

THE SOCIAL WORK SHOP

What Is a Social Work Executive?

II. Leadership

By ROBERT W. KELSO

"**T**ERHUNE, come here." The head of a great industry stood at a high point in the road, overlooking a wide stretch of valley. "Look at that three-hundred-acre patch. That is to be the site of our mill in this section. Our rail terminal should lead through that pass at the South."

"Yes, sir," responded the clean-cut young man.

"Unfortunately that valley belongs to somebody else and they probably suspect what we want. I'm going to Europe next week. Get the title. Macomber has the plans and specifications. I want to see you pouring the footings one week after the deed is recorded."

Modern business is constantly handing riddles of this sort to an able lieutenant with the tacit understanding that his job is the price of failure. Terhune as an executive has over him a director who fills the title in every sense of the word. He will exact the last measure of success. The title must be secured: the owners convinced, persuaded, cajoled, led. Nothing short of the impossible will pass for an excuse. And after that, the problem of pioneer construction, always at high speed.

The social work executive has no such master. He is directed by persons who for the most part play with social work as an avocation intimately connected with their social standing. Where they take a sincere part in public service they still of necessity carry on their directing as a side issue. The social executive lacks the business manager's spur, and his expert overhead direction. Yet he has a task as hard as Terhune's—harder in fact, because it contains less that is tangible. Who shall say what constitutes the best interest of the community? Compared to building a mill, it is a mystery not fully solvable. The mill is concrete: this is abstract. The social engineer deals with persons and principles. His task calls for vision of the field; it demands also leadership.

If in the real tests of an executive, *vision* is the first and greatest qualification [see *The Survey* for March 15, page 820], the next must be *leadership*. The two are not completely separable, but for purposes of discussion may be treated severally. An effective executive must be capable of leadership. That stage of excellence calls for tact and diplomacy in his dealings with directors, with staff, with clients and the public. It calls for an abiding faith in the usefulness of the enterprise, and a consequent sincerity that raises him above the suspicion of being merely a self-seeker. It requires wisdom—a thorough posting on the philosophy and all the details of the work in hand. Such a leader must of course have initiative in the launching of enterprises and force in pushing them to completion. For the pay of a "charity" secretary this is a large order; yet the require-

ments for effective work are independent of the wage-scale, which must adjust itself in time to the needs of the service.

It is the lack of this same quality of leadership that makes federation so difficult and holds back the day when a consistent program of integrated service shall emerge out of the present ruck of opportunist and remedial charities. Take for example the plight of a board of managers who discover that the year-long morality play which they and their predecessors have been enacting for half a century in the form of a maternity shelter for "fallen females" is in fact only a fosterer of stray babies. While they have slept in contentment at the glowing reports of reform made by a sincere but misguided spinster, the public, and in particular the rest of the social work group in that city, have come to know the shelter for a dumping ground for illegitimates. Nobody has any faith in it as a force for social reform. The mottoes over its doors are quoted in jest. The trustees become something of a laughing stock. Meantime the matron, after a devoted life of petulant moralizing, dies, leaving "the work" with no defense but its own questionable merit.

WHAT sort of executive should undertake the rehabilitation of this service? The public forget a good reputation: they remember a bad one for long. Social workers themselves, like wolves, have been known to eat their kind. Maternity service and case-work with problem girls is a crying need in every American metropolis. Let the new executive settle down to a routine of house duty: let her put the whole establishment on a standard hospital basis; let her supplant the hours of struggle with wayward souls by the time-equivalent in kindly helpfulness toward facing each girl's problem in life. Let her do all this and there is still the community to reckon with. Where efficiency might accomplish the transformation of the shelter itself, it requires more to re-establish the service before the public. The executive must go among her colleagues in social work. She must help rebuild her board of directors. She must persuade abler citizens to go on her board for the purpose of making the renovated enterprise an asset instead of a liability. This quality in the new matron may be called leadership. It is the power to make vision practicable and effective.

The development of itemized budgets through financial federation frequently develops duplication and gross failures of cooperation among the several agencies in this city program. A day comes when the increasing demands for expansion by a single executive must be refused because other needs are more pressing. Disagreement arises, with the result that public confidence—a tenuous thing at best—is quickly destroyed. The diagnosis is "too much individual-

ism." The real trouble is a lack of leadership. Someone must come forward who has the ability to outline the balanced program for that community and to persuade the contending factions to accept it for the good of the cause. In this role your executive is a diplomat who knows how to compromise a situation without surrendering a principle. It is a rare gift, costing high pay in the field of business, but all the more necessary in the service of the whole people.

Some time ago a thriving community with a good deal of wealth, and for that reason also a good deal of poverty, was losing in social work values because its public and private relief interests were at outs and would not work together. Factional interest made joint program-building impracticable. The Social Service Exchange was a vest pocket affair hardly worth the name.

AT this juncture a director was sought for the Exchange, in the hope that he might stimulate the agencies to come together. A young chap without much preparation outside of a first class academic course and a couple of years of case-work in the field, took the position. His first move was to go to see Bluebeard, otherwise known as the city almoner. Surviving this encounter, he invaded barbarian territory by hunting up the members of the city council one by one and making friends. Next in order came the representatives of the several churches, who liked him for a sincere young fellow. The conquest of the human factors in this community was made slowly and methodically, while the Exchange was being put on an efficiency basis. Soon articles began to appear in the local press. The editors had become his friends.

In three years the old stalemate had been broken. The Exchange served all agencies, both public and private. The church factions united in Christmas giving and showed a desire to cooperate. The catalysm which caused this transformation was no other than this boy in his twenties with a vision of his community and the power for leadership which could put that vision into practice.

The leader in social service must have initiative. In his capacity of executive he is master of the unsupervised day. His directors come together usually once a month and individually attend if no personal interest interferes. They do not meet in the summer time. They are hardly available at the Christmas season, and they often winter abroad, in Bermuda, or elsewhere. The only person holding the fort is the executive. Board members rarely initiate new ideas about the work. If by chance they see defects or inconsistencies, their criticism is almost invariably confined to objections. The executive is expected to find the constructive solution of the trouble.

NEW situations arise, new policies are foreshadowed. Emergencies call for decision quickly. Some executives of strong personality cut the tiresome process of keeping the board informed in advance and take the reins gradually into their own hands until the directors are little better than "scenery"—a green "tormentor" on either hand and the executive's one-man show in the middle! Others defer action until board members can be assembled and consulted; no vote, no action. The executive who can never move until his board has met is complained of as slow and procrastinating. The leader in an executive position does neither. He has a right to expect service from his board. He proceeds

to consult his members. If he has to produce a tiresome thesis each time, members will tire of him and be out when next he comes. He must be able to state his case, clearly, briefly, and logically; and he must respond to the inevitable question, What ought we to do about it? He must look into the future and state with good judgment the probable effect of action, either way, upon the society and its work. Such an executive will receive ready response from most directors. They will trust and follow the judgment of such a thinker. He need not be suave and oily. He needs a clear brain and force enough to be prompt in recognizing new problems, and in getting them before his members for consideration, as well as in executing the plan finally adopted.

Again, he must present his plan to the other agencies in the field. Time was when social agencies were self-sufficient. The secretary need never go out of his way to tell any other agency what he was doing. But that time has gone. Each agency is an integral part of the community program. According as the executive is able to convince and lead the rest of the field into harmony with his plans and purposes, he will succeed in making his enterprise appreciated.

Indeed a first-class workman (Continued on page 121)

You'll Be Interested In

Recent Articles, Pamphlets and Books Bearing on Administration:

WRITE IT DOWN, by King Hamilton Grayson, in *Industrial Management* for February.

A written record of important conversations saves misunderstanding.

HOW DO YOU GREET NEW CUSTOMERS? by Frank M. Barber, in *Printer's Ink* for February 24.

What efforts do social work executives make to welcome new contributors?

UNDERLYING PRINCIPLES DERIVED FROM THE REPORT OF THE COLUMBUS SITUATION, in *The Compass* for March, Amer. Assoc. Social Workers, 130 E. 22d St., New York City.

In the American Stationer and Office Manager February, 1927:

PAYMENT OF OFFICE WORKERS.

Bonus plans for clerical workers and their relationship to standardization of office work.

WHAT'S A FEW CENTS TO THE COMPANY, by G. H. Gabler.

Practical plans for stopping small leaks.

HOW WE ELIMINATED THE BLIND ALLEYS IN CORRESPONDENCE, by W. H. Minton.

In Bulletin of Boston Council of Social Agencies March, 1927:

PRINCIPLES IN PUBLIC OUTDOOR RELIEF.

Statement of principles of organization and functioning in municipal outdoor relief, formulated by the Boston Council of Social Agencies.

In The Family, March, 1927:

PATTERNS, by Laura G. Woodberry.

An esoteric description of the philosophy of "vowel patterns" which the author believes should underlie the Family Group (or Zoning) System of filing in the Social Service Exchange.

In Better Times, March 7, 1927:

MAKING A GRAPH.

Helpful suggestions in a half-page article.

ANALYSIS VERSUS GUESS WORK, by Helen B. Neilson.

Getting down to facts in building a sound mail appeal list.

A REPORTER LOOKS AT SOCIAL WORKERS, by Allene M. Summer.

"You won't play the game," says well known newspaper woman.

In System, March, 1927:

OUR BUSINESS YARDSTICKS—WHEREIN DO THEY FALL SHORT, by Charles E. Mitchell.

Consideration of value in the compilation of social statistics.

TARDINESS CONTROL.

A helpful symposium of efforts; applicable to many social agencies.

In the Mailbag, March, 1927:

LET'S GET OUT A HOUSE ORGAN, by A. Veteran.

Types of house organs which may be of use to social agencies.

SALES LETTERS, by E. P. Corbett.

Sound advice on appeal letter writing.

Over My Desk

A Monthly Talk with Executives

By ELWOOD STREET

Director, Community Council of St. Louis

Automobile vs. Street Car

One way to answer the question of when a social agency should equip a staff member with an automobile is to figure out the cost per visit by street cars and walking as compared with the cost per visit by automobile. If, for example, a case worker whose salary is \$5 a day can make 10 calls by street-car and foot at a cost of 50c a day for carfare, each visit would cost 55 cents. If by automobile the same worker could make 15 visits, traveling 50 miles at an average cost of 7 cents a mile, or \$3.50, making \$8.50 for the day, the cost per visit by automobile would be 56c, which would indicate that the automobile was hardly worth providing because the cost is likely to be more rather than less than 7 cents a mile. But if the visitor could make 20 visits a day by automobile while traveling the same 50 miles at 7c a mile, the cost per visit would be 41.7 cents, which would indicate that in this particular visitor's district the automobile would be a good investment. Social agencies often make the mistake of providing an automobile in a district where it represents no saving but rather an added expense with no corresponding gain in efficiency. On the other hand, the automobile may justify its expense by carrying clients to clinics, and the like.

Verify the Agreement

President Frank L. McVey of the University of Kentucky says that one of the most valuable aids to clean-cut relationship with persons to whom he has made or received promises of service is his practice of always putting in writing a memorandum of any agreement with the other person and of mailing the memorandum to the person concerned with the request that if it does not correspond with his understanding to let him know. This plan has been tried out by other executives and has eliminated confusion due to misunderstanding and embarrassment and in preventing claims that promises have not been lived up to. The plan can be equally well applied to face-to-face conferences or to agreements made over the telephone.

An Office Management Committee

Observation of a good many social agencies has revealed that office administration is usually neglected by the board of directors because the board is too much concerned in money-raising or in planning social policies. The result is the board is concerned only when something is found to criticize. One social agency has met this situation by organizing a committee on office management made up of experienced office managers of business concerns who meet as often as necessary to consider problems of administration brought up by the executive in charge of the office. Such a committee can plan lay-out, work out policy on office salaries, serve as an advisory group on the purchase of new equipment or extension of the office force, and help in a number of other ways. The chairman of this committee serves as a member

of the board of directors and can appear as an advocate for matters which need action by the board. In this way the executive has a group of people intimately familiar with the operation of his office, helping him with their practical experience and standing ready to interpret the work of the office to the directing board.

Planned Circularizing

Charles C. Cooper, director of Kingsley House, Pittsburgh, goes after contributors in a business-like way. He has on addressograph plates a list of twelve thousand prospects built up from all available clubs and other lists, which are circularized once a year. This circularization just pays the cost the first year and yields a handsome profit in renewals in succeeding years. When he has extra year-books or other literature left over Cooper sends it to as many names on the prospect list as it will cover and thus goes over the whole list bit by bit. He is charmed with a new letter machine using addressograph plates to print the name, address and salutation on the letter at the same time that it prints the letter itself through a ribbon on a flat-bed press. In this way he secures a remarkably good personalized fill-in.

While the Children Wait

A rocking-horse and dolls of assorted sizes are part of the equipment of the Children's Aid Society of St. Louis, used to keep youthful clients happy while they wait their turn or their parents are in conference with social workers. Hertha Miller, general secretary, reports that the slight expenditure for toys is well justified by the pleasure of the children and the reduction in the amount of noise from weary youngsters. Such toys usually can be secured as gifts from interested members or friends whose children have outgrown them.

Scout Objectives

A serviceable instrument for keeping an organization "on its toes" has been worked out by the St. Louis Council of Boy Scouts of America in the shape of "A Program of Troop Objectives for 1927." For each quarter of the year a goal is set; to be attained in the way of membership, troop committees, troop officers, subscriptions to "Boy's Life," uniforms and insignia, record systems, and other activities. The quotas of performance which are established are to be checked up with actual performance so that a real measuring rod exists for estimating the efficiency of each troop. Earle W. Beckman, scout executive, 505 Chemical Building, St. Louis, will be glad to send a copy of this program of troop objectives to any inquiring person.

Three Tips from the Golden Gate

Esther DeTurbeville, research director of the San Francisco Community Chest, sends along three good suggestions:

A card file on your desk, containing telephone numbers, is a time-saver for both the executive and his secretary.

A dictating machine saves the time of the stenographer and enables the executive to dictate at odd hours when no stenographic help is available.

Volunteers can be effectively used in the tabulation of replies to questionnaires, sending out circular letters, doing lengthy jobs of telephoning, etc.

GOSSIP: of People and Things

Te Salutamus!

ALTHOUGH his name is Alexander Johnson, he is seldom addressed as "Mr. Johnson." Those who love him call him "Uncle Alec." It was Uncle Alec who, as its early secretary, helped nurse the National Conference of Social Work through its teething. In 1913, he placed the child out for adoption and a few years later retired to his Sabine farm to grow potatoes.

Now, at the invitation of the foster parents, he returns to find his infant matured and with the high I.Q. his early care promised for it.

He will be at the Des Moines meeting, May 11 to 18, in a new capacity, as the following correspondence with the general secretary shows.

My dear Uncle Alec:

May I join a large group who like to refer to you as Uncle Alec? I wonder if you would help us on a plan which we have in mind for the Des Moines meeting of the National Conference of Social Work? There are many people who attend the conference for the first time who, I believe, would be greatly helped if there were some one person of wisdom and discretion to whom they could go for advice on what meetings to attend and what people to talk with in order to get the most value for their particular needs. I noticed last year some people coming into headquarters and walking around with rather a dazed look and then chasing from meeting to meeting in a more or less vain attempt to find the thing in which they would be most interested.

At the headquarters in Des Moines, we are planning to have a lounge. In this lounge, we should like to have a desk and a couple of chairs where at certain times these newcomers would know that there was a friend who would patiently talk things over with them and help them get the most out of the conference. This work would not interfere with the information service. That service is to give specific information as to where definite meetings are and what time they are scheduled. The new service we have in mind is one of advice and consultation and requires a broad knowledge of social work and also of the conference. I know of no one in the country who could do the thing we have in mind better than yourself.

Cordially yours,

Howard R. Knight

My dear Howard:

I shall be very glad to try to be of service to the National Conference in the way you suggest.

I am delighted to have you join my large and beloved family of nieces and nephews. I am proud of the fact that they are indeed a noble army or at any rate "a goodly fellowship." You know, or you may know, that when a man gets old, he loses his personal ambitions and is only ambitious for his children and, if he is so fortunate as to have any, his grateful and affectionate pupils. As I travel here and there over the land, I often meet men and women who have attended the

New York School of Social Work, the Chicago School of Civics and Philanthropy or one of the others where I have lectured, who come to me to shake my hand and say how I helped them to see things when they were studying; and there is no greater pleasure in life. And I am conceited enough to really believe what they say. At any rate, I feel such friendship for them that it seems only natural they should reciprocate.

When I was secretary, I used to do as much as I could of the kind of thing you ask me to do at Des Moines. Then the Conference was not nearly so big nor its scope so wide. It will be charming to feel as a sort of "secretary emeritus." I know I am going to have the time of my young life.

Affectionately yours,

Uncle Alec

From Health to Wealth

THE entire staff of the Oklahoma Public Health Association recently resigned. R. Heber Hixson, who has been the managing director for the last five years, has accepted a position as secretary-treasurer of the Mid-Western Royalties Company, formed by social workers in Oklahoma and some of the directors of social agencies. The president of the company is Harry G. Newman, formerly secretary of the Associated Charities in Jacksonville, Florida, who has been engaged in the oil business for the past six years. That social workers can succeed in business as well as in public service is evident from the fact that this company, less than a year old, has already paid 110 per cent dividends on preferred stock and 100 per cent on common.

During Mr. Hixson's administration of the Public Health Association the enrollment in the Modern Health Crusade increased from 25,000 to 200,000 children, the hospital-bed capacity for tuberculosis was doubled and a speakers' bureau was organized with twenty-two volunteer speakers which carried health talks to all sorts of meetings throughout the state.

No appointments of successors to the resigned staff members have been announced.

Child Institute Launched

THE Institute of Child Guidance, organized by the Commonwealth Fund, has received its incorporation papers and will open its program on July 1 at 145 East 57 Street, New York City. The institute is affiliated with the New York School of Social Work and the Smith College School for Social Work. It will undertake "to make possible further study and research in the field of mental hygiene for children, with special reference to the causes and methods of treatment of behavior problems; to provide facilities for the training of psychiatrists and graduate psychologists in practical child-guidance work and to provide field training in child guidance." Dr. Lawson G. Lowrey will be director. The Commonwealth Fund last year appropriated for it \$175,000.

Two Studies in St. Louis

TWO surveys by national agencies of local situations in St. Louis have been arranged by the Community Council of St. Louis. The Child Welfare League of America is studying child welfare under the direction of C. C. Carstens with Emma Lundberg, formerly of the federal Children's Bureau, in charge. A survey of public health activities and agencies and of hospitals financed by the Community Fund will be made by the American Public Health Association with Dr. C. St. Clair Drake in charge.

For Negro Health

THE first national campaign for funds for Negro health by the National Health Circle for Colored People, Inc., 370 Seventh Avenue, New York, started off with two interesting letters by Fannie Hurst, the novelist, who is campaign chairman. The object of the Circle is to organize public opinion and support for health work among Negroes, to organize local health circles among colored people, to establish scholarship loan funds for the training of colored nurses and teachers, and to maintain nurses for certain periods at strategic points. Belle Davis is executive secretary and the executive committee includes Dr. Louis T. Wright, Dr. Haven Emerson, and Lillian D. Wald.

Promoting the Unpopular Cause

THOSE who have labored in the interests of an unpopular cause will find solace and inspiration at a dinner meeting on unpopular causes to be given in Des Moines during the National Conference of Social Work. Paul U. Kellogg, editor of *The Survey*, will be chairman of the meeting and the addresses are: Causes Attacked by Organized Opposition, by Florence Kelley, secretary of the National Consumers' League; When Prejudice Must Be Overcome, by R. Maurice Moss, executive secretary of the Baltimore Urban League; and Public Opinion and Strikes, speaker to be announced. The dinner will be at 6 p.m., May 12.

Survey at Des Moines

THE editors of *The Survey*, present at the National Conference of Social Work, Des Moines, May 11 to 18, will be free for consultation at the Survey Book Table, at Kindred Group Headquarters, Shrine Temple, from 4 to 6 P.M., except Sunday.

Miscellaneous

A DIRECTORY of community welfare organizations in Pennsylvania has been published by the Public Charities Association of Pennsylvania. It is a comprehensive listing and description of community chests, councils of social agencies, social service exchanges and social workers' clubs with an explanation of the functions and activities of each. The directory is compiled by the Child Welfare Division of the P. C. A. in cooperation with the State Department of Welfare, under the joint supervision of Arthur Dunham, Albert E. Howell, and Frank D. Preston. Price 25 cents, Public Charities Assn., 311 South Juniper St., Philadelphia.

THE ALUMNAE of the Committee on Volunteer Service of the Cleveland Associated Charities were entertained at tea recently by Mrs. David W. Teachout, '24, in celebration of the completion of the eighth course of study. There are now fifty graduates. Courses were started in 1924 under the direction of Margaret Means, who resigned recently and has been succeeded by Myra Myrick, of the staff of the Associated Charities.

THE TECHNIQUE of the New Social Order is the theme of the National Conference of the Fellowship for a Christian Social Order, Dayton, O., April 19-22. The program includes addresses by Bishop Francis J. McConnell, Kirby Page, Sherwood Eddy, Paul H. Douglas and Anne Guthrie. Amy Blanche Greene, 347 Madison Ave., New York City, is executive secretary.

JANE HOEY, assistant director of the Welfare Council of New York City and a member of the sub-committee of the New York State Crime Commission which recently made a study of crime in various sections of the state, has been appointed by Governor Smith to the new State Commission of Correction.

JOHN A. LAPP, president of the National Conference of Social Work, has spoken as president of the conference in twenty-four states and the District of Columbia. Mr. Lapp conducted an institute on social work in Los Angeles, March 20-25.

HOMER FOLKS, secretary of the State Charities Aid Association of New York, has been elected an associate fellow of the New York Academy of Medicine in recognition of his services in the field of public health.

PHILIP KLEIN, executive secretary, A. A. S. W., is back at his home in Park Ridge, New Jersey. He plans to return to his desk at least on a part time basis in a few weeks.

VIRGINIA STATE CONFERENCE of Social Work has elected the following officers for the coming year: Judge Floyd Hudgins, president; John F. Hall, vice-president; Luella Townley, secretary.

COLUMBUS (OHIO) SOCIETY for the Prevention and Cure of Tuberculosis has changed its name to the Columbus Tuberculosis Society.

Elections and Appointments

RUTH BEROLZHEIMER, recently with the U. S. Children's Bureau, as financial secretary, Child Welfare League of America.
DR. SMILEY BLANTON, formerly director of the Child Guidance Clinic, University of Minnesota, and co-author of Child Guidance (recently published), to the recently endowed chair of child study, Vassar College.
S. ETHEL CLARK as director Community Welfare Union, Racine, Wis., succeeding Howard F. Edmonds.
AGNES COGAN, as director of public health nursing, Darke County, Ohio, health unit.
MARY V. DEMPSEY, statistician for the Syracuse Health Demonstration, as a member of the Statistical Advisory Committee of the National Organization of Public Health Nursing.

HELEN DUERKSEN, formerly field nurse, Oklahoma Public Health Association, as member of the staff, Blackwell (Okla.) Public Health Association.

MRS. ROBBINS GILMAN, executive secretary of the Women's Cooperative Alliance, Minneapolis, as chairman of the Motion Picture Committee of the National Council of Women.

HENRY S. GODFREY, as publicity secretary of the New York Tuberculosis and Health Association on a half-time basis.

BELLE THOMPSON GOODNOW, formerly in charge of the follow-up work at the state sanatorium at Glen Gardner, New Jersey, to the staff of the National Tuberculosis Association. Mrs. Goodnow is visiting tuberculosis institutions throughout the country advising on the installation of a follow-up system.

GERALDINE GRAHAM, formerly case supervisor Cleveland Association for Crippled and Disabled, as executive secretary of that organization succeeding Pauline Marshall, who has joined the national headquarters, A.R.C.

CONSTANCE HANNA as orthopedic nurse, Ohio State Department of Health.

HERBERT T. HARE as publicity secretary of the Philadelphia Health Council and Tuberculosis Committee.

W. H. HOLLAND, superintendent of charities, Los Angeles, as president of the Survey Club of Los Angeles (the local social workers' club).

WAYNE L. HOPKINS as industrial secretary and research secretary, Armstrong Association of Philadelphia.

ANNE HUTCHINGS, formerly director of volunteer service, Buffalo Charity Organization Society, as organizer and executive head of a new Family Welfare Society in Greenwich, Conn.
EDWIN C. JONES as chairman, ALMA CRAMER as vice-chairman and JANE HUFFORD as secretary, Chicago Publicity Methods Committee.

ELIZABETH KENNING, formerly with the Philadelphia General Hospital, as county secretary, Children's Aid Society, with headquarters at Tonawanda, Pa.

FAY MATHEWSON, formerly superintendent of recreation, Plainfield, N. J., as Director of Community Recreation, Union County, N. J., Park System, with headquarters at Elizabeth.

F. E. MILLERK, formerly executive secretary Knoxville Community Chest, to the staff of the Atlanta Community Chest.

JOSEPH P. MURPHY, formerly chief adult probation officer, Buffalo, as chief adult probation officer, Newark, N. J., succeeding John J. Gascoyne, deceased.

HELEN G. NELSON as Camp Fire Girl executive, Corsicana, Texas.

MABEL NUSSMAN, to staff of the Children's Bureau, State Board of Public Welfare, Virginia, succeeding Helen Smith, resigned.

EDITH OGDERS, formerly secretary to the director, Cleveland Welfare Federation, as committee secretary, Cleveland Welfare Federation.

MRS. CHRISTIAN OLSEN as an itinerant Junior Red Cross worker in Indiana.

DONALD OVIATT as secretary publicity department, Cleveland Community Fund, succeeding Donald Vance, resigned.

DR. FREDERICK W. PARSONS as first commissioner of the New York State Department of Mental Hygiene. This is the first appointment made under the state reorganization plan.

CLAY PERRY as publicity director of the Pittsfield, Mass., Community Fund Association.

LAWSON PURDY, general director, Charity Organization Society, New York City, as vice-chairman, Zoning Division, City Committee on Plan and Survey, New York City.

JOSEPHINE RANDALL, formerly secretary of the Recreation Council of the Community Chest, San Francisco, as superintendent of recreation, San Francisco.

LOUIS R. RESNICK, assistant to the vice-president, New York Edison Company, as director of public information and education, Welfare Council, New York City. Mr. Resnick will begin work May 1 on a part-time basis.

ROSS W. SANDERSON, for seven years executive secretary, Wichita Council of Churches and vice-president, Wichita Community Chest, as administrative secretary of the Council of Churches and general secretary of the Y.M.C.A. The Council of Churches adds a director of religious education.

HARRIETT SEELY as executive secretary of the Red Cross, Aberdeen, Wash.

SAMUEL SILUKIN as executive director, Jewish Big Brother Association, Cleveland.

BERTHA J. SOUTHWICK, formerly general secretary, Family Welfare Association, Portsmouth, N.H., as Family Engineer, Extension Service, Loyal Order of Moose, Mooseheart, Ill.

LILLIAN STEVENS as assistant Camp Fire Girls executive, Long Beach, Calif.

DOROTHY STEWART, granddaughter of Robert W. deForest, president of Survey Associates, as volunteer worker, Charity Organization Society, New York City.

JAMES G. STONE, formerly junior staff member National Tuberculosis Association, as publicity secretary, Onondaga Health Association, Syracuse, N. Y.

LITERATURE

CHILD HEALTH IN SMALL COMMUNITIES

—Bulletins describing the Commonwealth Fund child health demonstrations—two in small cities, two in rural counties. No. 1, Program and Policies. No. 2, Marion County, Ore. No. 3, Athens, Ga. No. 4, Progress Report. Mailed free on application to Director of Publications, Room 1648, 370 Seventh Avenue, New York.

THE SCHOOL PARENT—Keeps in touch with events in the New York Public Schools and Parents Associations weekly in The School Parent. Send subscription price of \$1.00 to the United Parents Association of Greater New York, 152 W. 42nd Street, New York City.

UP-TO-DATE CHILD LABOR PUBLICATIONS—Child Labor Facts, 1927; Selected Bibliography on Child Labor (1920-1927); Children Working in Missouri, 1927. Price 10 cents each. National Child Labor Committee, 215 Fourth Avenue, New York City.

EAST BY WEST—A special number of Survey Graphic devoted entirely to an interpretation of the Japanese and Chinese in America and at home. An excellent background for the newspaper despatches of today. Original price 50 cents—now 25 cents a copy. Survey Graphic, 112 E. 19th St., New York.

A BIBLIOGRAPHY ON PSYCHOLOGY—by Helen G. Estey, Gardner, Mass. 69 pages, \$1.00 a copy. Obtained of author at Gardner, Mass.

CARTER TAYLOR, formerly assistant to the director Cleveland Welfare Federation, to the staff of the Graduate School of Social Work of the University of Chicago. Mr. Taylor will organize and develop courses for practical training in problems of Community Organization and be supervisor of field training.

CATHERINE W. TAYLOR as registrar, Social Service Exchange, Reading, Pa.

NANCY TOMLINSON, formerly with Memphis, Tenn., Child Guidance Clinic, as executive secretary, A.R.C., Lewiston, Idaho.

CLARE M. TOUSLEY as chairman and LOUIS RESNICK as secretary, New York Committee on Publicity Methods.

ARTHUR W. TOWNE, executive secretary of the Onondaga Health Association, as president, Social Workers' Club, Syracuse.

FRANCES C. VOGEL, R.N., as public health nurse, Berks County Chapter, A.R.C., Reading, Pa.

BELLE WAGNER, formerly director of nurses, Tampa, Fla., Health Department, as nursing field representative, A.R.C., for New Jersey.

ALICE WALDO as a member of the staff of the Syracuse, N. Y., Department of Health.

MARY P. WHEELER as general secretary, United Charities of St. Paul, succeeding John R. Brown, deceased.

EMILIE WILKINS, formerly executive secretary Family Service Organization, Tampa, Fla., as executive secretary, Family Welfare Association, Bethlehem, Pa.

Resignations

JOHN S. BECKA as executive secretary, Catholic Big Brothers, Cleveland.

CATHERINE CONCANNON as nurse in charge of tuberculosis nursing, Syracuse, N. Y., Department of Health, after nineteen years service.

BERTHA J. HOWARD as visitor, Social Welfare League, Reading, Pa., to recuperate from illness.

BARBARA JOY as director of the Department of Outdoor and Health Activities, national headquarters, Camp Fire Girls.

BLANCHE H. LOWE as director, Bureau of Community Service, Portsmouth, Ohio.

DR. GEORGE M. RETAN as director of the Bureau of Child Hygiene, Department of Health, Syracuse, N. Y. Dr. Clara Pierce succeeds Dr. Retan as acting director.

MARJORIE P. SANDERSON as a hospital social worker at U. S. Naval Hospital, Chelsea, Mass.

LUCY SWIFT as nutritionist at National Headquarters, A.R.C.

MRS. L. W. THOMAS, formerly Bertha Friedman, as a chapter correspondent, National Headquarters, A.R.C., to join her husband in New York.

MARGARET THOMAS as a writer on the public information staff, National Headquarters, A.R.C.

M. EMEETH TUTTLE as director, Children's Bureau, State Board of Charities and Public Welfare, North Carolina, for rest and further study.

DONALD VANCE as director of publicity department, Cleveland Community Fund, to join Donald C. Dougherty Co., publicity counselors, Cleveland.

COMMUNICATIONS

Child Labor in Massachusetts

TO THE EDITOR: Mrs. Florence Kelley's review in your issue of February 15 of *Child Labor in Massachusetts* by Raymond G. Fuller and Mabel A. Strong states that the concept on which the book rests is largely obsolete. For those interested in the employed adolescent, it might clarify ideas if Mrs. Kelley would develop her contentions with a little more definiteness than this brief review. The writer, while director of school hygiene in Fall River, Massachusetts, was intimately concerned with the problems presented in this study and fails to see the application of the epithet "belated leaders." In fact he is inclined to agree with the reviewer of this book in *The Nation's Health*, who says: "After reading the entire book, one feels strongly that in the long run child labor is profitable neither to the employer, the child, nor society and should be dispensed with in the modern state." As to Mrs. Kelley's implications of neglect of accident problems, we should call attention to the twenty-five pages on accidents and health hazards in this little book.

The writer asks for further exposition of Mrs. Kelley's views because his own experience in Massachusetts led to a ready sympathy with Mr. Fuller's presentation for more educational and health service for the employed adolescent, more vocational guidance, more attention to the subnormal child who has ceased to profit from the schools and is fast developing habits of idleness, and more protection against industrial accidents. Mr. Fuller's appeal for education of children of various kinds of ability as well as degrees of intelligence, his appeal for education in skills, habits and attitudes, for education with interest, effort and self-direction [*not merely coercive retention in school to meet a chronological age law*] are surely "tasks and problems" worthy of all reformers as well as social and public health workers, educators, psychiatrists, economic, social and spiritual leaders.

No doubt, as Mr. Fuller as well as Mrs. Kelley has pointed out, Massachusetts has yet considerable gains to make in the legislative field. However, the writer's experience has led him to seek the welfare of this needy group of children in suitable kind and amount of schooling, play and work as well as in the immediate tasks of abuse and neglect. When our schools fail to provide interest or suitable training for the lives of these restless adolescents, how much of our effort should be devoted to more and more legislation to even higher and higher age limits? We know of no satisfactory evidence that prohibitory legislation alone will care for the problems presented by the authors of *Child Labor in Massachusetts*. "Child and education—these together are the paramount concern of child-labor reform and the indispensable means of social progress."

American Child Health Association,

New York

HAROLD H. MITCHELL, M.D.

TO THE EDITOR: Dr. Mitchell asks for specifications for my statement that "the concept on which the book rests is largely obsolete." Briefly they are:—

- (a) Massachusetts is an advanced state;
- (b) In Massachusetts little new legislation is needed; and in the opening sentence of Chapter VII,
- (c) The child labor situation in Massachusetts is no longer spectacular or dramatic.

Since 1918 American industry has undergone a revolution. The new high speed, electric-driven machines and the infinite variety of new industrial poisons have given rise to a new nation-wide consciousness of peril. It is seen that the intelligence which has created mass production, and mass hazards, for old and young must be constrained to make industry safe.

The advancing states, Wisconsin leading, apply to this new situation new intensive publicity, and new efficiency in fixing responsibility for injuries to the young directly upon negligent and law-breaking employers. They do this through penalty costs, and ever-lengthening lists of employments prohibited by reason of extra hazards. How can Massachusetts be regarded as "an advanced state" while she still cuts her list of prohibited hazards at the 16th birthday? And while she does not yet, like Illinois, print in her *Monthly Labor Bulletin* the deaths, dismemberments, mutilations and lesser injuries suffered by wage-earning minors in the preceding month?

According to the text of the authors, Massachusetts allows children to leave school at the 14th birthday (p. 114) and the 6th grade (p. 112) to enter industry, 70.4 per cent of those between 10 and 15 years of age being engaged in manufacturing and mechanical industries, a proportion exceeded only by Rhode Island with 81.4 per cent (p. 20).

"Recently the Federal Children's Bureau made a survey [published 1926] of compensable accidents to minors under 21 in three states (p. 54). . . . In Massachusetts more of the injuries to children were due to power-working machinery than to any other cause. Not only is the number larger, but the accidents are more severe. Proportionately twice as many accidents due to machinery were suffered by minors as were suffered by adults (p. 55).

"According to a report prepared under the direction of the (Massachusetts) Commissioner of Labor and Industries [Monthly Labor Review, Dec. 1925, p. 93] 2,965 tabulatable accidents were suffered by working children between the ages of 14 and 18. Of these 657 occurred to children 14 and 15 years old; 3 were fatal, and 14 resulted in permanent partial disability. Of the accidents to children 16 and 17 years old, 7 were fatal, while permanent partial disability resulted in 72 cases." (p. 53)

Under these backward and extraordinarily hazardous conditions Massachusetts has not even joined the trio of advancing states which award double or triple compensation for children illegally employed. How then can the concept that "little new legislation is needed" be regarded as anything but obsolete? Certainly it is not advanced.

The dead are silent. The unfortunate young cripples cannot revolt. The leaders are belated and their concept is largely obsolete who write "The child labor situation in Massachusetts is no longer spectacular or dramatic. . . . The achievement of the past is cause for gratulation."

FLORENCE KELLEY

Why Are Teachers Outsiders?

TO THE EDITOR: I felt interested decidedly in your article in this March Midmonthly on "Why are Teachers Outsiders?"

Having been a social worker who tried to break into teaching, I have discovered some years ago, that experience of a business or social service character is not recognized as of value, as a general thing, by our superintendents of schools. Only in a very few specialties, such as manual training, dress-making, typewriting and the like, are substitutes of academic experience recognized. But not in such fields as history and civics, though this latter should decidedly call for people who have experientially participated in the social process, and not only read about it. I have a feeling that our ideals are impotent frequently because they are so bookish—untranslated and undramatized by experiential translation.

Chicago, Ill.

OTTO WANDER