An inset porch with brick walls pierced by two wide round-arched window openings and one door opening occupies the rear wing's northwest corner. A single-leaf door with nine panes above two raised horizontal panels provides interior access to the wing's northwest room, while a single-leaf door with nine panes above two raised vertical panels opens into the south room's northwest corner. A tall, square, brick chimney rises on the rear wing's north elevation, flanked by two windows.

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Interior

The Baby Cottage has a T-shaped footprint. A short hall leads north from the main entrance on the south elevation to the full-width east/west corridor and the north wing. On the entrance hall's east and west walls, replacement single-leaf doors sheathed with faux-wood paneling open into small rooms that originally served as staff quarters. Moving west, two bedrooms, one designed for three children and one for four, occupy the corridor's south side. A restroom and a storage closet are on the north side. The hall terminates at a rear exit and a bedroom that accommodated two residents.

East of the entrance hall, a two-room staff suite is adjacent to the south elevation. The bathroom north of the corridor served the large, brightly-lit children's bedroom at the corridor's east end, which fills the front-gable wing and thus features windows on three elevations. On its north wall, a single-leaf door with nine panes above two raised vertical panels and an enclosed transom allows exterior access. The north wing encompasses what was once a large playroom at its south end and a staff apartment to the north with a bathroom at its northeast corner and a kitchen south of the bathroom. Northup and O'Brien's successor architectural firm Lashmit, Brown, and Pollock prepared plans for the 1964 renovations that resulted in only minor changes to the original plan.⁵

Although the plaster walls and ceilings in the bedrooms and bathrooms have suffered some water damage, most remain substantially intact. The main block also retains simple baseboards, crown molding, and wood door and window surrounds with mitered corners. Memorial Industrial School updated the two hall bathrooms and the bathroom at the north wing's northeast corner in the 1950s with white porcelain fixtures and square white tile wainscoting and shower surrounds. The kitchen was likely remodeled at the same time. It contains dark wood cabinets with pale yellow, square, backsplash tile. In 1964, carpenters erected closets with built-in drawers and the faux-wood paneling sheathing the corridor and north wing walls. Most narrow hardwood floor have been covered with vinyl composition tile, but commercial-grade carpeting has been installed in the west bedrooms. Steam radiators supplied heat.

Local architects Newman Van Etten Winfree Associates prepared plans for the Baby Cottage's 1974 renovation to serve ambulatory Horizons residents. The building was then renamed in honor of long-time Memorial Industrial School administrative staff member James Avent. Since 1989, the structure has served as a storage facility.

⁵ Lashmit, Brown, and Pollock, "Baby Cottage, Memorial Industrial School," May 27, 1964, plan in Box 2, Folder 32, MIS Collection, FCPL.

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Boys' Cottage, 1929, 1974, 2014, 103 Horizons Lane, contributing building

The one-story, H-shaped Boys' Cottage stands east of the Baby Cottage on Horizons Lane's north side and is 390 feet north of Memorial Industrial School Road. The three-part building comprises a side-gable-and-hip-roofed, five-bay-wide main block flanked by two slightly projecting front-gable, one-bay-wide wings; a gable-roofed central section; and a hip-roofed rear wing. The Boys' Cottage was originally almost identical in appearance to the Girls' Cottage, with the only difference being that the buildings have mirrored plans. Therefore, the Boys' Cottage's auxiliary entrance porches are on its east rather than west side. Horizons Residential Care Center has renovated the Boys' Cottage twice, initially in 1974 per the plans of Newman VanEtten Winfree Associates to serve as a respite care facility and in 2014 to function as an administration building.⁶

Four square brick posts support the shed-roofed, three-bay-wide front porch, which has a concrete floor. A concrete handicapped ramp with painted metal-pipe railings leads in a straight run north from Horizons Lane to the front porch, creating an elevated section at the porch floor's center. Planting beds flank the ramp and line the front porch's south edge.

The primary entrance is now in the enclosed central porch on the east elevation, accessed by brick steps and a brick-lined concrete handicapped ramp secured with painted metal-pipe railings. A flat-roofed canvas awning supported by square aluminum posts shelters the steel door with a glazed upper section and its matching sidelight. The door and window opening of the inset porch at the southeast wing's north end have been enclosed with brick, as have a door and window on the center section's west elevation. Replacement one-over-one double-hung sash windows have been installed in most original window openings. Six-part windows fill the two largest façade openings and a few square openings in the rear wing contain fixed plate-glass windows.

The floor plan is substantially intact, as load-bearing walls have been retained during the renovations. However, door opening locations have been changed and all doors are replacements. I. L. Long Construction remodeled the bathrooms and installed the handicapped ramps in 2009. Horizons Residential Care Center president and chief operating officer David Adams oversaw the 2014 renovation, which involved finish updates, commercial-grade carpeting installation, and new HVAC, plumbing, and electric systems.⁷

⁶ Newman VanEtten Winfree Associates, "Horizons Home, Cottage No. 1," April 10, 1974, plans in the collection of Horizons Residential Care Center.

⁷ Contractors for the 2014 renovation included Logan Heating and Cooling, Styron Flooring, Siding World, Salem Electric, and Adams Painting and Decorating. David Adams, conversations and email correspondence with Heather Fearnbach, January-February 2015.

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Power Plant. 1929, contributing building

The power plant stands seventy-five feet northwest of the Baby Cottage on the opposite side of a gravel drive. Masons executed the one-story, three-bay-wide, one-room-deep, side-gable-roofed building in Flemish bond red brick veneer with dark headers and a corbelled cornice. The double-leaf plywood replacement door at the south elevation's center leads to the generator room. A narrow room at the building's west end, accessed from the west elevation through a single-leaf paneled-wood door with a six-pane glazed upper section, contains a large, metal, refrigerated enclosure where the orphanage stored dairy products. Double-hung, six-over-six, wood-sash windows in two openings on the building's south elevation, two on the north elevation, and one on the east end, are intact but have been enclosed with plywood. The asphalt shingle roof's south slope is in good condition, but moss and fungal growth cover the north slope.

Garage, 1930s, contributing building

A two-bay, one-story, side-gable-roofed, German-sided garage stands thirty feet north of the power plant. The frame structure rests on a concrete block foundation and has a poured concrete floor. Wood rafters with exposed ends support the corrugated metal roof. Wide, double-leaf, board-and-batten doors secure each garage bay. The three window openings on the building's south end, which do not appear to have originally contained sash, have been filled with plywood.

Superintendent's House, 1951, 2014, contributing building

The Superintendent's House stands 175 feet east of the administration building and 130 feet north of Memorial Industrial School Road. Staff and students assisted with the construction of the one-and-one-half-story, side-gable-roofed, Colonial Revival-style dwelling, which is executed in Flemish bond red brick veneer that complements the other buildings on campus. On the main block's three-bay-wide south elevation, brick steps with a metal railing lead to a central six-raised-panel door surmounted by a four-pane transom. A one-bay-wide and one-bay-deep gabled wing extends to the west.

White vinyl siding covers the three gabled dormers that pierce the front roof slope and the shed dormer that extends the rear roof slope's full width. White aluminum gutters with matching downspouts are mounted on the boxed cornice's flat fascia. Louvered attic vents fill the gable ends.

The three-bay-deep east elevation contains a tall dining room window near its south end and a shorter kitchen window and a single-leaf kitchen door to the north. In 2014, Horizons added a wood deck and wood steps with wood railings at this entrance. One large window pierces the second-story's center.

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On the north elevation, a pair of short windows illuminates the kitchen at its east end and three tall windows light the central bathroom and northwest corner bedroom. The shed dormer contains three windows.

A brick chimney with a corbelled stack rises at the west elevation's center south of a bedroom window. The shed-roofed screened porch at the building's northwest corner served as the primary entrance during the period of significance.

Interior

The dwelling is two rooms deep on the first floor, with the kitchen at the northeast corner, the dining room at the southeast corner, and a bedroom at the northwest corner. The slightly shorter one-story wing at the southwest corner contains a large living room served by a wide fireplace with a Colonial Revival-style wood mantel on its north elevation. Intact original finishes include narrow hardwood floors, plaster-board walls and ceilings, tall baseboards capped with molded trim, and simple wood door and window surrounds with mitered corners. The double-leaf doors between the living and dining rooms and the central hall and the single-leaf door between the dining room and the kitchen have been removed to facilitate the building's current function as an employee wellness center. Raised-panel doors remain elsewhere. The bathroom at the center hall's north end retains square, white, glossy tile wainscoting trimmed with glossy black bullnose and cove base. The mosaic bathroom floor comprises octagonal white tiles and small diamond-shapes black tiles.

A straight run of stairs with a turned newel and balusters and a molded handrail leads from the central hall to the second floor, which encompassed two large bedrooms and a central hall with a bathroom at its north end and a small room at its south end. The second-floor bathroom tile and fixtures match those in the first-floor bathroom.

Beneath the upper steps, wood stairs with a straight run and an open wood railing provide access to the unfinished basement, which has an unpolished terrazzo floor and painted concrete block walls. Linear fluorescent lighting and exposed insulated ductwork that serves the first floor rooms hangs below the ceiling.

Contractors installed replacement double-hung vinyl-sash windows as part of the 2014 renovation, which also encompassed painting the first-floor rooms and updating the electrical, HVAC, plumbing, and fire detection systems.

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Cannery, 1953, contributing building

The one-story, gable-roofed, concrete-block cannery stands two hundred feet north of Horizons Lane on the north side of the gravel drive that wraps around the Baby Cottage to its southwest. The cannery is northwest of the Boys Cottage. North Carolina Cooperative Extension Service provided Memorial Industrial School with cannery plans created by the Portland Cement Association in 1944. However, it was not until 1953 that staff and residents erected a simpler cannery to meet the campus's needs.⁸

The rectangular building is three bays wide and three bays deep. Six-pane steel-frame windows illuminate the open interior, which has concrete floors, painted concrete-block walls, and fiberboard ceilings. A double-leaf plywood replacement door, now the primary entrance, pierces the south elevation and a single-leaf paneled-wood door with a six-pane glazed upper section provides access from the west elevation. The building currently functions as the facility maintenance shop. Frame partition walls create an office in southeast corner.

Section 8. Statement of Significance

Memorial Industrial School meets National Register of Historic Places Criterion A for its statewide significance in social history and African American ethnic history, as well as Criterion A and Criterion C for its local educational and architectural importance. The North Carolina State Board of Charities and Public Welfare did not operate orphanages, leaving private entities and religious and fraternal organizations to subsidize indigent child care. Most accommodated white youth. Memorial Industrial School, with its ninety-child capacity, and the Colored Orphanage of North Carolina near Oxford in Granville County, which could serve two hundred, were the state's only two sizable black orphanages. The campuses housed and educated thousands of youths over the course of their long tenure.

Memorial Industrial School originated as the Orphan Children's Home Company, a church-funded African American orphanage on a small farm south of Salem. The institution incorporated in 1914 as the Colored Baptist Orphanage of Winston-Salem and reorganized in November 1923 as the nondenominational Memorial Industrial School. In order to execute much-needed facility improvements and expand the campus, the board of directors purchased 250.8 acres eight miles north of downtown in September 1924 and initiated planning with the assistance of prominent local architects Northup and O'Brien. Contributions from the Duke Endowment and local philanthropists including the Reynolds and Gray families subsidized the campus acquisition, construction, and operation. Farm cultivation began in 1925. The public graded school on the site, which functioned from mid-August 1929 until June 1960, provided residents with academic instruction through the

⁸ "Concrete Masonry School-Community Cannery Building," Box 3, Folder 6, MIS Collection, FCPL; "School Erects a Large Unit for Canning," *Winston-Salem Journal and Sentinel*, July 12, 1953.

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seventh grade as well as agricultural and domestic skills training. Memorial Industrial School closed on June 30, 1971. The campus retains eight buildings erected within the period of significance, which begins with the 1929 completion of the first five buildings and continues to 1965.

Memorial Industrial School is architecturally significant as a cohesive, intact, cottage-style orphanage encompassing a central administration building, three residential cottages, a power plant, and a Superintendent's House arranged around a central drive and expansive lawn. Northrup and O'Brien laid out the site plan and designed the five 1929 edifices executed by Frank L. Blum and Company. The campus displays the uniform aesthetic of substantial brick construction seen throughout the architects' educational and institutional oeuvre. Memorial Industrial School's austerity reflects the institution's function and financial constraints. Flemish bond walls with dark-glazed headers and entrances ornamented with cast-stone pilasters and cornices convey a sense of permanence and sophistication. The residential cottages and power plant are simply executed in Flemish bond masonry with dark-glazed headers and corbelled cornices. The 1951 Flemish bond brick Superintendent's House complements the earlier buildings.

Memorial Industrial School History

Local African American leaders including Baptist missionary and educator Addie C. Morris, Baptist minister Pinkney J. Joyce, entrepreneur James A. Timlic, and others established an orphanage for black children in Belview, a community south of Salem. The institution's trustees purchased fourteen acres from white attorney Clement Manley and his wife Emily in March 1905 and just over sixteen contiguous acres including a six-room house from white farmers Alfred and Flora C. Sides. The August 1906 *Wachovia Moravian* reported the Southside facility's opening under Baptist pastor Joshua W. Perry's direction. Winston's African American First Baptist Church congregation provided support including materials salvaged from the frame Sixth Street mission school that Morris had operated, which the congregation demolished along with its one-story frame church by 1912. Builders recycled the elements as needed at the orphanage.⁹

⁹ After Addie Morris died in 1907, her sister Emma Simmons operated the Baptist mission school on East Sixth Street in Winston for a few years. She moved to Clemmonsville Road by 1910 to assist with the African American orphanage in Belview. On July 15, 1914, Simmons married Pinkney Joyce, who served First Baptist and other parishes before leading First Waughtown Baptist Church from 1900 until 1947. Addie C. Morris, "Free To Serve," Women's Baptist Home Mission Society of Chicago, IL, undated document, Special Collections, University of Virginia, Charlottesville; *People's Press*, December 31, 1891, p. 2; Forsyth County Deed Book 78, p. 72; Deed Book 136, p. 79; *Wachovia Moravian*, June and August 1906; J. A. Whitted, *A History of the Negro Baptists of North Carolina* (Raleigh: Edwards and Broughton, 1908), 174–176; *Walsh's Winston-Salem, North Carolina, City Directory for 1908* (Charleston, SC: The Walsh Directory Company, 1907); Sanborn Maps, Winston-Salem, N. C., sheet 3, 1895; sheet 12, 1907 and 1912; U. S. Censuses, Population Schedules, 1900, 1910; J. W. Paisley, *First Baptist Church, Winston-Salem, 1879-1945* (Winston-Salem: First Baptist Church, 1945), 10-11.

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In 1908, Reverend Robert L. Shepard, who had superintended the Colored Orphan Asylum in Oxford from 1887 until 1907, and his wife Pattie, also a teacher, moved to Forsyth County to oversee the Orphan Children's Home Company's operation. Following Reverend Shepard's 1912 death, Pattie managed the orphanage until 1913, when Richmond, Virginia, native Reverend William J. Poindexter, aided by his wife Leah, became superintendent. The institution assumed the name Colored Baptist Orphanage of Winston-Salem, North Carolina, on March 10, 1914.¹⁰

Community members and churches contributed to the Belview campus's operational costs. However, donations were not sufficient to suitably maintain the facility or to provide basic necessities for its residents. The twelve-member board of trustees initiated a 1922 fundraising campaign that generated about three thousand dollars for much-needed improvements, but only addressed a few deficiencies. The thirty-one-acre Southside orphanage then encompassed two frame two-story buildings that housed fifty-one youth and the superintendent's family as well as an office, classroom, one-hundred-volume library, kitchen, and dining room; a one-story Baby Cottage; and a stable. The facility did not include bathrooms or sanitary toilets. One teacher and three matrons assisted with child care. Residents were not afforded regular medical and dental examinations, but local African American physicians provided treatment as needed. Following a 1923 review, the North Carolina State Board of Charities and Public Welfare determined that the Colored Baptist Orphanage must remedy inadequate physical plant conditions and augment staffing and services in order to maintain its charter.¹¹

The evaluation precipitated the orphanage's reorganization and incorporation as Memorial Industrial School, a nondenominational entity, in November 1923. The Winston-Salem Inter-Club Council, which comprised members of the Civitan, Kiwanis, Lions, Monarch, and Rotary Clubs, assumed oversight and appointed a new board of directors that included prominent black and white citizens. Initial officers were R. J. Reynolds Tobacco Company executive Roy C. Haberkern as president; philanthropist Aurelia Gray and African American real estate broker Charles H. Jones as vice-presidents; William T. Rittler as secretary; black educator Robert W. Brown as assistant secretary; Wachovia Bank and Trust Company as treasurer; and African American banker James A. Timlic as assistant treasurer. William and Leah Poindexter remained the orphanage's administrators. The institution reduced its service area from all of North Carolina to Forsyth County. During the transition

¹⁰ Orphan Children's Home Company, Articles of Incorporation amendment, March 10, 1914; H. Clay Ferree, untitled *WSJS* article, August 11, 1923.

¹¹ Box 1, Folder 4, MIS Collection, FCPL; W. J. Poindexter, "Colored Orphanage Campaign Now On," unidentified newspaper clipping, April 30, 1922; North Carolina State Board of Charities and Public Welfare, *Biennial Report of the North Carolina State Board of Charities and Public Welfare, 1920-1922* (Raleigh: North Carolina State Board of Charities and Public Welfare, 1922), 29-30.

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period, admissions ceased and funding dwindled to that provided by the Community Chest of Forsyth County, also organized in 1923, which distributed charitable contributions to member entities.¹²

After resolving immediate facility improvement needs, the board of directors turned to long-range planning. The largess of local philanthropists made it possible to build a new campus rather than renovate the existing one. A \$20,000 donation from R. J. Reynolds Tobacco Company board chairman William Neal Reynolds facilitated land acquisition eight miles north of Winston-Salem. On September 19, 1924, Memorial Industrial School purchased 250.8 acres near Rural Hall from Traders, Inc., and the Atlantic Coast Realty Company. The developers had paid \$9,055 for 282.5 acres, formerly part of Rufus W. Crews's farm, at a public auction on July 28, 1923.¹³

A fire almost destroyed the Southside stable and boys' dormitory in 1926, but the buildings were repaired for use until the Rural Hall campus's completion. That year, Memorial Industrial School, Inc., applied for a grant from the Duke Endowment in order to supplement its Community Chest funding. The endowment, created by Durham industrialist James Buchanan Duke in 1924, was already well-known for its support of health and welfare programs and institutions. The organization assisted the North Carolina State Board of Charities and Public Welfare in the creation and enforcement of minimum operating standards for hospitals and orphanages. In correspondence associated with Memorial Industrial School's grant application, Roy C. Haberkern stated that the 1926 budget comprised \$11,500 in operating expenses and \$1,100 of improvements at the Southside campus, where fifty-one children and eight staff members resided. Youth attended nearby public schools, churches, and the YMCA and YWCA.¹⁴

At the Rural Hall site, a gift from William N. Reynolds erected and equipped the power plant. R. J. Reynolds Tobacco Company president Bowman Gray and his wife Nathalie Lyons Gray financed the Girls' Cottage. Bowman Gray's brother and R. J. Reynolds Tobacco Company vice-president James A. Gray Jr. and his wife Pauline Bahnson Gray provided funds sufficient for the Baby Cottage's construction. R. J. and Katharine Smith Reynolds's children Richard Jr., Mary, Smith, and Nancy

¹² The Community Chest of Forsyth County became the United Fund of Winston-Salem and Forsyth County in 1951 and United Way of Forsyth County in 1974. Box 1, Folder 1, MIS Collection, FCPL; Forsyth County Corporation Book 19, p. 271; "United Way Foundation, "History," <http://www.forsythunitedway.org/history.cfm> (accessed January 2015).

¹³ Rufus Crews died on March 31, 1923. His heirs sold the Forsyth County acreage to Fred E. and Julie Gardner, who subsequently defaulted on their loan, resulting in the property's auction. A special proceedings case resulted in the sale of 13.4 acres of nearby land owner's Pattie Crumpler's estate to Memorial Industrial School for \$871 on November 12, 1925. The institution continued to acquire acreage to support its agricultural mission. Forsyth County Deed Book 190, p. 203; Deed Book 213, pp. 120-121; Deed Book 220, p. 76; Deed Book 232, p. 233; Deed Book 252, p. 291; Plat Book 3, p. 14A.

¹⁴ Box 1, Folders 1 and 4, MIS Collection, FCPL; "Negro Industrial School is Protecting 49 Kiddies," *WSJ*, February 4, 1927.

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sponsored the Boys' Cottage. Bequests from the estates of Winston-Salem hardware store owner James Mitchell Rogers and R. J. Reynolds's brother-in-law Robert C. Critz, both of whom died in 1924, furnished some of the buildings.¹⁵

Memorial Industrial School engaged highly regarded local architects Northup and O'Brien to design the overall site plan, administration building, residential cottages, and power plant. The firm also provided cost estimates, handled the bidding process, and supervised the work completed by Frank L. Blum and Company and other contractors on July 15, 1929. Leet O'Brien, who served on the school's board of directors, donated some of the firm's services. Total project costs from design through execution were \$10,746 for infrastructure such as wells, pump houses, septic tanks, and sidewalks, \$20,146 for the Baby Cottage, \$22,850 and \$22,671 for the other two residential cottages, and \$44,196 for the administration building.¹⁶

The Poindexters and the children they oversaw at the Southside campus cleaned the new buildings and prepared them for the mid-August move to the spacious campus. The institution's enrollment of about fifty youth was less than the facility's capacity of thirty children in each residential cottage. Reverend Poindexter retired during the transition, but his wife Leah remained as a house mother. The board hired Kentucky native William H. Crutcher, then principal of an African American high school in Boligee, Alabama, and his wife Fannie to head the Rural Hall campus. The couple arrived prior to Memorial Industrial School's August 25, 1929, open house.¹⁷

Winston-Salem Teachers College president Simon G. Atkin presided at the event and R. C. Haberkern recognized the contributions of the Poindexters and the donors who made the new campus possible. He noted that the property encompassed 425 acres, 225 of which farm manager Owen T. Redwine had been cultivating with the assistance of orphanage residents since 1925. Speakers included North Carolina State Board of Charities and Public Welfare representative Colonel William A. Blair and African American leaders such as Grace Presbyterian Church pastor J. A. Bonner, physician A. H. Ray, businessman W. S. Scales, and educator R. W. Brown, all of whom were Winston-Salem residents. The Twin City Glee Club performed under the direction of Phil W. Jefferies.¹⁸

¹⁵ Death certificates; Box 1, Folders 1 and 3; "Minutes of Meeting of Executive Board, Memorial Industrial School," April 12, 1928; MIS Collection, FCPL; "Big Gifts are Presented to Colored Home," *The Sentinel*, April 12, 1928; Carey B. Taylor, "Orphanage for Negroes Is Finding Its Rebirth," *WSJ*, November 25, 1928.

¹⁶ Box 1, Folders 1 and 3; "Minutes of Meeting of Executive Board, Memorial Industrial School," April 12, 1928, and July 23, 1929, MIS Collection, FCPL.

¹⁷ U. S. Census, Population Schedule, 1930; "Negroes Hold Open House at New Memorial Industrial School," *WSJ*, August 26, 1929.

¹⁸ "Memorial School Program," *WSJ*, August 25, 1929; Box 1, Folder 5, MIS Collection, FCPL.

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Superintendent Crutcher and his staff implemented a program of instruction that included academic instruction through the seventh grade as well as agricultural and domestic skills training. The teachers also functioned as house mothers and taught household skills such as food preparation and preservation, laundry, and sewing. The farm required a full-time manager and several part-time laborers in addition to students. North Carolina State College and Ohio State College graduate Owen T. Redwine, who began overseeing Memorial Industrial School's Rural Hall farm in 1925, remained in that role for almost forty years. Local benefactors subsidized the agricultural operation. Twin City Motor Company owner F. J. DeTamble supplied farm equipment for the campus at minimal cost in March 1926. Thurmond Chatham donated American Guernsey cattle from his Klondike Farm in Elkin on a regular basis.¹⁹

Durham industrialist Benjamin N. Duke provided a small bequest to Memorial Industrial School in his will, which was executed in 1929. However, despite that donation and other financial support, C. E. Elberson and Company's December 1930 audit of school records revealed that the orphanage, with an income of \$16,068.74 and expenses of \$16,902.31, operated at a net loss of \$833.57. The farm generated \$7,098.14 from product sales, but had \$8,799.59 of expenses, resulting in a net loss of \$1,701.45 that year. The certified public accountants assessed the value of the orphanage's five buildings and the septic tank to be \$134,803. The farm buildings—a corn crib, dairy barn with a thirty-five-cow capacity, garage, granary, six-stall horse barn, potato house, poultry houses, silo, tenant house, and tool shed—were worth an estimated \$10,867 and cows, hogs, horses, mules, and poultry appraised at \$2,194. Fenced pastures and a hog lot also accommodated livestock.²⁰

Jackson, Mississippi, native E. R. Garrett became Memorial Industrial School's superintendent in January 1931. Garrett attained a bachelor's degree from Tougaloo College in Jackson, Mississippi, and undertook graduate coursework at the University of Wisconsin and the University of Iowa. He had previously taught mathematics at Campbell College in Jackson, Mississippi, from 1911 to 1913; English and industrial trades at Alcorn College near Lorman, Mississippi, from 1913 to 1922; and vocational education at Agricultural and Technical College in Greensboro, North Carolina, from 1922 to 1930.²¹

During Garrett's tenure at Memorial Industrial School, enrollment grew steadily, numbering sixty-eight children in 1931 and 73 residents in 1933. The following year, Memorial Industrial School's ten employees undertook multiple tasks as usual, ranging from caretakers to teachers, administrative staff,

¹⁹ Box 1, Folders 1, 4, 6, and 12, MIS Collection, FCPL; R.C. Haberkern, written correspondence with Mr. F. J. DeTamble, March 11, 1926, FCPL; "Memorial Industrial School: Then and Now," vertical file, FCPL; "Memorial Industrial School is Leading Negro Institution," WSS, May 13, 1934, p. C17.

²⁰ Box 1, Folders 3 and 6, MIS Collection, FCPL.

²¹ Agricultural and Technical College, *Bulletin of the Agricultural and Technical College, 1947-1948*, May 1948, p. 23.

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and farm laborers. Three women—Fayetteville State Teacher Normal School graduate E. V. Simmons, Howard University alumnae Della A. Prioleau, and E. R. Chavis, who matriculated at Mary Potter School's teacher training department in Oxford, North Carolina—served as house mothers and operated the campus school, which accommodated youth from kindergarten through seventh grade. Older students attended Carver School after it opened in 1936.²²

Memorial Industrial School's domestic science program included instruction in cooking, food cultivation and preservation, sewing, and rug-making. When not in classes, boys worked on the farm, which continued to be productive. Girls canned copious quantities of produce annually: 2,118 quarts including blackberry jam, peach preserves, apple butter and jelly, beets, pickles, kraut, green beans, tomatoes, and soup in the summer of 1933. Residents also manufactured clothing and linens for their use. In 1935, students produced 555 items ranging from dresses to pajamas, nightgowns, blouses, aprons, underwear, sheets, pillow cases, quilts, dish towels, and curtains, and rugs. Older girls assisted house mothers with the care of younger children, washing, ironing, and cooking.²³

Memorial Industrial School continued to acquire adjacent land. The Federal Land Bank of Columbia sold 78.5 acres formerly owned by farmer Thomas Eldridge to the institution for \$1,950 on April 10, 1933. In 1935, when North Carolina farm census taker J. A. Marshall listed 264 Salem Chapel Township farm owners on his annual report, the 600-acre Memorial Industrial School was the township's largest farm in terms of overall size. Seventy-five people, a number that likely includes tenant farmers, children, and staff, resided on the property and cultivated 167 acres, growing corn, tobacco, wheat, oats, sorghum cane, hay, and Irish and sweet potatoes and tending 100 fruit trees. Livestock numbered 5 horses and mules and 14 dairy cows that residents depended upon for milk, butter, and cheese. The farm's production greatly reduced the orphanage's operation cost, which was estimated to be \$170 per child in 1937.²⁴

In December 1941, superintendent Garrett reported that during the previous year Winston-Salem's African American community donated items including a telephone (\$201 installation cost), flag pole, dresses, toys, food, two electric irons, and two mirrors to the institution. Campus improvements during World War II were minimal, but repairs were necessary after a September 1942 fire that damaged the

²² Box 1, Folders 7 and 9; "Annual Report of Memorial Industrial School to the State Board of Charities and Public Welfare," Box 1, Folder 10, MIS Collection, FCPL; Frederick D. Wilkinson, ed. *Directory of Graduates: Howard University, 1870–1963* (Washington, D.C.: Howard University, 1965), 300.

²³ Box 1, Folders 10, 11, and 18, MIS Collection, FCPL.

²⁴ Forsyth County Deed Book 358, p. 293; North Carolina Department of Agriculture, Statistics Division, Farm Census Reports, 1935, Box 51 (Edgecombe-Forsyth Counties), North Carolina State Archives, Raleigh.; Box 1, Folder 13, MIS Collection, FCPL.

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administration building. Eight local farmers and laborers and Memorial Industrial School staff quickly extinguished the conflagration.²⁵

Memorial Industrial School received a \$1,709 grant from the Duke Endowment in 1944. United War Chest of Forsyth County, the Community Chest's wartime entity, also continued to subsidize the orphanage. Allocations varied annually, increasing from \$16,440 toward the institution's 1944-1945 operation to \$22,969 in 1946-1947. Administrative, household, facility maintenance, and farm expenses totaled \$21,804.73 during the fiscal year ending in February 1946. Memorial Industrial School's board of directors successfully negotiated with Forsyth County to receive local government funding in 1945. The Forsyth County Board of Commissioners then approved an \$11,557 appropriation for the campus that grew to almost \$20,830 by 1949. That year, the Community Chest contributed \$12,436, the Duke Endowment donated \$2,836, individual bequests totaled \$790, and sales of produce from the campus farm generated \$1,187. In 1950, philanthropic grants included \$13,480 from the Community Chest, \$5,760 from the Kate Biting Reynolds Foundation, and \$1,148 from a community relations project.²⁶

In addition to cash donations, companies donated goods and services to Memorial Industrial School or supplied them at reduced rates. In 1945, Hanes Finishing and Dye Company president Ralph P. Hanes provided gratis eighty-six yards of unbleached fabric to be used for curtains. When the orphanage updated the cottage bedrooms in 1946, Kenneth Cotton Mills in Walhalla, S. C., sold the campus sixty bedspreads at \$1.60 each.²⁷

E. R. Garrett's wife Sadie died on February 16, 1944, perhaps precipitating his 1945 retirement and return to teaching English at North Carolina Agricultural and Technical College. William L. Peay, a graduate of that institution and Iowa State University, began serving as Memorial Industrial School's superintendent on January 3, 1946. He had formerly been employed by Guilford County as the principal of McLaughlin School in Summerfield and by Alamance County as a teacher in Gibsonville. His wife Sadie, a Bennett College alumna, directed the house mothers. Her prior experience included teaching in Harnett County at a school in Dunn and heading Chatham County Training School's home economics department in Siler City. The Memorial Industrial School staff also included University of Michigan graduate C. R. Martin, the graded school's principal, who oversaw two other teachers.

²⁵ Box 1, Folder 18, and Box 1, Folder 20, MIS Collection, FCPL.

²⁶ The Duke Endowment, The Duke Endowment Year Book No. 13, 1944, 12, 40; Box 1, Folder 23; Box 2, Folder 2, and Box 3, Folders 16, 20, and 25, MIS Collection, FCPL.

²⁷ Box 2, Folders 1 and 23, MIS Collection, FCPL.

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Forsyth County school buses transported seventh- and eighth-grade residents to Piney Grove School and older youth to Carver School.²⁸

Howard L. Burgess assisted Owen T. Redwine with the farm's operation during the mid-1940s, when school residents produced ninety-five percent of the food they consumed. The annual Community Chest allocation facilitated the addition of three washing machines and an electric ironer to the laundry in early 1947. Planning to offer boys instruction in shoe-making, barbering, and wood-working began that year.²⁹

Enrollment peaked at ninety-two youth in December 1947. In order to improve their quality of life, businesses, churches, schools, fraternal organizations, and individuals supplied athletic equipment, cash, clothing, fabric, food, furnishings, entertainment, magazine subscriptions, toys, transportation, and other items. The children had little spending money—only a portion of a small monthly subsidy based upon each individual's contribution to the campus's operation and maintenance—so most of their recreational activities were on campus. After completing chores and homework, students had the opportunity to participate in organizations that held meetings at the orphanage including Boy Scouts, Hi-Y, Girl Scouts, YWCA, glee club, and a quartet.³⁰

Local benefactors also donated furnishings for the superintendent's residence, completed in May 1951 at a cost of approximately \$25,000. The Peays promoted the house as a place for older girls to practice domestic skills such as cooking, cleaning, and laundry on a smaller scale than in the orphanage kitchen, cottages, and laundry.³¹

Memorial Industrial School's assistant superintendent James Avent, a North Carolina Agricultural and Technical College graduate, and O. T. Redwine guided students through the construction of a concrete-block cannery finished in July 1953, just in time for canning season. Earlier that year, staff and

²⁸ "Sadie M. Garrett," death certificate; "William L. Peay is Retiring as Industrial School Leader," *WSJS*, October 8, 1967; Chester S. Davis, "Memorial Industrial School—A Tribute To a Job Well Done by Roy C. Haberkern," *WSJS*, June 5, 1949; "Memorial Industrial School, undated (mid-1960s) document, Box 4, Folder 1, MIS Collection, FCPL.

²⁹ Box 2, Folder 23, MIS Collection, FCPL; "Three Projects are Outlined for Orphans," *Twin City Sentinel*, October 15, 1947.

³⁰ "Orphanage Year Good, Report Says," *WSJ*, January 9, 1948; "Donations To School Are Listed," 1948 newspaper article in Box 2, Folder 3, MIS Collection, FCPL; "Varied Program Conducted," *WSJS*, January 23, 1949; "Memorial Industrial School—A Tribute To a Job Well Done by Roy C. Haberkern," *WSJS*, June 5, 1949; "School head Lists Gifts, Donors of '49," *WSJS*, January 1, 1950.

³¹ "Group Secures Furnishing for New Home," *WSJS*, May 6, 1951; "Girls Learn Housekeeping at Memorial Industrial," *WSJ*, 1952, Box 4, Folder 2, MIS Collection, FCPL.

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students erected a twenty-four-foot by thirty-five-foot frame granary with a four hundred-bushel capacity.³²

The function and physical appearance of the Memorial Industrial School campus improved following William and Sadie Peay's arrival. However, according to English Bradshaw, a resident from 1939 until 1951, campus morale declined precipitously during the Peays' tenure. Bradshaw chronicled in his 2012 publication the mental and physical abuse that he and other children endured. Visitors wrote letters to the institution's board of directors delineating issues of concern, and the State Board of Public Welfare documented problematic conditions its inspectors witnessed.³³

Local, state, and philanthropic entities subsidized the orphanage's operation through the 1950s. The campus's educational mission changed when the public graded school closed in June 1960. Beginning in September of that year, all residents attended Carver School. Along with the Peays, James Avent and O. T. Redwine remained on Memorial Industrial School's staff in 1961. Four cottage mothers—L. W. Adams, Jannie Goods, Lorraine Cowen, and Nelma Smith—supervised children at that time. Bernice Williams operated the laundry, Virginia Blackman ran the kitchen, and Odell Goods maintained the buildings and grounds.³⁴

In 1963, Memorial Industrial School instituted a college scholarship fund supported by Forsyth County businesses, individuals, and organizations. In two years, the program sponsored portions of ten students' tuition, and it continued to identify recipients through the 1960s. Annual \$6,000 disbursements from Kate Biting Reynolds's \$50,000 bequest in 1946 subsidized scholarships as well as building maintenance and improvements. John W. Alspaugh Jr.'s 1964 creation of the John Wesley Alspaugh and Celeste Tucker Alspaugh Memorial Trust in memory of his parents also supplied money to be used to improve the lives of Forsyth County's disadvantaged youth.³⁵

Renovations of the Boys' and Girls' Cottages in 1961 and the Baby Cottage in 1964 created more private bedrooms and bathrooms. Residents had previously slept in large rooms with multiple beds; new partition walls resulted in smaller rooms designed to accommodate between two and four youth. Each older child had a bed, bookshelf, desk, and closet. House mothers' quarters received ensuite bathrooms. In the Baby Cottage, contractors replaced the wood rear porch floor with a concrete and

³² "School Erects a Large Unit for Canning," *WSJS*, July 12, 1953; Martin Howard, "Industrial School Builds Its Own Grain Dryer," *WSJ*, July 15, 1953.

³³ English Bradshaw, *Suffer the Little Children: A History of Child Care for Colored Children in the American South* (Boone, N. C.: Parkway Publishers, 2012), 95-107; Box 5, Folder 7, MIS Collection, FCPL.

³⁴ Luix Overbea, "Orphanage Will Hold Open House," *WSJS*, April 30, 1961.

³⁵ Box 4, Folder 1, MIS Collection, FCPL; Paul Bahnson, "Orphans Are Given A Home," *The Sentinel*, September 20, 1965; "Group Seeks Funds for Collegians," *WSJS*, July 17, 1966; Winston-Salem Foundation, "Illuminating the Future, 2012 Annual Report," issued 2013, p. 38.

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brick floor and remodeled the playroom. Other campus improvements included doors updates in compliance with fire code, landscaping, clearing recreational areas, filling ditches, installing brick walkways and mercury vapor lamps, and paving roads.³⁶

The summer was an opportune time for interior renovations, as each child had the opportunity to spend one week with friends and family and one week at a camp operated by sponsoring entities such as Boy Scouts, Girl Scouts, 4-H, New Farmers of America, YMCA, and YWCA. Memorial Industrial School hosted two cookouts every summer.³⁷

Owen Redwine retired between 1961 and 1964, by which time Marshall E. Manning served as farm superintendent. Memorial Industrial School then encompassed 462.8 acres and had a capacity of seventy residents. The State Board of Public Welfare's September 1966 evaluation of the campus resulted in a reduction of resident hours worked at the farm, more regular school attendance and medical check-ups, increased staff training, and the elimination of corporal punishment. Facility updates included attic ventilator installation in the administration building and new mattresses in all of the cottages.³⁸

William L. Peay promoted Memorial Industrial School statewide as he served in the early 1960s on boards including that of the North Carolina Child Care Association, a consortium of representatives from twenty-three facilities. He became the organization's first African American president around 1965. Peay retired from Memorial Industrial School in October 1967, three months prior to his twenty-first anniversary as the institution's superintendent. He estimated that the campus had served thirteen hundred students during his tenure.³⁹

Roy C. Haberkern retired from R. J. Reynolds Tobacco Company after a forty-six year career in 1955, but continued to function as Memorial Industrial School's board chairman for almost a decade.⁴⁰ The board selected Cincinnati, Ohio, native and Forsyth County Welfare Department caseworker Algie Rousseau to replace William Peay. However, Rousseau, his wife Sylvia, and their five young children resided in the superintendent's house for only four months before Memorial Industrial School terminated his employment in early 1968.⁴¹

³⁶ Lashmit, Brown, and Pollock, "Baby Cottage, Memorial Industrial School," May 27, 1964, plan in Box 2, Folder 32, MIS Collection, FCPL; Karen Parker, "Industrial School Has New Look," *WSJS*, August 2, 1964.

³⁷ Parker, "Industrial School Has New Look."

³⁸ *Ibid.*; Deed Book 924, p. 213; Box 4, Folder 1, and Box 5, Folder 7, MIS Collection, FCPL.

³⁹ "William L. Peay is Retiring as Industrial School Leader," *WSJS*, October 8, 1967.

⁴⁰ Roy C. Haberkern, born on November 17, 1914, died on April 17, 1973. "Haberkern is Honored By School," *WSJ*, June 19, 1950; "Retired Reynolds Official Dies," undated newspaper clipping in Memorial Industrial School vertical file, FCPL.

⁴¹ Algie Rousseau, who held a health education degree from the University of Cincinnati, had also attended Cincinnati Bible Seminary and taught evening classes at Winston-Salem Bible College. Sylvia Rousseau worked as a

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Assistant superintendent James Avent then headed the institution until educator Clyde E. Gray assumed its oversight. Gray remained for a year before accepting a position as Kennedy Junior High School's assistant principal, after which Avent again acted as superintendent. This inconsistency in administration, coupled with financial difficulties and a directive to reevaluate the orphanage's mission in light of evolving child care practices, led to the Forsyth County Department of Social Services assuming the campus's oversight from July 1, 1971, until its August 15th closure. At that time, the department placed thirty-five teenage residents in foster care with the intention of undertaking campus renovations, addressing staffing deficiencies identified by the North Carolina Office of State Personnel, and reopening as an interracial residential center for at-risk children ages six to eighteen after certification by a variety of state agencies. Youth would attend Winston-Salem/Forsyth County public schools.⁴²

The planned improvements did not transpire, however, and the property remained vacant until local service organizations including the Junior League of Winston-Salem sponsored a feasibility study and concluded that the campus would require minimal updates to accommodate developmentally-disabled children. The non-profit Horizons Residential Care Center thus incorporated on May 31, 1973, and Memorial Industrial School, Inc., conveyed six tracts comprising 393.95 acres to the organization on July 20th of that year. Horizons transferred ownership of the buildings and 492.014 acres to Forsyth County on October 31, 1977, after negotiating a ninety-nine-year lease for twenty-seven acres.⁴³

Local architects Newman Van Etten Winfree Associates prepared plans for the Baby Cottage's 1974 renovation to serve ambulatory Horizons residents. The building was then renamed in honor of long-time Memorial Industrial School administrative staff member James Avent. Since 1989, the structure has served only as a storage facility. The Boys' Cottage became known as Alspaugh Cottage in 1975 after undergoing improvements funded in part by the John Wesley Alspaugh and Celeste Tucker Alspaugh Memorial Trust to function as a respite care facility. The building now serves an

medical technologist at Kate Bitting Reynolds Memorial Hospital and was a Wake Forest University student. "Memorial Industrial School Elects New Superintendent," *WSJ*, October 12, 1967.

⁴² "Memorial School Gets Acting Head," *WSJ*, September 25, 1969; Tom Dillon, "Orphanage's Future is in Doubt," *WSJS*, September 28, 1959; "Memorial School May Close," *WSJ*, June 5, 1971; "Forsyth to Ponder School Use," *Twin City Sentinel*, June 5, 1971; Marie Paull, "Care Plan Advances to Hurdle," *WSJ*, September 3, 1971; Paul Taylor, "State Okays Child-Care Project," *Twin City Sentinel*, September 2, 1971.; Correspondence with the Duke Endowment, Box 4, Folder 22, MIS Collection, FCPL.

⁴³ Deeds and lease agreements do not explain the one-hundred-acre difference in land area conveyed in 1973 and 1977. Memorial Industrial School, Inc., filed dissolution papers on November 28, 1973. "Reopening of School is Proving Elusive," *WSJS*, January 30, 1972; North Carolina Department of the Secretary of State, "Horizons Residential Care Center," <http://www.secretary.state.nc.us/Search/profcorp/5017416> (accessed January 2015); Forsyth County Deed Book 1110, p. 863; Deed Book 1219, p. 1038; Deed Book 1219, p. 1043. Corporation Book 64, p. 782; Corporation Book 65, p. 21.

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administrative function, as Horizons completed an extensive renovation in 2014. Horizons erected the Atrium, a thirty-bed facility east of Alspaugh Cottage, in 1988. The center utilized the administration building as such with minor updates until 2014. The auditorium/gymnasium remains in use, but the rest of the building has been vacated. The superintendent's house now serves as an employee wellness center. Horizons never occupied the Girls' Cottage.⁴⁴

Social History Context: North Carolina Orphanages

During the seventeenth, eighteenth, and nineteenth centuries, colonial and North Carolina courts often placed children whose parents were deceased or unable to serve as guardians in apprenticeships intended to result in mastery of a marketable trade and basic literacy. Early settlers, many of whom immigrated from England, Germany, Scotland, and Ireland, supported this approach as it had been a common practice in their countries of origin. Group residences for penurious youth were rare. In the nineteenth century's second decade the North Carolina General Assembly incorporated a few short-lived organizations such as the Newbern Female Charitable Society (1812) and the Female Orphan Asylum of Fayetteville (1813). However, it was not until 1868 that legislators created a government entity to provide statewide social welfare assistance. The five-member Board of Public Charities' first act was to inventory jails and poorhouses, but its purview soon grew to include oversight of hospitals, convict camps, and homes for veterans, elderly, and infirm citizens. Although ameliorating the hardship of destitute youth was part of the board's mandate, it did not subsidize orphanages. Private organizations thus solicited donations to facilitate indigent child care.⁴⁵

In February 1873, the Grand Lodge of the Order of Free Masons established Oxford Orphan Asylum, North Carolina's first permanent institution created to house and educate white orphans. Admittance was based upon need rather than familial ties to Masons. Although the endeavor was privately funded, the institution later received small state appropriations to aid its operation. The orphanage's first superintendent, John Haymes Mills, left Oxford in 1884 to found the state's second orphanage in Thomasville.⁴⁶

Two African American residents of Henderson, North Carolina—public school teacher Henry Plummer Cheatham and Baptist church pastor Augustus Shepard—partnered with twelve other black leaders to create Grant Colored Asylum, the first orphanage for African American children in North

⁴⁴ "Horizons Residential Care Center Scrapbook," Horizons Residential Care Center, Rural Hall, North Carolina; David Adams, conversations with Heather Fearnbach, January 2015.

⁴⁵ Arthur E. Fink, "Changing Philosophies and Practices in North Carolina Orphanages," *North Carolina Historical Review*, Volume 48, Number 4, October 1971, 333-336; "First Annual Report of the Board of Public Charities," Document No. 26, *Executive and Legislative Documents Laid Before the General Assembly of North Carolina, Session 1869-1870* (Raleigh: John W. Holden, printer, 1870), 2-4.

⁴⁶ Fink, "Changing Philosophies and Practices in North Carolina Orphanages," 337.

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Carolina. Donations from churches and individuals subsidized the 1883 purchase of a twenty-three-acre farm one-and-one-half miles south of Oxford in Granville County and the renovation of a small house and barn on the property. The facility functioned as Grant Colored Asylum until March 28, 1887, when it incorporated as the Colored Orphan Asylum of North Carolina. That year, the institution's board of directors elected Reverend Robert L. Shepard to serve as superintendent. In 1892, the African American Grand Lodge of Masons of North Carolina pledged a recurring donation equal to ten per cent of its annual gross receipts. The following year, the North Carolina General Assembly delineated a \$2,500 appropriation to subsidize the orphanage's operation. The amount increased over time.⁴⁷

Churches and fraternal organizations managed ten sizable orphanages statewide by 1899. Facility administration typically comprised a board of directors and a superintendent who was often a minister in institutions overseen by religious denominations. The wives of married superintendents or a chief matron assisted with daily management, along with teachers, house parents, and staff, most of whom lived on campus. Orphanages provided academic instruction as well as training in agricultural, domestic, and vocational pursuits. Children executed tasks such as cooking, cleaning, laundering, farming, food preservation, and building and grounds maintenance. Although their labor greatly reduced annual operating costs, orphanages struggled to be self-supporting.⁴⁸

The Colored Orphan Asylum of North Carolina epitomized this model. Reverend Shepard superintended the institution until 1907. Henry Plummer Cheatham, a former slave, educator, and United States congressman (1889-1893), then headed the Granville County campus, overseeing until his death in 1935 a broad campus improvement program that involved replacing frame buildings with edifices erected with brick manufactured by students. State funding allowed for the 1915 completion of the two-story, brick, Italianate-style building that bears Cheatham's name and contained a chapel, dining room, kitchen, and classroom. Other brick structures included girls' and boy's dormitories, an infants' cottage, a laundry, and a smokehouse.⁴⁹

The Methodist Children's Home in Winston-Salem also has a lengthy history. On April 29, 1908, the Western North Carolina Methodist Conference selected the site to serve as an orphanage for white

⁴⁷ North Carolina Department of the Secretary of State, "Colored Orphan Asylum of North Carolina," <http://www.secretary.state.nc.us/Search/profcorp/4905941> (accessed January 2015); "Colored Orphanage Office Building Is Erected on Campus," *Oxford Public Ledger*, June 15, 1934; "History of the Colored Orphanage of North Carolina," 1935 document from Central Children's Home of North Carolina, Inc., files; The Duke Endowment, *Twelfth Annual Report*, August 1937, 87-88.

⁴⁸ Fink, "Changing Philosophies and Practices in North Carolina Orphanages," 337, 339, 351.

⁴⁹ A March 20, 1948, fire destroyed the boys' dormitory, which was replaced the next year. North Carolina Mutual Life Insurance Company, "'A 'Charitable Object' Becomes a Monument to the Development of Negro Youth,'" *The Whetstone*, fourth quarter 1964; Marvin A. Brown and Patricia Esperon, "Central Orphanage," National Register of Historic Places nomination, 1987.

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youth. The Children's Home, Inc., Board of Trustees subsequently purchased the former Davis Military School campus, which included five frame dwellings, a barn, and other outbuildings on twenty-five acres. H. A. Hayes of Reidsville, the first Children's Home superintendent, facilitated the property's repair and landscaping for the orphanage's grand opening on September 13, 1909. New York engineers Buckenham and Miller, who assisted with the Reynolda estate's landscape design, created the Children's Home's site plan. Hook and Rogers of Charlotte served as campus architects and Reverend J. P. Rodgers oversaw fund-raising to subsidize building construction.⁵⁰

The Children's Home enrolled forty-two children by November 1909. Children and staff lived in the refurbished Davis School buildings. The campus's first permanent brick structure, the High Point Building, so named as High Point's Methodist churches partially funded its construction, was completed in January 1912. During superintendent Walter Thompson's administration from 1913 to 1921, contractors erected the Smith, Cornelius, Hanes Industrial, and Aurelia Bowman Gray Buildings and the Superintendent's House. The administration razed the former Davis School structures in 1922 and a capital campaign funded a new educational building completed in May 1923.⁵¹

The North Carolina State Board of Charities and Public Welfare evaluated the state's orphanages, all operated by private entities, annually to ensure that the facilities offered residents adequate care and educational opportunities commensurate with those provided by the public school system. In 1922, the agency inspected twenty-five child-care institutions, three of which served African American youth: the Colored Baptist Orphanage in Winston-Salem, the Colored Orphanage of North Carolina near Oxford in Granville County, and the Mary Lee Home for Dependent Children operated by Mary Lee Byerly in High Point. Resident teachers typically educated first- through sixth- or seventh-grade students on site, but six facilities reported that all children attended local public schools in 1922. Three institutions transported teenagers to public high schools that year. In addition to the licensed orphanages, many other child-care facilities operated throughout the state. Most served white children, but in 1922 the State Board of Charities and Public Welfare evaluated and declined to license four African American facilities: the Industrial Union Training School and Orphanage in Southern Pines, the National Nazarene Institute for Advancement of the Race in Greensboro, the Negro Family Orphanage in Wake Forest, and Mary Elizabeth Moore's school in Hiddenite.⁵²

In 1924, the State Board of Charities and Public Welfare and the University of North Carolina at Chapel Hill received a grant from the Laura Spelman-Rockefeller Memorial Fund that allowed for the

⁵⁰ *WSJ*, September 21, 1909; Perry Lefeavers, *The Children's Home: The First Seventy-Five Years* (Winston-Salem: Hunter Publishing Company, 1983), 7-13.

⁵¹ The High Point Building was demolished in 1971. Lefeavers, *The Children's Home*, 17, 21, 26-27, 29, 31-34, 61, 63, 71-72, 87, 368.

⁵² NCSBCPW, *Biennial Report of the North Carolina State Board of Charities and Public Welfare, 1920-1922*, 19, 23.

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January 1, 1925, creation of a pilot demonstration program intended to improve African American social conditions. The initiative, envisioned as a model for a state-wide system, explored methods to achieve equitable access to education, health care, housing, and recreational facilities for the state's black residents under the auspices of the newly created Division of Negro Work. Winston-Salem Teachers College president Simon G. Atkins was one of seven African American leaders appointed to serve on the advisory commission associated with the division. The agency employed social workers in Forsyth and eighteen other counties with sizable black populations. Fourteen of those men and women, including Forsyth County-based Sara P. Ancrum, a Winston-Salem resident and the wife of physician Edward W. Ancrum, were African American.⁵³

Memorial Industrial School's administrators were therefore well-informed regarding the State Board of Charities and Public Welfare's policies. The agency promoted the cottage system as the ideal arrangement for institutions dedicated to child care. In this model, modest-sized buildings provided sleeping quarters for twenty to thirty youth and their caretakers, recreational areas, kitchens, dining rooms, and bathrooms. The cottages' small scale was intended to promote a nurturing domestic atmosphere. The board also encouraged the employment of a physical education director and a home economics teacher at each institution.⁵⁴ Memorial Industrial School's 1929 Rural Hall campus manifested the cottage system, as did the Methodist Children's Home in Winston-Salem. In 1930, the latter institution's holdings encompassed fourteen brick and twelve frame buildings on two hundred acres in Winston-Salem and a 278-acre farm in Davidson County acquired in 1925.⁵⁵

The Colored Orphanage of North Carolina in Oxford reincorporated in 1927 and remained the state's only sizable entity other than Memorial Industrial School that served North Carolina's African American youth. The Duke Endowment facilitated land acquisition and the construction of the two-story, brick, 1925 orphanage school, which was named in memory of Benjamin Newton and Sarah Pearson Angier Duke's son, Angier Buchanan Duke, as well as a one-story 1934 administrative office. In 1935, the institution served 216 children, some of whom assisted with the cultivation of approximately 91 acres of the 450-acre campus. Student enrollment numbered 333, as the school accommodated the town of Oxford's African American youth through eighth grade, after which they attended Mary Potter High School in Oxford.⁵⁶

⁵³ U. S. Census, Population Schedule, 1930; NCSBCPW, "North Carolina's Social Welfare Program for Negroes," Special Bulletin Number 8, Raleigh, N. C., 1926, 9, 22-25, 40.

⁵⁴ NCSBCPW, *Biennial Report of the North Carolina State Board of Charities and Public Welfare, 1920-1922*, 22.

⁵⁵ Lefeavers, *The Children's Home*, 243, 246, 257.

⁵⁶ A March 20, 1948, fire destroyed the boys' dormitory, which was replaced the next year. NCSBCPW, "North Carolina's Social Welfare Program for Negroes," Special Bulletin Number 8, Raleigh, N. C., 1926, 35; North Carolina Mutual Life Insurance Company, "'A 'Charitable Object' Becomes a Monument to the Development of Negro Youth,'" *The Whetstone*, fourth quarter 1964; Brown and Esperon, "Central Orphanage."

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In 1940, Memorial Industrial School, with its ninety-resident capacity, was the only licensed orphanage (black or white) delineated in the Board of Charities and Public Welfare's annual report. The agency exempted seventeen orphanages operated by religious denominations and five by fraternal organizations from licensing requirements due to property valuations of more than \$60,000. Therefore, the Colored Orphanage of North Carolina, which could serve two hundred children and was overseen by the African American Grand Lodge of Masons of North Carolina, was listed in the report but not evaluated by the state agency. Nor were North Carolina's largest orphanages for white youth: the Baptist Mills Home in Thomasville, which could house 429 residents; the Methodist Children's Home in Winston-Salem, which had a 415-child capacity; and the Masonic Oxford Orphanage, which accommodated up to 330 youth. Other institutions monitored by the Board of Charities and Public Welfare included "boarding homes" that provided foster care, day nurseries, convalescent homes, county homes, juvenile detention homes, maternity homes, and training schools.⁵⁷

The Duke Endowment awarded grants to thirty-three North Carolina and eighteen South Carolina orphanages in 1944. The Buncombe County Children's Home in Asheville was the only local government-operated campus to receive assistance. Religious, community, or fraternal organizations managed all of the other institutions. The Duke Endowment's North Carolina allocations ranged from \$15,408 for the Baptist Orphanage in Thomasville to \$44.56 for the Wright Refuge in Durham. Memorial Industrial School received \$1,709 that year.⁵⁸

After World War II, as the state adopted new standards for education, health care, and welfare assistance, orphanage administration transitioned to a social work paradigm. More children remained on campuses for short durations while their parents were unable to support them and returned home when circumstances improved. Some orphanage schools that had only served resident youth closed as it was more cost-effective to send children to public schools. It is not clear how many of the thirty-one orphanages listed in the 1953 "Educational Directory of North Carolina" operated on-campus public graded schools at that time, but only two were African American: Memorial Industrial School and the Colored Orphanage of North Carolina. All youth at Memorial Industrial School began attending Carver School in fall 1960.⁵⁹

In an effort to provide more individualized care, Memorial Industrial School remodeled the Boys' and Girls' Cottages in 1961 and the Baby Cottage in 1964 to create more private bedrooms and bathrooms.

⁵⁷ NCSBCPW, *Biennial Report of the North Carolina State Board of Charities and Public Welfare, 1938-1940* (Raleigh: Edwards and Broughton, 1940), 34-35.

⁵⁸ The Duke Endowment, *The Duke Endowment Year Book No. 13*, 1944, 12, 40; Box 1, Folder 23, MIS Collection, FCPL.

⁵⁹ North Carolina Department of Public Instruction, "Educational Directory of North Carolina, 1952-1953," Publication No. 286 issued by the State Superintendent of Public Instruction, Raleigh, N. C., 31.

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Cooking and dining shifted from the cottages to the administration building after the 1962 renovation of the northwest classroom to serve as a kitchen and the east classrooms to create a cafeteria. A dietician planned meals prepared by the cook and assistants. At the Methodist Children's Home, administrators reduced cottage residency to approximately twenty youth per building.⁶⁰

Desegregation mandates impacted both institutions. Methodist Children's Home staff had always included African American employees, but the Children's Home responded to the Civil Rights Act of 1964 by integrating the campus school faculty in 1967. African American attorney Richard C. Erwin joined the Board of Trustees in June 1968 and the first black youth entered the Children's Home in June 1970.⁶¹ At Memorial Industrial School, administrative difficulties led to the Forsyth County Department of Social Services assuming the campus's oversight from July 1, 1971, until its August 15th closure.

The Children's Home enrollment continued to decline and the public school on the campus ceased operations in 1973. The Board of Trustees appointed a study committee to reevaluate the facility's mission. In response to their findings, the institution implemented programs such as short-term care, prescriptive tutoring, and the creation of residential transition cottages which prepared high school juniors and seniors for independent living upon graduation. The Children's Home continues its original mission to serve youth. The facility, now a licensed mental health residential and day treatment center, places children in family foster and therapeutic foster care as well as foster-to-adopt situations.⁶²

This approach was common in institutions statewide, including the Colored Orphanage of North Carolina, which adopted a new name, becoming the Central Orphanage of North Carolina in 1965. At that time, enrollment numbered around 155 residents referred to the institution from 42 North Carolina counties. The Angier B. Duke School, which was part of the public school system, also accepted students from surrounding counties until closing in 1971 as a result of Granville County school integration. Since August 1986, the institution has functioned as the nondenominational, private, not-for-profit Central Children's Home of North Carolina, Inc. The residential care facility at 211 West Antioch Drive has a thirty-person capacity.⁶³

⁶⁰ Box 4, Folder 1, MIS Collection, FCPL; Lefeavers, *The Children's Home*, 280.

⁶¹ Lefeavers, *The Children's Home*, 281.

⁶² *Ibid.*, 266-274, 279-281, 365-374, 393-394.

⁶³ Central Children's Home of North Carolina, Inc., "About Us: History," and "Frequently Asked Questions," <http://www.cch-nc.org/aboutus.html> (accessed January 2015). The 323-acre Central Children's Home of North Carolina campus retains three buildings constructed before 1940: the 1915 Henry Plummer Cheatham Building, the 1934, and the smokehouse, erected in two phases prior to 1915 and between 1922 and 1928. These three structures and approximately two acres surrounding them have been listed on the National Register of Historic Places since August 31, 1988. Brown and Esperon, "Central Orphanage."

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African American Education Context

Limited educational prospects were available to North Carolina residents through the mid-nineteenth century. White youth with financial means received private instruction from tutors in private homes or attended subscription or boarding schools. Religious groups including the Moravians and the Society of Friends, known as Quakers, provided basic literacy lessons for free blacks and slaves, and according to oral tradition, continued even after the General Assembly enacted legislation forbidding the education of North Carolina's enslaved population in 1830. Although public schools enrolled white students in some urban and rural areas beginning in 1840, terms were short and facilities primitive. Private academies provided more comprehensive courses of study, but charged tuition that was cost-prohibitive for the average family. In rare instances, free black youth attended private North Carolina schools. Esteemed African American furniture maker Thomas Day's teenage daughter Mary Ann received instruction at the Salem Girls' School in 1847. She boarded in the Salem home of music teacher Christian Friedrich Sussdorf and his wife Louisa Cynthia Hagen.⁶⁴

Legislators attempted to improve and standardize conditions statewide by creating a public school superintendent's office headed by attorney and author Calvin Henderson Wiley on January 1, 1853. Wiley oversaw the transformation of North Carolina's educational system, facilitating its rapid expansion to accommodate approximately 120,000 white pupils at more than 3,000 locations by 1860. State-subsidized school funding decreased and enrollment dropped during the Civil War.⁶⁵

Private entities, religious groups, and civic organizations supported educational endeavors during Reconstruction. In Forsyth County, the Moravian Church donated acreage to facilitate the Friends Association for the Relief of Colored Freedmen's 1867 construction of a school near Waughtown Street south of Salem. In 1878, two northern Quaker women, Mrs. Payson and Miss Woolson, instructed pupils in the weatherboarded, one-room, front-gable-roofed building.⁶⁶

⁶⁴ Emma King, "Some Aspects of the Works of the Society of Friends for Negro Education in North Carolina." *The North Carolina Historical Review*, Volume I, Number 4, October 1924, 403; Jeffrey J. Crow, Paul D. Escott and Flora J. Hatley, *A History of African-Americans in North Carolina* (Raleigh: North Carolina Department of Cultural Resources, 1992), 153; Moravian records note that Mary Ann Day had attended school "in the North" before coming to Salem in 1847. *Minnie J. Smith, Records of the Moravians Volume 9: 1838-1847* (Raleigh: Division of Archives and History, 1964), 4966.

⁶⁵ Jim Sumner, "The Development of North Carolina's Public School System through 1940," context essay prepared for the Survey and Planning Branch of the North Carolina Historic Preservation Office, 1990, 2-3; Barbara M. Parramore, "Calvin Henderson Wiley," in William S. Powell, ed., *Dictionary of North Carolina Biography, Volume 6* (Chapel Hill: University of North Carolina Press, 1996), 196-197.

⁶⁶ The school ceased operating around 1892 following the public Depot Street School's 1887 opening in Winston. Forsyth County Deed Book 16, p. 124; L. V. and E. T. Blum, *Guidebook of Northwestern North Carolina* (Salem: L. V. and E. T. Blum, 1878), 29.

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Reconstruction policies included the promise of universal access to quality academic instruction. However, the North Carolina General Assembly, mandated by the state's 1868 constitution to provide free public education for all children, adopted in 1875 an amendment that allowed for the creation of "separate but equal" schools. As educational facilities relied on inequitably distributed local funding, this policy left black students with inferior buildings and supplies, shorter terms, and fewer instructors. Despite these challenges, African American leaders promoted education as a means of realizing individual potential and strengthening communities. The State Colored Education Convention, composed of 140 delegates from forty counties, met in Raleigh in 1877 to plan systemic educational improvements. Politicians in Charlotte, Greensboro, Raleigh, Washington, and Winston soon sponsored initiatives to create the state's first black graded schools. African American students interested in becoming teachers undertook advanced studies at normal schools established by religious denominations and private entities in Charlotte, Concord, Greensboro, Raleigh, and Salisbury.⁶⁷

City and county school systems typically operated independently. In rural Forsyth County, youth received academic instruction in modest log and frame buildings often located in crossroads communities. About six miles from where Memorial Industrial School was later constructed, African Americans residing near in the Moravian town of Bethania had the opportunity to attend classes for about four months of each year. The log building that the Moravians had erected to serve as Bethania's African American church in 1850 functioned both as a school for all grades and a sanctuary until new edifices were erected to serve those purposes in the late nineteenth century. The first teachers were white men. By 1873, when future African American teacher and pastor Joseph Loften Lash was a student in Bethania, A. I. Butner taught the community's black children.⁶⁸

In 1885, Butner became secretary of the newly created Forsyth County Board of Education, which oversaw all rural schools. He headed the board for ten years, overseeing building construction and teacher licensure that resulted in greatly improved facilities throughout the county. The board allocated funds based on enrollment, which grew through the 1890s. Butner's Board of Education meeting minutes provide some general statistics regarding rural campuses. In January 1892, 126 students attended classes in Bethania's African American School District No. 5, making it the county's fifth-largest. The district's yearly funding—based on enrollment numbers—was \$168. District No. 5 received a \$225 appropriation toward operating costs in January 1894, the third-highest among the county's twenty-one African American school districts. The county subsidized sixty-nine white schools at that time. The majority of the county's teachers were white, but on October 1, 1898, Bethania Township's School Committee accepted a petition from Joseph Loften Lash to teach at Bethania's African American school at a salary of \$25 per month.⁶⁹

⁶⁷ Crow, et. al., *A History of African-Americans in North Carolina*, 79, 81, 153.

⁶⁸ Joseph Loften Lash, "History of the A. M. E. Zion Church of Bethania, North Carolina," forward.

⁶⁹ Kuykendall, "The History of Education in Forsyth County," 316; A. I. Butner, "Minutes of the County Board of Education," 1890-1898, in *Albert I. Butner Papers, 1820-1907*, David M. Rubenstein Rare Book and Manuscript Library,

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Educational opportunities for Winston youth also increased in the late nineteenth century. The municipality's first public educational institution, Winston Graded School in West End, held a one-month term in April 1884 and enrolled white students in seven primary grades and two high school grades for fall classes. Winston's first African American public school began operating on Depot Street in 1887, offering an alternative to church-led instruction. By 1891, Shaw University graduate Addie C. Morris led classes sponsored by the Women's Baptist Home Mission Society of Chicago, Illinois, in a modest structure adjacent to the African American First Baptist Church on East Sixth Street.⁷⁰

State subsidies for public education became available in 1897, but legislators did not initially allocate funds to black schools. Local taxes thus supported school operations. However, as the twentieth century commenced, Charles Brantley Aycock, North Carolina's governor from 1901 to 1905, advocated extensive improvements to the public school system. Between 1910 and 1912, rural communities erected 132 African American and 574 white schools, many using plans distributed by the North Carolina Department of Public Instruction. In 1912, the state enumerated 2,226 rural and 105 urban black schools and 5,265 rural and 181 urban white schools.⁷¹

The Forsyth County Board of Education, with assistance from Bethania residents, constructed two weatherboarded one-room schools to serve area youth in the late nineteenth century. White students received instruction in Bethania, while black youth studied at Cedar Grove School/Bethania Community School, which stood northeast of the town's center at the northeast corner of Walker and Bethana-Rural Hall roads. Oak Grove, a one-room frame school erected around 1910 in Washington Town, an African American enclave southeast of Bethania, also served the area's black children. School attendance was sporadic during this period, as, in addition to furthering their education, most

Duke University, Durham, North Carolina. Lash began his teaching career in 1884 and instructed children in Forsyth and three other North Carolina counties for more than fifty years. Bethania A. M. E. Zion Church anniversary bulletin, October 21, 2007, information compiled by Melinda Lash, Reverend Joseph Loftin Lash's granddaughter, and other members of the historic committee: Alice Allen, Jamesine Ruff, Evelyn Shouse, and Natalie Summers.

⁷⁰ D. P. Robbins, *Descriptive Sketch of Winston-Salem, Its Advantages and Surrounding, Kernersville, Etc. Compiled under Auspices of the Chamber of Commerce* (Winston, NC: Sentinel Job Print, 1888), 15; Mrs. A. V. Winkler, *Souvenir of the Twin Cities of North Carolina, Winston-Salem, Forsyth County, Descriptive and Historical* (Salem, NC: Blums' Steam Power Press Print, 1890), 54–55; R. L. Kuykendall, "The History of Education in Forsyth County," *North Carolina Education* (February 1945): 293–294, 312–315; J. A. Whitted, *A History of the Negro Baptists of North Carolina* (Raleigh: Edwards & Broughton, 1908), 174–176; U. S. censuses, Population Schedules, 1900–1930.

⁷¹ Crow, et. al., *A History of African-Americans in North Carolina*, 155; Sumner, "The Development of North Carolina's Public School System through 1940," 5-6; William S. Powell, *North Carolina through Four Centuries* (Chapel Hill: University of North Carolina Press, 1989), 445-447; North Carolina Department of Public Instruction, *Biennial Report of the Superintendent of Public Instruction to Governor W. W. Kitchin for the Scholastic Years 1910-11 and 1911-12* (Raleigh: Edwards and Broughton, 1912), 8-9.

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rural children worked on their families' farms and planting and harvest seasons dictated the rhythm of agrarian life. W. B. Speas reported that an average of nineteen of the thirty-eight children enrolled at Cedar Grove and thirty-three of the forty-eight students registered at Oak Grove attended classes daily during the 1912-1913 school year.⁷²

As inherent inequalities between black and white educational facilities prevailed, prominent educators including Nathan C. Newbold, James B. Dudley, and Charles H. Moore began addressing the appalling condition of African American schools. Newbold, appointed Agent for Rural Black Schools in 1913, served as the first Director of the Division of Negro Education upon its 1921 creation. With the aid of philanthropic concerns such as the Jeanes, Peabody, Rosenwald, and Slater Funds, he hired supervisors and teachers for rural schools and orchestrated building improvements.⁷³

Beginning around 1918, North Carolina's first public secondary schools for black youth, located in highly populated counties such as Durham, Forsyth, Guilford, Mecklenburg, and Wake, offered a few years of high school coursework. Earlier private schools including Palmer Memorial Institute in Guilford County, established in 1902 by African American educator Charlotte Hawkins Brown, and Laurinburg Institute in Scotland County, created in 1904 by Emmanuel Monty and Tinny McDuffie, remained alternatives for black children from counties in which public secondary education was not available.⁷⁴

North Carolina strengthened compulsory school attendance legislation in 1919, resulting in escalated enrollment that could not be accommodated in existing facilities. Between 1921 and 1925, North Carolina expended approximately eighteen million dollars operating public elementary and high schools, summer programs, normal schools, and colleges for African American students. Public school teacher salaries totaled around ten million, new buildings and equipment five million, and higher education and teacher training allocations almost three million dollars.⁷⁵

The Rosenwald Fund, an organization devoted to improving educational venues for southern African American children, subsidized the completion of 813 buildings, including schools, teachers' residences, and industrial education shops, in North Carolina between 1915 and 1932, more than in any

⁷² Sarah Woodard, Edwards-Pitman Environmental, "Oak Grove School," National Register of Historic Places nomination, 2002; W. B. Speas, *Annual Report of the Public Schools of Forsyth County, North Carolina, 1912-1913* (Winston-Salem: Barber Printing, 1913), 13.

⁷³ Crow, et. al., *A History of African-Americans in North Carolina*, 156-158; Hugh Victor Brown, *A History of the Education of Negroes in North Carolina* (Raleigh: Irving Swain Press, Inc., 1961), 61, 64; James D. Anderson, *The Education of Blacks in the South, 1860-1935* (Chapel Hill: University of North Carolina Press, 1988), 204; Hugh Victor Brown, *E-Equal-ity Education in North Carolina Among Negroes* (Raleigh: Irving Swain Press, Inc., 1964), 129-130.

⁷⁴ Crow, et. al., *A History of African-Americans in North Carolina*, 155-158.

⁷⁵ NCSBCPW, "North Carolina's Social Welfare Program for Negroes," Special Bulletin Number 8, Raleigh, N. C., 1926, 42.

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other state. Rosenwald funds facilitated the construction of five Forsyth County African American schools through the 1920s. Belview School (four-room plan, circa 1918) served Winston-Salem's Southside community, while the four other buildings—Sunny Home School (one room, 1921), Rural Hall School (two rooms, 1921), Old Richmond School (four rooms, 1926), Rural Hall School No. 2 (four rooms, 1929)—were in rural areas.⁷⁶ During the 1929-1930 academic term, Forsyth County operated twenty-three public schools for African American youth. Fifteen were one-room buildings, four had two rooms, three contained three classrooms, and one had four.⁷⁷

Winston-Salem's African American residents benefited from the Rosenwald Fund's \$50,000 contribution to the \$350,000 construction and furnishing cost of Atkins High School, making it North Carolina's largest urban high school to receive aid from the philanthropic initiative. Atkins High School opened in the fall of 1930 and soon became recognized for its comprehensive academic curriculum.⁷⁸ Most African American schools had traditionally focused on domestic and manual skills training.

Memorial Industrial School students began receiving more rigorous academic instruction when E. R. Garrett, formerly a college professor, assumed the institution's leadership in January 1931. Garrett oversaw three teachers in the campus graded school. He also continued to be involved in statewide educational initiatives such as chairing the North Carolina Negro Teachers Association's teacher training section.⁷⁹

Enrollment in Winston-Salem and Forsyth County public schools escalated with population growth in the 1930s. During the 1935-1936 academic term, an average of 1,201 of 1,357 students enrolled at

⁷⁶ "Forsyth County Schools," Fisk University Rosenwald Fund Card File Database, Julius Rosenwald Fund Archives, 1917-1948, John Hope and Aurelia E. Franklin Library, Special Collections, Fisk University, <http://rosenwald.fisk.edu> (accessed January 2015); "North Carolina Rosenwald Schools," http://www.historysouth.org/wp-content/uploads/2014/11/NC_Rosenwald_Schools.pdf (accessed January 2015); Brown, *A History of the Education of Negroes in North Carolina*, 48; Crow, et. al., *A History of African-Americans in North Carolina*, 102, 123-124, 154-155; Thomas W. Hanchett, "The Rosenwald Schools and Black Education in North Carolina," *The North Carolina Historical Review*, Volume LXV, Number 4, October 1988, 387, 406, 408.

⁷⁷ North Carolina Department of Public Instruction, Division of Schoolhouse Planning, Forsyth County School Building Information, 1929-1930, Box 1.

⁷⁸ The Atkins High School site cost \$15,000, the building's construction \$300,000, and its equipment \$35,000. Letter from N. C. Newbold, Director, Division Negro Education, State of North Carolina Superintendent of Public Instruction, to Mr. S. L. Smith at the Rosenwald Fund, August 4, 1931, box 341, folder 16 (Rural Schools Program, Negro Schools, North Carolina, Construction, 1931), Julius Rosenwald Fund Archives, 1917-1948, Fisk University, John Hope and Aurelia E. Franklin Library, Special Collections.

⁷⁹ North Carolina Department of Public Instruction. "Educational Directory of North Carolina, 1932-1933." Publication No. 169 issued by the State Superintendent of Public Instruction. Raleigh, N. C., 6.

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Atkins High School attended classes led by 38 teachers under Principal J. A. Carter's supervision.⁸⁰ Carver School, located east of Winston-Salem, became the first public institution to offer four years of high school classes to Forsyth County's rural African American residents on its 1936 opening. By November 1938, nine elementary and six high school teachers instructed 510 students, and seven school buses provided transportation to and from the campus. Carver School's curriculum included a popular agricultural and manual arts course taught by North Carolina Agricultural and Technical College alumnus Hoyt Coble.⁸¹

In 1945, Memorial Industrial School was one of thirteen rural elementary schools that served Forsyth County's African American children. Principal Edmonia Henderson and two teachers instructed Memorial Industrial School's pupils, while older youth attended Carver School, which remained the only rural high school. Winston-Salem students attended six elementary schools and Atkins High School.⁸²

Carver School principal Edward Everette Hill led the campaign to erect a new building on his campus as the county's post-World War II population boom resulted in high public school enrollment and the need for larger facilities. Architect Gorrell R. Stinson designed the Modernist Carver Consolidated School, which served all twelve grades when it opened in 1951. Bethania-Rural Hall resident Patty Lash Martin's class was the last to graduate from the frame Carver School in 1950. She remembers riding to school in a "flat-topped wooden school bus" with benches lined up back-to-back lengthwise at its center.⁸³

In 1953, Principal W. H. Watson, based at Carver School, oversaw Forsyth County's three rural African American public educational facilities: Carver School, which employed thirty elementary and twenty-three high-school faculty members; Memorial Industrial School, which had two teachers; and the one-teacher classroom at the tuberculosis sanatorium on Shattalon Drive. Seven elementary schools and Atkins High School served Winston-Salem residents. The sanatorium closed when state hospitals assumed the care of tuberculosis patients in 1955. All youth at Memorial Industrial School began attending Carver School in fall 1960.⁸⁴

⁸⁰ "Atkins High School," Principal's Annual High School Report, 1935-1936, North Carolina Department of Public Instruction, Division of Instructional Services, State Archives of North Carolina, Raleigh, N. C.

⁸¹ A. A. Mayfield, "County Superintendent Cash Is Aiding Carver High School to Fill Need in Community," *WSJ*, November 13, 1938; Sarah Friende Hamlin, "A History of Carver High School, 1936-1986," 1-5. The newspaper article indicates that Sarah Friende was one of Carver High School's first eighteen graduates on May 12, 1938, but she states that she graduated in 1939.

⁸² Kuykendall, "The History of Education in Forsyth County," 292.

⁸³ Patty Lash Martin, conversations with Heather Fearnbach, April and September 2011.

⁸⁴ "Educational Directory of North Carolina, 1952-1953," 58-59; Robert W. Prichard, *Winston-Salem in History Volume 11: Medicine* (Winston-Salem: Historic Winston, 1976), 28-29.

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Although the U. S. Supreme Court decreed school desegregation in its 1954 *Brown vs. Board of Education* decision, most North Carolina municipalities implemented it slowly. In response to a selective integration bill passed by North Carolina legislators, the Charlotte, Greensboro, and Winston-Salem school boards allowed African American students to apply for admission to white schools in the summer of 1957.⁸⁵ Other counties desegregated schools by employing options such as the freedom-of-choice plan, enacted in 1965, that allowed parents to select which schools their children would attend. However, a federal court judge ruled the plan unconstitutional and an invalid means of integrating schools in 1968. That finding encouraged student busing to create racially balanced schools, a practice that became widespread as statewide school desegregation was finally achieved in the 1970s.⁸⁶

Architecture Context: Cottage-plan Institutions

Campuses erected to serve educational and social welfare functions typically encompassed administrative offices, classrooms, residential quarters, dining rooms, kitchens, laundries, and chapels. Financial constraints often necessitated that one building initially accommodate all functions, sometimes in multi-purpose spaces. Institutions expanded as funds became available. Building massing, scale, and appearance varied, but fire-resistant masonry construction was preferable to frame. On more formal campuses, architects employed elements of Classical, Colonial, Gothic, and Romanesque-Revival styles with the intention of evoking democratic ideals, inspiring patriotism, and elevating public taste.⁸⁷ In many cases, consistent use of materials such as brick made of local clay or stone indigenous to a specific area perpetuated a sense of timelessness as campuses evolved.

Building arrangement and landscaping are integral components of campus design. Landscape architect Frederick Law Olmsted, well-known for his cemetery, park, and residential subdivision plans, advocated naturalistic campus configurations, arguing that informal settings exemplified the egalitarianism of American education. Olmsted preferred grass lawns, planting beds, and wooded areas punctuated by winding paths and drives to rigid, geometric, classical quadrangles. He specified domestic-scale buildings rather than monumental edifices. Olmsted's contributions to the Smith College campus in Northampton, Massachusetts, between 1891 and 1909 included student housing in the form of small cottages with kitchens and dining rooms. Thornwell Orphanage in Clinton, South Carolina, established by Presbyterian minister William Plumer Jacobs in 1875, manifests the same

⁸⁵ "Supreme Court Orders Local Officials to End School Segregation 'as Soon as Practicable,'" *Winston-Salem Journal*, June 1, 1955, p. 1.

⁸⁶ Crow, et. al., *A History of African-Americans in North Carolina*, 171-173.

⁸⁷ Catherine W. Bishir, *North Carolina Architecture*, portable edition (Chapel Hill: University of North Carolina Press, 2005), 457.

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principle in a child-care context. The campus retains several modest stone residential cottages erected from 1899 through the 1920s.⁸⁸

Social welfare experts promoted the idea that domestic-scale group residences benefited indigent youth at the first annual White House Conference on the Care of Dependent Children, convened by President Theodore Roosevelt in Washington, D. C., on January 25, 1909. Attendees included African American educator Booker T. Washington, who headed Tuskegee Institute in Alabama; Jane Addams, who in 1889 founded the Chicago social settlement Hull House; journalist and photographer Jacob Riis; and nurse and humanitarian Lillian Wald. Although these and other reformers favored adoption and home boarding over institutional care for destitute children, the group's recommendations to improve orphanage conditions included construction of modest cottages to be administered by house parents. A cottage atmosphere allowed for more personalized attention with the goal of fostering well-adjusted and productive individuals.⁸⁹

By the time of Memorial Industrial School's 1929 completion, several other African American North Carolina institutions included residential cottages. The first building at the North Carolina Industrial Home for Colored Girls, an approximately three-hundred-acre campus established in 1921 near Efland in Orange County, was a comparable example. The North Carolina Federation of Colored Women's Clubs subsidized the cottage's construction as part of its mission to provide training for delinquent youth. The one-and-a-half-story, hip-roofed, weatherboarded, nine-room building contained quarters for twenty girls and a matron, classrooms, a dining room, and gathering spaces.⁹⁰ At Palmer Memorial Institute in Guilford County, a 1926-1927 improvement campaign replaced four frame buildings with Canary Cottage, the one-and-one-half-story weatherboarded residence of campus founder Dr. Charlotte Hawkins Brown; Galen Stone Hall (1927), a two-story brick Classical Revival-style girls' dormitory; and Kimball Hall (1927), a one-story brick Classical Revival-style dining and classroom building. Additional brick dormitories and classroom buildings followed, along with modest cottages for faculty and staff.⁹¹

⁸⁸ Richard P. Dober, *Campus Architecture: Building in the Groves of Academe* (New York: McGraw-Hill, 1996), 169, 170; John Wells and Susan Pickens, "Thornwell/Presbyterian College Historic District," National Register of Historic Places Nomination, 1981.

⁸⁹ John E. B. Myers, *Child Protection in America: Past, Present, and Future* (New York: Oxford University Press, 2006), 58-59; Matthew A. Crenson, *Building the Invisible Orphanage: A Prehistory of the American Welfare System* (Cambridge, M. A.; Harvard University Press, 1998), 11-12.

⁹⁰ The privately funded Efland institution, which during its almost two decades of operation was North Carolina's only facility of its type that served African American girls, closed in 1939. NCSBCPW, "North Carolina's Social Welfare Program for Negroes," Special Bulletin Number 8, Raleigh, N. C., 1926, 37-38; NCSBCPW, *Biennial Report of the North Carolina State Board of Charities and Public Welfare, 1938-1940*, 175.

⁹¹ Laura A. W. Phillips, "Palmer Memorial Institute Historic District," National Register of Historic Places nomination, 1988.

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Architecture Context: Northup and O'Brien

Northup and O'Brien, the Winston-Salem firm that encompassed architects Willard C. Northup, Leet O'Brien, and after 1927, Luther Lashmit, was one of North Carolina's most prolific and distinguished practices during the first half of the twentieth century. The partners and their staff offered a full range of design services for the urbanizing state and led in the architectural profession's establishment and promotion. Although many commissions were in Forsyth County, their oeuvre extended throughout North Carolina, manifesting trends ranging from the distinctive local "Salem Revival" style, attributed to Northup, to mid-twentieth-century modernism. The firm designed public schools, universities, and health facilities for the state's unprecedented and forward-looking investment in health care and education for black and white citizens. At the same time, they conceived custom designs for building types including skyscrapers and expansive residences for the emerging industrialist class.

Willard Close Northup (1882-1942) attended the Drexel Institute of Art, Science, and Industry in Philadelphia and studied at the University of Pennsylvania. He gained experience in the North Carolina offices of distinguished architects Charles McMillen of Wilmington and Richard Sharp Smith and William H. Lord of Asheville. Northup moved briefly to Muskogee, Oklahoma, to work for architects McKibbin and McKibbin, but returned to North Carolina, where in 1906 he opened a Winston practice in partnership with Richard Sharp Smith and Albert Heath Carrier, both of whom remained based in Asheville.⁹²

In 1910, with his practice thriving, Northup hired a young draftsman, Winston-Salem native Leet Alexander O'Brien (1891-1963). O'Brien was a graduate of the Carnegie Institute of Technology in Pittsburgh and had worked in that city for the architectural firm of Ingham and Boyd for several years before returning to North Carolina. Northup and O'Brien's initial business partnership began in 1915, but lasted only two years before both men departed for World War I service. After returning to Winston-Salem, the men worked independently before reestablishing a partnership firm in 1924. Northup and O'Brien soon garnered a strong reputation for their religious, commercial, and institutional work, with a specialty in consolidated schools during a period characterized by state and local investment in public education.⁹³

The men assumed vital and lasting roles in the promotion of the architectural profession. In 1913, Northup was one of five North Carolina architects instrumental in founding the North Carolina Chapter

⁹² Willard Close Northup, "Biographical Sketch," Record Group 803, American Institute of Architects Archives, Washington, D. C.; U. S. Censuses, Population Schedules, 1900, 1910; death certificate; Joseph D. Robinson Jr., email correspondence with Heather Fearnbach, May and July 2012.

⁹³ *Winston-Salem City Directories*, 1906-1930; US censuses, 1910, 1920; Leet O'Brien, "Application for Membership," 1919-1936, AIAWDC; Willard Close Northup, "Biographical Sketch," Record Group 803, AIAWDC; "Office of Northup and O'Brien," AIA Architects' Roster Questionnaire, May 7, 1946, AIAWDC.

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of the American Institute of Architects (NCAIA), and he was equally important in the passage of legislation regulating architectural practice in 1915. Leet O'Brien participated in professional organizations such as the NCAIA and the North Carolina Society of Engineers.⁹⁴ Northup and O'Brien and their successor firms produced an oeuvre among the most extensive, varied, and distinguished in North Carolina. The Special Collections Library of North Carolina State University, which houses the principal collection of the firm's drawings, enumerates almost four hundred projects in its finding aide.⁹⁵

Architecture Context: Northup and O'Brien's Forsyth County Educational and Institutional Buildings

Memorial Industrial School manifests an aesthetic of substantial brick construction with minimal embellishment often seen in Northup and O'Brien's oeuvre. Most of the firm's educational and institutional commissions through the 1920s were two-story brick buildings with Classical or Tudor Revival-style features. Due to the vast scope of Northup and O'Brien's work, the following discussion highlights only a few Winston-Salem examples, beginning with public schools and moving to institutional campuses.

The Winston-Salem Board of Education engaged Willard C. Northup to design the 1914 Woodland Avenue School at 1125 North Highland Avenue as well as the 1922 Columbia Heights School that stood on Wallace Street. Woodland Avenue School, later known as Brown Elementary School, is the city's oldest standing building erected to serve as a public school. For white students, Northup prepared plans for the 1914 Granville School in West Salem and the 1921 Waughtown School and its 1923 addition. Northup and O'Brien specified the Tudor Revival style for the 1923 North Elementary School, which was located at 1500 North Patterson Avenue, and the Classical Revival style for Old Town School at 3930 Reynolda Road and Griffith School, erected at 1385 West Clemmons Road, both of which began serving local children in 1926. Of the white schools, only Old Town School's central two-story section is extant. Northup and O'Brien and its successor firms continued to design Forsyth County public schools into the twenty-first century. In many cases, as with Memorial Industrial School, Frank L. Blum Construction Company executed the firm's commissions.⁹⁶

⁹⁴ C. David Jackson and Charlotte V. Brown. *History of the North Carolina Chapter of the American Institute of Architects, 1913–1998: An Architectural Heritage*. Raleigh: North Carolina Chapter of the American Institute of Architects, 1998, 11–14, 18, 40–41, 43, 98, 173–176, 187, 189, 193; “Funeral Service for Willard C. Northup,” *Twin City Sentinel*, February 14, 1942.

⁹⁵ Other plan repositories include the Winston-Salem/Forsyth County Planning Department, Old Salem, Inc., Salem Academy and College, Z. Smith Reynolds Library at Wake Forest University, and the Moravian Archives, Southern Province, in Winston-Salem.

⁹⁶ Heather Fearnbach, *Winston-Salem's Architectural Heritage* (Durham, N. C.: BW&A Books, Inc., 2015), 30, 45, 55, 192, 342, 378, 437–438, 496, 585, 640.

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Northup and O'Brien also guided the development of Salem Academy and College, the Methodist Children's Home, and Slater Industrial School/Winston-Salem Teachers College (now Winston-Salem State University) for decades. Willard C. Northup's work at Salem Academy and College began in conjunction with the institution's late 1910s building campaign. The administration initiated fundraising efforts to erect two dormitories and a dining hall and commissioned Northup and Philadelphia landscape architect Thomas W. Sears to conceive an expansion plan that would accommodate future growth. The men proposed a quadrangle with cross paths and gardens between buildings, much of which was executed and remains intact.⁹⁷

Northup and O'Brien's designs for the brick structures erected at Salem Academy and College from the 1920s through the 1940s amalgamate architectural elements from the surrounding town of Salem and Colonial Revival features to create a distinctive yet uniform campus style. Flemish bond masonry with dark headers, elliptical relieving arches above multipane double-hung window sash, weatherboarded gabled dormers, terra-cotta tile roofs, coved cornices, and parged foundations characterize these buildings. In order to emulate the color, texture, and size of the bricks and clay roof tiles in Salem's early buildings, architects specified the use of handcrafted materials. Local African American brick maker George H. Black supplied many of the oversized bricks used throughout campus, and the New Lexington, Ohio-based company Ludowici-Celadon manufactured terra-cotta roof tiles to replicate those created by Moravian potters.⁹⁸

At the nearby Slater Industrial and State Normal School for African American students, Willard C. Northup's first of many commissions was Atkins Hall, completed in 1915 by alumnus and cabinetmaking instructor John Henry Smith, who became a prominent local contractor, and his partner William Henry Hauser. Slater students made the bricks used to erect the residence hall, which was ornamented by a pedimented entrance.⁹⁹ Appropriations from the state legislature funded the construction of six buildings in the early 1920s. Northup designed Bickett Hall and Colson Hall, both brick buildings with classical features occupied in 1922. At no charge, Willard C. Northup also

⁹⁷ *The Alumnae Record*. 44, no. 360 (March 1920); *AR* 44, no. 361 (April 1920): 7746–7747; *AR* 44, no. 363 (May–June 1920): 7764; Thomas W. Sears, "General Plan of Development," 1920, Map File B, Moravian Archives Southern Province, Winston-Salem; Michael O. Hartley and Martha B. Hartley, "Salem Academy and College," Town of Salem Survey, Raleigh: State Historic Preservation Office, 1999.

⁹⁸ Most of Northup & O'Brien's drawings for Salem College buildings are housed in the college's facility services department, while specifications are in NOAR. Frank L. Blum Construction Company, "Frank L. Blum Projects through the Ages;" Nick Greene, conversations and email correspondence with Heather Fearnbach regarding Ludowici Roof Tile projects in Winston-Salem, April–May 2012.

⁹⁹ Collection RG1.1, Box 5, Board of Trustees Meeting Minutes, April 24, 1913, June 19, 1915, and August 19, 1915, C. G. O'Kelly Library, Archives, Winston-Salem State University, Winston-Salem, N. C.

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planned the similar Carolina Hall and the 1925 President's House, an austere brick foursquare erected by Smith and Hauser.¹⁰⁰

In 1925, the North Carolina General Assembly changed the institution's name to Winston-Salem Teachers College to reflect the implementation of a four-year curriculum designed to produce effective elementary school teachers and administrators. Campus growth in the late 1930s subsidized by the federal Public Works Administration and the North Carolina General Assembly included the construction of five Classical Revival-style buildings designed by Northup and O'Brien.¹⁰¹ Two of the structures built during this initiative, Kennedy Dining Hall and Fries Auditorium, are no longer standing. Blair, Eller, and Pegram Halls remain in use.

At the Methodist Children's Home, which encompasses forty-six primary resources erected from 1920 to 1989 on a 201-acre campus, Northup and O'Brien prepared plans for five Classical Revival-style brick residential buildings that are comparable in function to those at Memorial Industrial School. The two earliest, Duke Cottage (1931) and Wrenn Cottage (1936), contain recreational spaces, study halls, dormitory rooms, and matron's quarters.¹⁰²

Although Memorial Industrial School is the most austere of the aforementioned campuses, the five buildings completed 1929 manifest the substantial presence, high-quality materials and construction, and efficient use of space seen in Northup and O'Brien's body of work. The administration building, executed in Flemish bond brick with dark-glazed headers and cast-stone pilasters and cornices, has a sizable footprint. The primary entrance portico and the gymnasium/auditorium's entrance pavilion are drawn from classical precedents and embody permanence and refinement. Original interior features include plaster-on-metal-lath walls and ceilings, tall baseboards, simple varnished wood door and window surrounds, vertical-board wainscoting, and wood doors in configurations including two large panels, six narrow horizontal raised panels, or paneled lower sections with glazed upper panes. The west classroom features wood-frame blackboards installed at child-height on the north and east walls as well as coat and storage closets on either side of the south door.

¹⁰⁰ *American Contractor*, November 26, 1921, p. 69; WSSU Archives, Collection RG1.1, Box 5, Board of Trustees Meeting Minutes, November 22, 1921, October 10, 1923, April 2, 1924, May 8, 1924, May 24, 1924.

¹⁰¹ Board of Trustees Meeting Minutes, May 8, 1924, and April 6, 1927; PWA funding applications, correspondence, and final reports, F. L. Atkins Collection RG1.2, box 1, folders 12, 13, and 21, and box 8, folders 9–11, WSSU Archives; J. S. Kirk, Walter A. Cutter, and Thomas W. Morse, eds., *Emergency Relief in North Carolina: A Record of the Development and Activities of the North Carolina Emergency Relief Administration, 1932–1935* (Raleigh: North Carolina Emergency Relief Administration, 1936), 478; E. Louise Murphy, et. al., *The History of Winston-Salem State University* (Virginia Beach, VA: Donning Company Publishers, 1999), 199–202, 227, 234–238.

¹⁰² Lefeavers, *The Children's Home*, 243–245, 248, 369–371.

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The 1929 residential cottages and power plant are simply executed, but also feature Flemish bond masonry with dark-glazed headers. Memorial Industrial School maintained most original features when updating the Girls' and Baby Cottages' interiors in 1961. Although the plaster walls and ceilings have suffered some water damage, most are substantially intact, along with narrow hardwood floors, tall baseboards capped with molded trim, and simple wood door and window surrounds with mitered corners. Both buildings also retain original six-raised-panel front doors with four-pane sidelights and five-pane transoms. Original six-over-six, double-hung, wood-sash windows, paired in two bays on each side of the primary entrance, illuminate the interior.

The one-and-one-half-story, four-bay-wide, side-gable-roofed, Flemish bond brick, 1951 supervisor's house complements the other buildings on campus. Intact original elements include narrow hardwood floors, plaster-board walls and ceilings, tall baseboards capped with molded trim, and simple wood door and window surrounds with mitered corners. A Colonial Revival-style wood mantel frames the wide living room fireplace. The bathrooms retain square, white, glossy tile wainscoting trimmed with glossy black bullnose and cove base. The mosaic bathroom floor comprises octagonal white tiles and small diamond-shapes black tiles.

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Section 10. Geographical Data

Latitude/Longitude Coordinates

1. Latitude: 36.229174 Longitude: -80.231540
2. Latitude: 36.229174 Longitude: -80.227044
3. Latitude: 36.226992 Longitude: -80.225910
4. Latitude: 36.226702 Longitude: -80.231145

Verbal Boundary Description

The nominated property consists of twenty-eight acres of Forsyth County tax parcel #6825-26-6876, as indicated by the heavy solid line on the enclosed map. Scale: one inch equals approximately two hundred feet.

Boundary Justification

The nominated tract contains eight buildings historically associated with Memorial Industrial School. The partially cleared and partially wooded area surrounding the buildings provides an appropriate setting. The south boundary corresponds with the North Carolina Department of Transportation's

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right-of-way adjacent to Memorial Industrial School Road. The north National Register boundary aligns with a section of historic post-and-rail fencing that once bordered livestock pastures and agricultural fields. The site grade drops dramatically north of the fence line, where a ravine separates the once-cleared area from dense woods. The west boundary follows the utility corridor east of the Horizons dog park and a parking lot. The east boundary excludes the Atrium, Horizons' one-story, 1988, thirty-bed facility, but encompasses Horizons Lane, the historic drive that bisects the campus.

Photos

All photographs by Heather Fearnbach, Fearnbach History Services, Inc., 3334 Nottingham Road, Winston-Salem, N. C., on January 16, 2015. Digital images located at the North Carolina SHPO.

1. Administration Building, south elevation
2. Administration Building, northeast oblique
3. Administration Building, looking south from one-story center section's east room to main entrance
4. Administration Building, center section, southwest room, looking north
5. Administration Building, auditorium/gymnasium, looking northwest
6. Girls' Cottage, south elevation
7. Girls' Cottage, living room, looking east
8. Girls' Cottage, north/south corridor, looking north
9. Girls' Cottage, house mother's room, looking south
10. Baby Cottage, southeast oblique
11. Boy's Cottage, south elevation
12. Superintendent's House, southwest oblique
13. Superintendent's House, center hall, looking north
14. Power plant (foreground) and garage, looking northeast