

THE SOCIAL WORK SHOP

What Is a Social Work Executive?

I. Vision

By ROBERT W. KELSO

WHEN the sub-committee of a sorely troubled board of "charity" directors sets forth, one north, one east, one south, one west, in search of an executive, it is odds they will have even less than four dim little ideas as to what they want in the vacancy they must fill. "Was the last executive ideal?" "No, not exactly. We didn't get along very fast." "Would you be willing to do only what your society has been doing and in the same way?" "Well, no, we want to do better but we don't just see our way."

What, then, constitutes a good executive in this field of social work? It is the purpose of this article and of two others to follow, to analyze the tests of stewardship in the executive's job, in order that emphasis may be placed more nearly where it belongs in setting up qualifications for the captain in this vital professional service.

The fundamental requisite, without which all other claims are vain, is *vision*. And what might that be? Of men who can see visions there are many kinds. There is the student who dreams himself into the back-water of a department of philosophy where he idles his life away in metaphysics. This fellow will not do. There is the man of conceptions that are brilliant but not capable of relation to the stern facts of life. His ailment is hallucinations rather than genius. He too will not do. But there is the third kind of dreamer who has the precious flare for piecing the cubes of experience and past accomplishment into a mosaic of the rising sun. For him the future is filled with practicable plans and ventures and ideals to which the past may be made to contribute its best experience and the present its hardest effort. This man, if he have certain other necessary qualities, is likely to be the builder for the future. At any rate, without this prophetic vision he would not be the constructor. At best he would be but a workman on the job, under the leadership of someone else.

It might perhaps be objected that the demand is for a born genius to work at "charity" pay—obviously an unreasonable requirement. But genius is not essential to breadth of vision in social service. The ability to see a vision of the future—of what the enterprise in hand ought to be as an instrument for advancing the public welfare—is in the last analysis merely the ability to think straight. And that ability is the product of real education. While undoubtedly many a young man or young woman has gone through college and even taken a degree without acquiring the rudi-

ments of an education; and per contra there are some who though they have never had the advantage of a college course, still have highly trained minds, capable of clear and logical conclusion: by and large, your real executive is a person of thorough academic background. We are accustomed to insist upon professional training. As a general proposition, the discourse of professional technique is a collection of empty phrases to the mind that is not grounded in the broad record of human experience, enriched by the thoughts of the wise thinkers of the past.

It is hard for the workman who has been through no serious course of mental training, or for the precept-fed pupil of some exclusive philosophy to see his public as one rounded whole, made up of innumerable rights and obligations, living a compromise life in which the little residue of joint wish and mutual ideal represents progress.

AKIN to vision and invariably associated with it is "other-mindedness," the quality of seeing the problems of social existence from the other fellow's point of view; of appreciating his rights; of getting out of one's self sufficiently to sympathize with him and to include him in one's life service. Benjamin Kidd, the social philosopher, has said that other-mindedness is the hall-mark of progress in civilization. It is a term that we might borrow as a second executive qualification. Mere day's work for workman's pay is not enough in the service of man. Time serving will not create social service. Its activities are not social work. Vision of the future of society, making it practicable thereby to gauge the true values in the executive operation will, if coupled with this other-mindedness which labors for the whole rather than the part, make the director of a social-work enterprise a dynamic factor in progress. Unless he be the holder of this degree—the degree of D.F.P., so to speak—or at least a candidate therefor, busy with his theses, he can do little but consume trust money to the hurt of the rightful beneficiaries.

Applying this reasoning to the executive's job as we find it, two or three illustrations may add clearness. A group of commissioners find it necessary to employ a superintendent of a correctional school for boys. They want a man who can maintain discipline; who can run an establishment economically; and who will be careful in the matter of fire, of runaways, accidents and the like. Their mind is on what they call "efficiency." Five decades of experience

Mr. Kelso's articles on Social Work Inefficiencies in The Survey last fall received so much favorable comment that he has consented to develop the theme further on its positive side. The executive in social work—key person in the erasing of inefficiencies—will be dealt with in three articles, the second and third appearing in the April and May Midmonthlies.

with boys in their state have shown that herding adolescent boys and youths in such a school is not conducive to the public welfare; but on the contrary leads to the making of pervers and criminals. With an intelligent placing-out system and careful follow-up the institution might serve a very helpful purpose as a temporary shelter or a short disciplinary course.

But this is unknown to the commissioners. They choose an assistant master who has been farm manager. He is a good fellow with the boys; likes to work with the live stock; and is a first-class manager. He has never had a college course and is not self-educated so far as book study is concerned. Ten years have gone by under his superintendency. A visitor today would find every floor polished. Never a water tap leaks; table-cloths and bed linen are immaculate. The store room, the corridors, the stairways, the outside of the buildings, the grounds, are like spotless town; they even curry the Friesian bull! Life in this school goes forward with the exact precision of a military barrack. Boys even stand on line for punishment. Whenever a squad crosses the grounds to perform some special tasks, one boy is always in charge and they walk in step at a smart military stride.

From the point of view of efficiency those commissioners got what they sought. Meanwhile the criminal courts absorb the alumni about as fast as they are graduated. The institution is anti-social in its broader contemplation. No one in its management has vision enough to see that its very efficiency makes it a greater danger to society.

Consider another instance. A while ago a committee sought an executive for a relief agency. There was a staff of visitors in this society and a grist of cases involving a good deal of work each year. The job had been run pretty much on a dole basis by persons grossly underpaid, watched over by a board of directors who met to hear reports of husbandry but did not direct. They realized that the work was being done for very little money, wherefor they were content.

After looking over the field and viewing a few high-priced prospects who didn't want the job unless they were to be given a chance to improve the service, the committee made the rare discovery which many another of like kind had made before them, namely, that there was a minister who could be had at minister's pay. Being a preacher, he was of course honest, and having been trained to the pulpit he was of course a leader. He took the job.

After several years this executive is still rendering exactly the service he gave at the beginning. His motions, fully satisfactory to his board, are well nigh automatic. The operation continues to be a dolanthropic interference in the family life of the poor, devoid of constructive planning for rehabilitation. The staff render loyal service. They work hard. They are worth about what they are paid, which is not quite a living wage. The executive is faithful and will continue so unto death. So far as results can demonstrate it, however, there has been never a vision nor even a dream in the minds of that executive and his directors. Do faithfully from day to day that which your hand finds to do. In this case the brain was located below the wrist!

Turn now to an example of the other sort. A young man from the back country managed by toil and privation to secure good schooling. He became finally the superintendent of a state school for the feeble-minded, in the days when we

still thought that the feeble-minded were only backward and could be taught booklearning. Carrying on his duties under the usual sort of public trusteeship and departmental oversight, he nevertheless grew in the job, and by his constant demonstration and restatement of the problem of the feeble-minded became the leader of thought on that subject in this country. His institution ceased to be a 3R process and became a special course in project work in which the capacity of the pupil was the gauge of the method and material used. The world-famous Montessori method with normal children was first developed by him for the sub-normal.

In later years, when the institutional care of the feeble-minded had reached a high standard and the almshouses and jails had begun to yield up their tragedies for better classification, it was this great dreamer of dreams and seer of visions who developed the extra-mural clinic for feeble-minded children and made the public understand that with kindly care and a little protection most of the feeble-minded can live comfortably, happily and even helpfully without entering an institution. Yet when this mild-mannered student died, worn out with overwork and twenty years

You'll Be Interested In

Recent Articles, Pamphlets and Books Bearing on Administration

SUGGESTIONS FOR LOCAL CAMPAIGNS, by Frank Davis Preston.

A pamphlet issued by the Child Welfare Division, Public Charities Association of Pennsylvania, 311 South Juniper St., Philadelphia. Practical suggestions concerning the organization and publicity of an educational campaign.

BUDGETING EXECUTIVE LEISURE, by Hugo Diemer, in *Management for January*.

OVERHEAD IN SOCIAL WORK, in *Detroit Community Fund News for January*.

An answer to the critics of "overhead" in social work.

HOW SIX COMPANIES FIGURE THEIR PASSENGER-CAR COSTS, in *System for February*.

May help agencies which are wondering how to meet the expense of social workers' automobiles.

In Printers' Ink

DO YOU ADOPT THE "YOU" ATTITUDE WHEN WRITING SALES LETTERS?, by Frank B. Mahan, *February 10*.

The "you" attitude does not consist simply of packing the letter with the word "you."

WHY THE TRANSPLANTED STAR OFTEN FAILS TO MAKE GOOD, in *January 27*.

A word of caution to those who have an eye on the star performer in another agency.

In the American Stationer and Office Manager for January, 1927

DEAR SIR, by Humphrey D. Howell.

Suggestions about letter-writing, true but not new.

COORDINATING ACTIVITIES OF DISTANT OFFICES.

A possible suggestion for national and state-wide agencies.

RULES OF A SUCCESSFUL WOMAN OFFICE MANAGER THAT PROMOTE EFFICIENCY.

The rules are: Play fair and have no favorites. No social relationships in the office. Be decisive. Say it in black and white. Devise promotion opportunities.

CAREFUL SELECTION OF OFFICE EMPLOYEES WILL SAVE FIRM MONEY, by Russell J. Waldo.

In Better Times for February

THE RELATION OF PRIVATE INITIATIVE TO PUBLIC CHARITIES, by Elihu Root.

Part of an address delivered at the annual meeting of the New York State Charities Aid Association.

THAT PESKY ANNUAL REPORT, by John Philip Bramer.

NOVELTY IN PRINTING PROCESSES.

Rotogravure and offset lend variety to educational and appeal literature at small expense for large orders.

In The Mailbag for February

HOW CAN YOU TELL A GOOD LETTER BEFORE IT'S MAILED, by Edward H. Schulze.

Twelve general questions to apply to your appeal letter.

WHAT A WHALE OF A DIFFERENCE, by Carl Hunt.

Suggests that if social agencies would translate their appeals into the smallest possible terms as so much a day or so much a week they might get larger contributions.

KEEPING UP WITH THE POST OFFICE.

Helpful advice for social agencies with a large amount of mailing.

before his time, even though he was the dean of his specialty in America and its great authority throughout the world, he was still serving as an humble institution superintendent for the meager pay we accord to our public servants. He was probably the best "executive" investment his state has ever made.

It might be said that in this reasoning, backed by these disguised illustrations, we ought really to argue for a better order of director. True, we could do that too, if the occasion offered; but the "charity" director has to be taken for just about what he is, with all his faults. In the final issue it is the executive who shapes policy and develops methods—yes, even finds the means for the advancement of his enterprise in accordance with the best reasoning of the time. If the executive is only a faithful choreman, watchman, or laborer, there will never be anything done except the little tasks laid down by the directors. The talent will be buried in the ground. To many a competent executive the board of "managers" are like a millstone upon his neck. Yet they are his trial, and it is for him to work with them and to increase their understanding of the true nature of the enterprise. Obviously he cannot teach them unless he himself knows what it is all about and whither it should tend.

More about Mileage

IN his monthly page in *The Survey*, December 15, Elwood Street suggested for automobiles used in the service of an organization a standard allowance of seven cents a mile to cover all costs—gasoline, oil, tires, repairs, insurance, depreciation. From the discussion which followed came this correspondence between Mr. Street and Mary C. Raymond of Miami. It raises the interesting question, Who should pay the initial cost of the car, worker or agency?

From Miss Raymond:

Because of very strong public opinion in opposition to an organization furnishing transportation to workers, we have for the past few years required every social worker in our county to furnish her own automobile and to pay for its up-keep. A flat allowance of \$50 per month, regardless of the work done, has been made and this amount is expected to cover, over a period of a year, the original cost of a Ford car and running expenses, taking into consideration the sale price of the car at the end of that time.

We have not found this plan satisfactory and believe if we could work out a schedule on a mileage basis, which would also include an allowance for depreciation, that it would be more satisfactory. This would not provide, however, for the difficulty we face in requiring every new worker to make a personal outlay of several hundred dollars as a down payment on her car. Many workers are unable to do this, even if the money is reimbursed in monthly instalments. On occasion we have advanced the full down payment and reduced subsequent monthly allowances, but this has worked a hardship, for reduced allowances do not cover the running cost plus payments.

Please bear in mind in any comments you may make that our situation here in Miami is largely influenced by the fact that public transportation is wholly inadequate and that it is essential for every worker to have a car if he is to get anything done. You must also bear in mind that the Beach

is eight miles from the town and any recreation on the Beach, which is practically the only source of recreation, is almost prohibitive without a car. This is largely responsible for workers using organization cars for personal pleasures and the consequent criticism.

We are preparing our budget for the next campaign and we would welcome any helpful suggestions which you may have to make from your own experience. We feel we must make a more satisfactory adjustment of this automobile situation and we would be very grateful for your help.

From Mr. Street:

I should certainly say that if public opinion would allow it you should purchase your own automobiles when the social worker did not find it convenient to buy them and then pay the expense of operating the cars with the workers reimbursing you at the rate of seven cents a mile for all personal use of these cars.

If, however, public opinion is dead set against such purchase I would suggest that if a worker has not sufficient money available to purchase the car you advance to that worker the sum necessary; that you arrange for the worker to pay you for the car in equal instalments over the presumable life of the car, say for one year or two years, on the basis of notes, without interest, made out to the social agency which employs the worker. Thus if a car cost \$480 and its life was two years, that worker would pay \$20 for twenty-four months without interest.

I would then arrange for the society which employed the worker to reimburse the worker at the rate of seven cents a mile for all traveling done in this car on business of the agency. This would not include mileage riding to work or riding home from work. I would have the worker keep a record of the places to which she drove with the car for the agency, recording each stop and the number of miles which the speedometer showed. Then you could check up both on the mileage and on the actual calls which were made.

I suggest the rate of seven cents a mile because that has been shown by exhaustive analyses of costs of Fords, Dodges and Hupmobiles to be the average cost of operation of cars in fleets including depreciation, insurance, gasoline, oil, and repairs.

In this way the social worker would have her own car for her own personal use at a cost of say \$20 a month plus upkeep, minus seven cents a mile for actual service. If the worker drove 1,000 miles in a month for the organization she would get an allowance of \$70. This would cover her payment and leave her \$50 for repairs, tires, gasoline, oil, insurance and depreciation.

I think this plan would enable you to be free from criticism, would represent the operation of your car on as low a cost as is feasible, and would mean the least possible burden on the social worker.

Envelopes

OF course the mail clerk or your secretary opens your mail and disposes of the envelopes. But have you instructed her to note any incoming envelope with an *incorrect* address, so that you or she may correct the error if some magazine, national agency, or other valued correspondent has your name or address wrongly listed? ARTHUR DUNHAM

Over My Desk

A Monthly Talk with Executives
By ELWOOD STREET
Director, Community Council of St. Louis

Why Not Winter Vacations, Too?

BAILEY B. BURRITT, director of the Association for Improving the Condition of the Poor, New York City, believes in mid-winter and spring as well as summer vacations. Not long ago he asked each worker to arrange the dates of his vacation with this view ahead. In order to make clear the plan he gave an excerpt from the Office Manual of the A.I.C.P.:

Permanent employes who have been on the staff 1 year or longer are entitled to four weeks vacation with salary, 3 weeks between June 1 and October 1 and 1 week between January 1 and May 1.

New employes coming on staff during the fiscal year, which begins October 1, are entitled to vacations as follows:

- Those added to staff during Oct., Nov., Dec., full vacation
- Those added to staff during Jan., Feb., 3 weeks (1 in Spring, 2 in Summer)
- Those added to staff during March, April, 2 weeks (Summer)
- Those added to staff during May, June, July, 1 week

When a holiday falls within a vacation, it is not counted in that period but is added thereto. If work in the department demands it, such added vacation is taken at some time other than the vacation period.

When Photographing Individuals

Every once in a while we hear of a social agency getting into serious difficulties because it has used, without authorization, in its publicity a photograph of some individual who sues the social agency for damages or causes other difficulties. To avoid this, the agency which plans to use the photograph of a living person or persons for advertising purposes might well consider the desirability of having in its possession a written statement authorizing its use. Printer's Ink in its January 13 issue says:

These written statements may simply be a letter of agreement or they may be what is usually called a "model release." A model release form that is widely used reads, "For value received, I hereby consent to the use for advertising or trade purposes, of the original or reproduction of the photograph, portrait, picture or likeness of myself—of . . . , a minor, of whom I am (parent) (guardian)—by the artist, by the reproducer, by . . . or by any of its customers or other interested parties. Dated . . . Signature . . . Note: This blank must be signed by the model, if of age, or by the parent or guardian of a minor, before bill covering work will be paid.

Keeping Salary and Service Data

Stockton Raymond, general secretary of the Family Welfare Society of Boston, writes that he thinks the following plan will be suggestive to readers of The Survey in keeping a service and salary record. This record could be worked out on chart or quadrate paper which has one heavy line for every twelve spaces. In the first column on the left would come the name of the worker. Each vertical column of twelve vertical spaces would be given up to one

year. Each vertical column within that year would represent one month. The heavy lines would divide the years. A heavy line in the horizontal space after each worker's name would begin at the point which represented the month and the year when the employment began. The salary of the worker would be added in red ink at the beginning of the line, and the subsequent salary increases entered at the proper point. Termination of employment would be indicated by red lines through the name and a red bar at the point in the chart which represents the time the worker left. This provides a record of service and salary which is helpful in determining salary increases.

Australia Does It, Too

From the antipodes comes a letter which will interest readers of Over My Desk. It is from S. Greig Smith, secretary of the Charity Organization Society of Melbourne, Australia. It follows:

Your Over My Desk column in The Survey for 15th June, 1926, commends the efforts of a bank to strengthen business and good will by making its committee rooms available for community meetings of various kinds, and suggests that many social agencies might, with advantage, "go and do likewise." I am a long way "behind the fair" in commenting now on your paragraph, which has only just caught my eye, but I thought that you might be interested to know that this society has been following out the plan referred to ever since November, 1924, when we achieved our own building and consequent better office accommodation. We cordially invite and encourage other social welfare agencies who desire such facilities to hold their meetings in our Board Room at any time, if it be available. During the last six months of 1926, as many as 68 meetings were held, and during the past twelve months 14 distinct organizations or committees have been meeting under our roof.

May I take this opportunity of assuring you that I find your column in The Survey most interesting, inspiring and suggestive?

The literature which Mr. Smith sent gives an interesting list of the societies, organizations and movements which have held meetings at Morris House during the twelve months according to the plan described in his letter:

- C. O. S. Executive Committee, Victorian Baby Health Centres Council, Free Kindergarten Union, Children's Welfare Association, Society for the Prevention of Cruelty to Children, Victorian Provident Aid Society, Central Unemployment Relief Committee, Conference on Unemployment, Committee on Causes and Extent of Unemployment, Case Workers' Conference, Melbourne Orphanage, Lost Dogs' Home, Santa Casa Rest Home for Children, Seaside Garden Home for Boys.

Being Under One Roof Pays

Karl deSchweinitz, general secretary of the Family Society of Philadelphia, declares: "The social service building idea is a means of more effective and more economical operation. We have saved ourselves untold quantities of time by all being together in one building. The most interesting economy has been the reduction in telephone costs due to the installation of tie-lines which a building makes possible."

Discount Your Bills

Is your agency making all the savings it might by discounting bills on which discount for cash is allowed by the tenth of each month?

GOSSIP: of People and Things

The Conference Approaches

WITH the National Conference of Social Work only two months away (May 11-18 at Des Moines), the general secretary and local committee are completing arrangements for handling an attendance of five thousand. Howard R. Knight, general secretary, visited Des Moines in February and verified with the local committee meeting places of the twelve divisions of the conference and hotel reservations of the twenty-three kindred groups. The general meetings will be held in the Shrine Temple and the division meetings there or in the immediate neighborhood. Headquarters of the conference and of the kindred groups will be in the Temple.

The Rev. R. B. MacHatton, of Plymouth Congregational Church, Des Moines, has been appointed chairman of a state committee on church and ministerial cooperation. The program of the conference will give special attention to the rural church as a social force and the Sunday evening meeting will be addressed by Rabbi A. H. Silver of Cleveland on The Church and Social Justice. A plan has been proposed by Dr. E. H. Lauer, director of the extension division of the state university, to send one member of each church within the state to the conference. Governor Hammill has written the governor of the other states suggesting that he attend in person or send a representative.

The usual rate of fare and a half for the round trip has been granted by the railroads, so that conference members from a distance will be saved considerable expense. If you live in Maine or Miami, you may save enough to carry you through the entire conference period.

A Real Probation Officer Wanted

AN examination for chief probation officer of the Juvenile Court of Cook County (Chicago) will be held within the next two months. The judges of the Juvenile Court are interested in securing only the best qualified person for this position; residence is waived, experience in juvenile court work is not necessary. Executive ability, education and experience in social work, that gives promise of successful work in one of the most highly organized juvenile courts in this country, is required. The salary is established at \$7,500 a year. The examination is not conducted under civil service auspices. The Supreme Court of Illinois decided some years ago that appointments for chief probation officer were to be made by the judge of the Juvenile Court. Tenure of office is for life or during satisfactory service. Officers of the Juvenile Court are eligible to the pensions for public service in Cook County. Judge Arnold, in accordance with a long established practice of this court, has asked a special citizens' committee to conduct this examination. Its members are Henry P. Chandler, chairman; Rose J. McHugh, secretary; D. F. Kelly, Harris A. Dobbs and Dr. Solomon Freehof. Further announcements will be made within a short time

and inquiries may be addressed to the secretary of the Judge's Committee for the Selection of the Court's Chief Probation Officer, 2240 West Roosevelt Road, Chicago.

Opportunities for Training

THE well-equipped student who wishes to undertake intensive training for social work has, this year, a tempting list of fellowships and scholarships for which he may apply. In addition to those recently announced in this department of The Survey, are two fellowships offered by the Pennsylvania School of Social and Health Work, 311 S. Juniper St., Philadelphia: One full fellowship, \$1,000 in addition to tuition and other fees—in association with the Children's Aid Society of Pennsylvania, open only to college graduates with the understanding that at least one additional year will be spent as a staff member of the Children's Aid Society of Pennsylvania; one full fellowship, \$1,000 in addition to tuition and fees, open to a college graduate, in any social work department. The school offers, too, several working scholarships and tuition scholarships, the use of a loan fund, and residence in settlements at reduced rates. All applications must be made by May 15.

The Chest and National Business

THE American Association for Community Organization is studying the practice of community chests in soliciting contributions from national business concerns which have local branch offices. In many instances the branch manager must consult the headquarters of the firm in a distant city before contributing company funds to the local chest campaign. This has resulted in a multiplicity of appeals which is proving vexatious to national business concerns. The A.A.C.O. has asked its members for their experiences and opinions so that a uniform procedure can be suggested as a way out for both the chest and national business.

The Chest in a Small City

THE large number of small-city community chests—187 in cities of less than 50,000 population—has made necessary a special service offered them by the American Association for Community Organization, 215 Fourth Ave., New York. Principles and Methods of Organization in Cities where Less than \$100,000 Is Raised Annually is the first of a series of pamphlets being sent to these federations. The A.A.C.O. has also prepared and sent out to the small-city chests for criticism a simple outline of the essential duties of a chest executive in a city raising under \$100,000.

Pennsylvania Social Workers Meet

THE largest meeting in the history of the Pennsylvania Conference of Social Work was held in Philadelphia February 9-12, in collaboration with the annual All-Philadelphia Conference on Social Work. Both conferences were preceded by six institutes for social workers, limited to 25

members each and out of a possible total enrollment of 150 there were 128. The most popular courses were in family case-work, given by Margaret E. Rich of New York; interpretation of personality as a case-work process, by Betsey Libby of Philadelphia; and placement and supervision of children in foster homes, by Edith M. H. Baylor of Boston. Elections of state conference officers for the ensuing year were as follows: President, D. W. Weist, Scranton; vice presidents, Alice Hill, Harrisburg, Judge P. N. Schaffer, Reading, Rev. G. B. Gilbert, Pittsburgh. The Public Charities Association of Pennsylvania will continue to furnish the executive direction of the conference. Cora D. Greene of the P.C.A., was elected executive secretary.

The Schick of Araby

THE Board of Health of Harrison, N. J., has not gone into the movie business, and it has been put to it to explain that fact. It announced recently that the Schick test is used to determine the susceptibility of persons to diphtheria, and that it is not a moving picture nor anything connected with the Arabian desert. The explanation was thought wise after the receipt of the following letter from a mother: "I refuse positively to permit either of my sons to take the 'Schick test.' I have read the book and seen the play and want you to know I don't approve of them."

Miscellaneous

A PLAN for joint financing of social agencies in Chicago has been developed by the Committee on Publicity Methods of the Chicago Council of Social Agencies and will be presented to the member agencies in the near future.

MANY WHO SAW the Girl Scout annual report of a year ago said it could not be improved upon. They were mistaken. This year's report is a delight. An Indian tapestry in color on a brilliant red cover gives the theme for the report—Girl Scout Weaving in Average American Communities and Typical Human Situations. The report is written in narrative style a la Sally Lucas Jean, and is the story of one Margaret who stirred up the "poky" people of Cedarvale and organized a Girl Scout Troop.

OUR NEIGHBOR, the New Republic, has opened a bookstore. "There was abundant counsel against trying it," they announce. "One has only to look at the mortality statistics to feel afraid." But this is a different kind of bookstore. For one thing, it has a huge redwood table and comfortable chairs for its patrons who want to browse. It caters especially to New Republic readers in New York City and throughout the country, by mail. It will give book orders the intelligent treatment they so often fail to receive and one may feel safe in writing in "I want a book for a . . ." The store is at 107 East 34th Street, New York City.

DR. HAVEN EMERSON, who was employed by Mayor Nicholas of Boston to investigate and recommend improvements in Boston's program for the care of the tuberculous, has recently presented frank and stimulating discussions of the results of his survey. The Boston Tuberculosis Association has been given new courage and assistance in forming an excellent program for future activities, and radical changes are under way in the administration of the city institutions giving care to such patients.

A COMMITTEE of the Boston Council of Social Agencies has been at work for six months trying to learn more about the care of the chronic sick. A group of students directed by Dr. Lucile Eaves is engaged in a study of chronic patients cared for by the Community Health Association, and other studies based on hospital social-service records are planned.

THE PENNSYLVANIA Training School at Morganza was recently destroyed by fire at night. The loss is estimated at \$250,000.

A FILE of all social-service jobs to be filled and of all social workers wishing jobs has been instituted by the Community Council of St. Louis, with Eleanor Myers in charge.

AN ANNUAL AMALGAMATION of the Social Service Club of Maryland and the Maryland State Conference of Social Work took effect with the election of the state conference officers who took office in January: President, Ignatius Bjurlee, principal of the School for the Deaf, Frederick, Md. Other officers include Anna D. Ward and Ruth M. Tingley, Family Welfare Association, Baltimore; Paul T. Beisser, Henry Watson Children's Aid Association, Baltimore; Howard C. Hill, Prisoner's Aid Association of Maryland; Mary M. Wootton, Child Labor Bureau; Dorothy Kahn, Hebrew Benevolent Society, Baltimore; Beulah Hunt, Children's Aid Society of Talbot County.

THE JOHN HOWARD CENTER, the new Home of the Prisoners' Aid Association of Maryland, was opened in Baltimore recently. It serves released prisoners, probationers, and other men in need of assistance in the way of employment and home and cooperates with other agencies engaged in Big Brother work.

THE SOCIAL WORKERS STUDY CLUB of Youngstown, has been following a different plan of meetings this year. Each monthly meeting has been scheduled at a different agency headquarters.

AMERICA has 121 legally constituted foundations for altruistic purposes. A recent bulletin of the Russell Sage Foundation summarizes the purpose of each, with the name and address of the responsible officer. For copies, address the Russell Sage Foundation, 130 East 22 Street, New York City.

KATHERINE D. HARDWICK will conduct ten conferences for public health nurses at the Simmons College School of Social Service, Boston. Directors of Boston social agencies will assist her in acquainting the nurses with resources available for the assistance of needy patients.

FLORENCE TAYLOR (Mrs. Graham Romeyn Taylor) has been giving half time recently to the headquarters office of the American Association of Social Workers, assisting Dorothea deSchweinitz.

J. B. GWIN, staff assistant to the vice-chairman of the American Red Cross, post-scribes a recent letter: "Hello, K! Have just returned from disaster work in Florida. That task is almost completed."

LOUISE STRACHAN, director of the Department of Child Health Education, National Tuberculosis Association, addressed the annual meeting of the Iowa Tuberculosis Association in Des Moines in February and conferred with members of a special committee of the Iowa State Teachers Association concerning a study of how

the colleges and normal training schools in Iowa meet the requirements of the physical education law in preparing teachers for school health instruction.

MEDALS for "distinguished social service to the city of New York" were awarded this year at the seventh annual Better Times dinner to Robert W. deForest and Gov. Alfred E. Smith, both of whom have the additional and unique distinction of being native-born New Yorkers.

RAYMOND CLAPP has been appointed to succeed Rowland Haynes as director of the Cleveland Welfare Federation. Mr. Clapp has for several years been on the staff of the Welfare Federation as secretary of the Budget Committee and assistant to the director. William I. Lacy succeeds Mr. Clapp.

Elections and Appointments

BESS B. ALLEN, formerly executive secretary, Evansville (Ind.) Tuberculosis Association, as Red Cross social worker, National Sanatorium, Marion, Ind.

LOUISE BARKER as psychologist, Women's Protective Association, Cleveland, succeeding Eleanor Rowland Wembridge, who has recently been appointed referee of the Juvenile Court.

KATHERINE BEASLEY, formerly executive secretary, Humboldt County (Cal.) Dept. of Public Welfare, as executive of the newly organized Contra Costa County (Cal.) Social Service Dept., with headquarters in Martinez.

EDITH BENGSTON, formerly assistant at Kenosha (Wis.) Social Service League, as general secretary, Oshkosh (Wis.) Bureau of Family Service.

OLIVIA BROOKS as a member of the staff, Boston Children's Aid Association.

F. E. BURLESON as executive secretary, San Antonio Community Chest.

REV. R. P. DOREMUS as president, Gloucester (Mass.) Associated Charities.

DR. A. GRANT FLEMING, managing director of the Anti-Tuberculosis and General Health League of Montreal, as acting director of the newly created Dept. of Preventive Medicine, McGill University.

ELIZABETH M. FINE as assistant state's attorney, Illinois, assigned to the Chicago Juvenile Court.

MADELEINE FOSTER as caseworker, assisting in the examination and classification of prisoners, Mass. Dept. of Mental Diseases.

LOUISE FRYE, formerly executive secretary, Charlotte (N. C.) Chapter, A.R.C., as field representative, A.R.C. for western North Carolina.

MARGARET GILBERT, formerly on the staff of the Pacific Branch, A.R.C., as executive secretary, Los Angeles Chapter, A.R.C.

HENRY S. GODFREY as publicity secretary, New York Tuberculosis and Health Association.

CORA D. GREEN as educational secretary, Public Charities Association of Pennsylvania, succeeding Ernest H. Cole.

CONSTANCE HANNA, formerly with the Cleveland Association for Crippled and Disabled, to the staff of the Ohio State Dept. of Health, Division of Crippled Children.

MARGARET HAYDEN as visitor, Assoc. of Family Welfare, Fall River, Mass.

MARGUERITE HASKELL as president Gloucester (Mass.) S.P.C.C.

WILLIAM F. HIGBY, formerly executive secretary, San Francisco Tuberculosis Association, as secretary of the Dept. of Social Work, San Francisco Community Chest.

FLORENCE KELLEY as educational secretary, Cambridge (Mass.) Anti-Tuberculosis Association, succeeding Mildred MacDonald.

HELEN KINOUIST as secretary, Social Service Exchange, Sioux City, Ia.

ISABEL L. LAW, R.N., as assistant secretary, Bronx Committee, New York Tuberculosis and Health Association, succeeding Frances Sloane.

EDWARD D. LYNDE, formerly associate director, Cleveland Associated Charities, as general secretary, succeeding James F. Jackson, deceased.

LEO MCCARTHY as office manager of the Community Council of St. Louis and manager of the Central Purchasing Bureau.

MARGARET MCCARTHY as hospital social worker, U. S. Naval Hospital, Chelsea, Mass.

GEORGE E. McDONALD as director municipal welfare department, Gloucester, Mass.

SUSAN MARCH as Sheppard-Towner nurse in Geauga County, Ohio.

PAUL MEINAM as executive secretary, San Francisco Tuberculosis Association, succeeding William F. Higby.

ELIZABETH K. MORRISON, for five years with the Y.W.C.A. in Shanghai as general secretary, Central Branch, Chicago Y.W.C.A.

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.

FINANCIAL FEDERATIONS—by William J. Norton. Reprints of five articles which appeared in The Survey, 1922 and 1923. Many puzzling questions answered by the director of the Detroit Community Fund. Price 25 cents a copy. The Survey, 112 E. 19th St., New York.

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.

CITY HEALTH—A special number of Survey Graphic giving a well rounded picture of the status of the fight for public health in our cities large and small with suggestions of ways in which the layman can help. Original price 50 cents—now 25 cents a copy. Survey Graphic, 112 E. 19th St., New York.

WILLIAM F. OGBURN, of the faculty of Columbia University, as professor of sociology, University of Chicago, effective July 1.

PURCELL PECK as itinerant instructor in home hygiene, A.R.C., in the Pacific area.

MARY C. PUTNAM, R.N., as executive secretary, Bristol County (Mass.) Public Health Association, succeeding Daisy M. Hanscom, R.N.

E. RADDER as publicity secretary, Erie Community Chest.

RUTH ROBINSON as substitute director, West Newton (Mass.) Community Center, succeeding Hattiemae Austin.

JENNIE THOMPSON SANDERSON, formerly with the Boston Dispensary, as case supervisor, Florence Crittenden League of Boston.

EDITH SAWYER, for ten years with the Y.W.C.A. in Shanghai, as general secretary, Central Branch, Chicago Y.W.C.A.

MRS. SAMUEL SILVERMAN (formerly Ray Ruth Sohn) as a member of the staff, Jewish Orphans' Home, Palms, Calif.

R. WEBB SPARKS, formerly director of promotion, Indianapolis Chamber of Commerce, as director of publicity, Community Welfare, Inc., St. Paul.

HELEN STORY, who has been acting case supervisor, Family Service Organization, Louisville, as general secretary Norfolk United Charities.

H. MARGARET WHITCOMB, formerly chief probation officer, Helena, Ark., as field representative, A.R.C., for Northern Oklahoma.

Resignations

F. T. LANE, for the past five years executive secretary, Urban League of Kansas City, has resigned to take charge of a loan campaign organized by local Negroes.

EMILY SIMS MARCONNIER and William Dings from the publicity department, Community Fund, St. Louis.

JUANITA D. MENHINICH as director, Red Cross Service, U. S. Veterans' Hospital, Kingsbridge Road, New York City.

DOROTHY PHILBRICK as field director, U. S. Naval Hospital, Portsmouth, N. H.

Deaths

GENEVA BATEMAN, formerly on the staffs of the Illinois Children's Home and Aid Society, the Juvenile Court and the American Red Cross, died on January 29.

MRS. WALTER LARGE, prominent in Red Cross work and instrumental in the establishment of the Westchester County (N. Y.) Council of Social Agencies.

DR. EDGAR THOMPSON SHIELDS, formerly chief of the Tuberculosis Clinics, Pennsylvania State Dept. of Health.



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SOFT COAL AND HARD FACTS

(Continued from page 774)

the mines. But while the depletion of the older coal seams, improvements in transportation, the swifter development of mechanization, were all tending to give the non-union operators in the newer fields a competitive advantage over the miners' allies in the older fields, the present leadership of the union has seemed to build its entire policy upon a variant of the slogan under which the British miners recently went to default, "Not a penny off the pay, not a minute on the day."

With unemployment and intermittent employment rife throughout the older fields, the union has stood pat on the \$7.50 minimum rate established by President Wilson's Bituminous Coal Commission in 1920. As a result, many of the union-controlled operators have had to shut down completely or to work their mines only when the market made it possible for them to pay their bills. The union has withdrawn the charters of a number of its own locals where the men, rather than go without work, agreed to work below the scale, and a number of their greatest former allies, like the Consolidation and Pittsburgh coal companies, after shutting down many of their mines completely for a time, finally declared their agreement with the union defunct and reopened under individual agreements with miners who were willing to disregard the contract scale (see *The Survey*, July 1, 1926).

There has been no evidence of an effective desire on the part of either the miners' union or the operators in the older fields to set up any joint machinery for analyzing their joint problems and devising a realistic program for solving it. They have drifted along with an ostrich-like disregard for the great economic shift to the newer non-union fields, which has left hundreds of old mining villages desolate and converted the equipment of many an old but far from exhausted mine into junk. The miners and operators in conference in Miami sprung upon one another hastily considered schemes for a sliding wage-scale based upon wages in the non-union mines, or for some kind of permanent joint committee empowered to employ lawyers, engineers, railroad experts and other advisers to secure "conditions that will give a proper return to capital and advance the living standards of employees; reduce hazards; promote a sales policy to destroy the practice of selling below cost of production; work for readjustment of freight-rates and cooperate in legislative matters." But, these proposals came to nothing. The joint scale sub-committee, appointed to draft a new contract supplanting the Jacksonville agreement, reported itself hopelessly deadlocked. Eight days after its organization, the conference adjourned sine die.

Phil H. Penna, formerly president of the United Mine Workers of America, who represented an important group of operators at Miami, solemnly pronounced a judgment which if it had come from an outsider would probably have provoked even his resentment. "It seems," he declared to his fellow conferees, "that we are incapable of conducting this business. We should have someone come in from the outside and do it for us." But who is there to come in? In 1924, a presidential election year, Secretaries Hoover and Davis intervened to prevent a rupture that threatened to embarrass the federal administration on the eve of a na-

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tional campaign. This is not a presidential year. Besides, the great economic shift which in 1924 had not as yet definitely tilted the scales, has now so firmly established the newer non-union fields in command of the market that a suspension in the older fields will probably cause no fatal inconvenience to consumers, especially since many of the great vertical industries, like the Ford Motor Company and United States Steel, command an adequate supply on their own terms. Moreover, these vast companies whose influence upon public opinion is great, are conspicuously non-union and their alliance in principle will tend to strengthen the morale of the operators in the newer fields and deprive the miners of one of their greatest moral assets. Mark Hanna and William McKinley helped to establish the miners' union, convinced that collective bargaining was to the advantage of the industry and the consuming public. Their successors, either through indifference or conviction, are helping to destroy it. It is this shift in the control of public policy concurrent with the great economic shift that has created the situation implicit in Mr. Penna's statement.

If a strike comes, as now seems inevitable, its greatest initial hardships will be visited upon the union miners who with their families number some million and a half human beings, upon some thousands of independent operators, and upon the small communities in which their mines are located. The miners' union and the machinery of collective bargaining which is the growth of generations may be temporarily shattered. But the whole drift of modern management makes the organization of the workers an economic necessity. To assume that the miners in the unorganized fields will indefinitely submit to arbitrary discipline and arbitrary control of their wages would be to ignore the entire history of the industry. For lack of statesmanlike leadership either in the industry or at Washington, the prospect is that the industry will have to fight itself back to the opportunity which, since 1924 more particularly, it has been squandering. And for this, not only the miners and the operators, but the entire public will have to pay an incalculable price.

SEEING RED IN CANTON

(Continued from page 776)

million pounds sterling from the imperial government has not covered the loss to British shipping and trade. Yet many Hongkong residents still assume, comments Colonel Malone in his New China, the report of an investigation just published in London by the Independent Labour Party, "that trading relations can be improved and the safety of the handful of British dwelling among millions of Chinese secured by the sending of punitive expeditions against Chinese cities."

Americans still enjoy a residue of respect and affection in China from the return of the Boxer Indemnity. Many thinking Chinese now realize that America has let herself be drawn into the joint-memoranda, joint-notes and warnings, and joint-representations of the other powers. Yet they dare to believe that America can still act independently. It is not too late to take an independent stand.

Canton, November 23, 1926

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AMERICAN HOME ECONOMICS ASSOCIATION

—Alice L. Edwards, executive secretary, 617 Mills Bldg., Washington, D. C. Organized for betterment of conditions in home, school, institution and community. Publishes monthly Journal of Home Economics: office of editor, 617 Mills Bldg., Washington, D. C.; of business manager, 1211 Cathedral St., Baltimore, Md.

AMERICAN SOCIETY FOR THE CONTROL OF CANCER

—Dr. George A. Soper, managing director, 25 West 43rd Street, New York. To collect, collate and disseminate information concerning the symptoms, diagnosis, treatment and prevention. Publications free on request. Annual membership dues, \$5.00.

AMERICAN SOCIAL HYGIENE ASSOCIATION

—370 Seventh Ave., New York. To provide a better understanding of the social hygiene movement; to advance sound sex education; to combat prostitution and sex delinquency; to aid public authorities in the campaign against the venereal diseases; to advise in organization of state and local social-hygiene programs. Annual membership dues \$2.00 including monthly journal.

CHILD WELFARE COMMITTEE OF AMERICA, Inc.

—730 Fifth Avenue, New York. To secure home life for normal dependent children in preference to institutions; to secure Mothers Allowance laws in states having none; to urge adequate appropriations for home aid; to promote proper laws affecting adoption, boarding out and placing out of dependent children; to aid in the enforcement of these laws. States Council of Committee comprises volunteer representatives in practically every state. Sophie Irene Loeb, President; Governor Alfred E. Smith, Honorary President; Margaret Woodrow Wilson, First Vice-President; Edward Fisher Brown, Executive Secretary.

CHILD WELFARE LEAGUE OF AMERICA

—C. C. Carstens, director, 130 E. 22nd Street, New York City. A league of children's agencies and institutions to secure improved standards and methods in their various fields of work. It also cooperates with other children's agencies, cities, states, churches, fraternal orders and other civic groups to work out worthwhile results in phases of child welfare in which they are interested.

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—Constituted by 28 Protestant communions. Rev. C. S. Macfarland and Rev. S. M. Cavert, Gen. Sec's; 105 E. 22nd St., N. Y. C.

Dept. of Research and Education, Rev. F. E. Johnson, Sec'y. Commissions: Church and Social Service, Rev. W. M. Tippy, Sec'y; International Justice and Goodwill: Rev. S. L. Gulick, Sec'y; Church and Race Relations: Dr. G. E. Haynes, Sec'y.

GIRLS FRIENDLY SOCIETY IN AMERICA

—15 East 40th Street, New York. Girls and women working together to uphold Christian standards of daily living in the home, in the business world, and in the community. Numbers nearly 60,000, with branches in 44 states.

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JOINT COMMITTEE ON METHODS OF PREVENTING DELINQUENCY

—Graham Romeyn Taylor, executive director, 50 East 42nd Street, New York. To promote the adoption of sound methods in this field, with particular reference to psychiatric clinics, visiting teacher work, and training for these and similar services; to conduct related studies, education and publication; and to interpret the work of the Commonwealth Fund Program for the Prevention of Delinquency.

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You know the type—the professional teeth gnasher. He damns everything from bolshevism to the Republican Party. He wants back the good old days when people were pure and noble and witches were burned at the stake. To him social workers are meddlesome uplifters and psychiatrists, if he has heard of them, dangerous faddists.

This twice-a-month page is aimed at the teeth gnasher. If he should, in a weak moment, investigate the work of any of the organizations listed here, he would discover that social work is not an emotional outlet for sentimentalists. It is a program of constructive action, backed by sound research.

The teeth gnasher is a challenge to every social worker. When next you meet one make it your personal responsibility to get him interested in the work of any one of these social agencies.

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NATIONAL BOARD OF THE YOUNG WOMEN'S CHRISTIAN ASSOCIATIONS

—Mrs. Robert E. Speer, president; Miss Mabel Cratty, general secretary, 600 Lexington Avenue, New York City. This organization maintains a staff of executive and traveling secretaries to cover work in the United States in 1,034 local Y. W. C. A.'s on behalf of the industrial, business, student, foreign born, Indian, Colored and younger girls. It has 159 American secretaries at work in 49 centres in the Orient, Latin America and Europe.

NATIONAL CHILD LABOR COMMITTEE

—Wiley H. Swift, acting general secretary, 215 Fourth Avenue, New York. To improve child labor legislation; to conduct investigation in local communities; to advise on administration; to furnish information. Annual membership, \$2, \$5, \$10, \$25 and \$100 includes monthly publication, "The American Child."

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NATIONAL COMMITTEE FOR THE PREVENTION OF BLINDNESS

—Lewis H. Carris, managing director; Mrs. Winifred Hathaway, associate director; Dr. B. Franklin Royer, medical director, and Miss Eleanor P. Brown, secretary; 370 Seventh Ave., New York. Objects: To furnish information, exhibits, lantern slides, lectures, personal service for local organizations and legislation, publish literature of movement—samples free, quantities at cost. Includes New York State Committee.

NATIONAL CONFERENCE OF SOCIAL WORK

—John A. Lapp, president, Chicago, Ill.; Howard R. Knight, secretary, 277 E. Long St., Columbus, Ohio. The conference is an organization to discuss the principles of humanitarian effort and to increase the efficiency of social service agencies. Each year it holds an annual meeting, publishes in permanent form the Proceedings of the meeting and issues a quarterly Bulletin. The fifty-fourth annual meeting of the Conference will be held in Des Moines, Iowa, May 11-18, 1927. Proceedings are sent free of charge to all members upon payment of a membership fee of five dollars.

NATIONAL CONGRESS OF PARENTS AND TEACHERS

—Mrs. A. H. Reeve, President, Mrs. A. C. Watkins, Executive Secretary, 1201 Sixteenth Street, N. W., Washington, D. C. To develop cooperation between home and school, and an informed public opinion which will secure highest advantages for all children.

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NATIONAL URBAN LEAGUE—For social service among Negroes. L. Hollingsworth Wood, pres.; Eugene Kinckle Jones, exec. sec'y; 127 E. 23rd St., New York. Establishes committees of white and colored people to work out community problems. Trains Negro social workers. Publishes "Opportunity"—a "journal of Negro life."

NATIONAL WOMEN'S TRADE UNION LEAGUE—Mrs. Raymond Robins, honorary president; Miss Rose Schneiderman, president; 247 Lexington Ave., New York; Miss Elizabeth Christman, secretary, 311 South Ashland Blvd., Chicago, Ill. Stands for self-government in the workshop through organization and also for the enactment of industrial legislation. Information given.

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RUSSELL SAGE FOUNDATION—For the Improvement of Living Conditions—John M. Glenn, dir.; 130 E. 22nd St., New York. Departments: Charity Organization, Delinquency and Penology, Industrial Studies, Library, Recreation, Remedial Loans, Statistics, Surveys and Exhibits. The publications of the Russell Sage Foundation offer to the public in practical and inexpensive form some of the most important results of its work. Catalogue sent upon request.

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WORKERS' EDUCATION BUREAU OF AMERICA—a cooperative Educational Agency for the promotion of Adult Education among Industrial Workers. 476 West 24th Street, New York City. Spencer Miller, Jr., Secretary.

THE SLUM ENDURES

(Continued from page 799)

tail-end use of a dwelling. The slum lingers so long as the buildings composing it have residential utility. It has a natural origin, but its passing is less so. It evolves with other parts of the city and is really a consequence of progress. Note Prairie Avenue in Chicago. It skidded in one generation from the matrons to the madams. Once it was exclusive to a fault and jealous of its prestige. Now the city blushes at mention of its name. This precipitous descent of the social scale came when successive waves of people, each of lesser status than previous occupants, had swept over it. This is the old story and examples can be found in every city.

In the light of experience it would not be difficult to predict the fate of any residence quarter in New York. Take a single family hotel, up-to-date in every respect. In a year it will be twelve months out of date. It will lack some of the later improvements and to that extent be handicapped in competition with the new buildings. In five years it will not only be so much older but five years behind the times. In ten years it will be even less in demand, while in twenty years we should not be surprised to find that the so-called best people had migrated to other parts. Perhaps even the second and third best would not be attracted. That has been substantially the way apartments built twenty years ago have been faring. Where it is quite the proper thing to move with the changing of the seasons or every year, the turnover of apartment dwellers in two decades is enormous. This kind of moving is generally up the social and economic scale. The house is little more than a relay station used temporarily while the people make their way from lower to higher levels. The house declines in perfect pace with the decline in types of occupants.

This pursuit of status on the part of city dwellers, this press from the East Side to the Bronx and from the Bronx to the suburbs, insures no area of the city against the havoc of change. The object of housing schemes, city planning and zoning is to control and direct the course of change.

These are devices for courting the kind of change that is desired and to discourage the embarrassing change. The slum is not wanted but the slum comes anyway because it fits so well into all else that goes to make the city. It appears because it is the dying aspect of city building, as natural as any other form of death. It is an interim between two cycles of life.

A renewal of life is manifest in at least two noteworthy sections of New York. The first is Yorkville on the East Side of Manhattan between Seventy-second and Eighty-sixth Streets where the bottom was all but reached for residence purposes. It had run the usual gauntlet of population successions. Now it is entering a second cycle. One after another the walk-up cold-water flats are being destroyed to make way for expensive one-, two-, and three-bath elevator apartment buildings. The remaining part of Yorkville serves as the habitation area of maids, butlers, chauffeurs and other servants for the invading classes of higher status. The second area is the Washington Square section where low-priced tenements are rapidly yielding to select and high-priced apartments. With ordinary wear and tear these will be slum dwellings in another generation. Without great risk one could predict that eventually even the East Side will experience such a normal structural re-birth. More frequently than this renaissance for residence the slum is displaced by commercial and industrial occupations. Only in the most accessible places are new dwellings erected.

In any case the use of space is a transient and incidental fact in the cyclic processes of urban growth. It comes and goes with the changing demands for the use of space and man has very little to do about it. How can he, by taking thought, control such phenomena as rents and land values or alter the natural setting? Yet how they dominate him! Whether he builds a city in Egypt or Rome or the United States, forces over which he has very little control conspire to direct the building. His modern city may be more complex, but all the parts and passions of the ancient city are there. The slum remains one of those incidental parts.

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WORKERS WANTED

WANTED: Social Case Worker; College graduate for a General Hospital in Eastern part of country. Hospital experience not essential. 5704 SURVEY.

WANTED: At once a medical social worker by a Jewish Hospital in Eastern city. One with case work experience preferred. 5698 SURVEY.

SUPERVISOR of boys for Chicago Home for Jewish Orphans, 6208 Drexel Avenue. State Age, qualifications and salary expected. 5758 SURVEY.

POSITION open in Boston for a family caseworker under forty with at least one year of experience in an approved agency. Salary \$1,500. Apply Social Workers Bureau, 270 Boylston Street, Boston, Mass.

WANTED: Resident Parole Officer for institution in New York City caring for delinquent girls. Experienced. Salary, \$1,800. 5759 SURVEY.

WANTED: Jewish Couple for Jewish Orphanage, Man to have charge of Boys Department, about 20 in number; Wife assist in Girls Department and care of Linens. Give full particulars regarding experiences, references, and salary expected in first letter. 5760 SURVEY.

WANTED: Experienced social worker for settlement work in Ireland, unusual personality and ability required, survey experience desirable. 5763 SURVEY.

BOY SCOUTS OF AMERICA need men with leadership and administrative ability and experience for executive positions. Thirty-day Training Schools before or after placement. Further information **BOY SCOUTS OF AMERICA**, 200 Fifth Avenue, New York.

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WORKERS WANTED

WANTED: by Jewish agency in New York City, case secretary, broad executive experience and training essential. Address 5738 SURVEY.

BOOKKEEPER (woman) for boys' all year school in country. \$75 per month with maintenance. Apply Room 514, 287 Fourth Avenue, New York.

WANTED: Married couple, one or both of whom is qualified to teach Grammar School Grades. Resident position, salary and maintenance. Small private school for problem boys about thirty-five miles from New York. New cottage unit. Duties include those implied in the term "house father and mother". Apply by letter only, giving full personal data and references. A. E. Wakeman, 72 Schermerhorn Street, Brooklyn, N. Y.

WANTED: Experienced matron for Old Ladies' and Children's Home. Forty residents. Address, Old Ladies' Home, Meadville, Pennsylvania.

SOCIAL WORKER. A large Jewish philanthropic, educational and social organization needs a director of girls' work. Hours, afternoon and evening. In applying, please state specifically and in detail age, education, experience. 5742 SURVEY.

WANTED: a director for a Cleveland adult Jewish girls' camp. State experience, age and salary desired. 5743 SURVEY.

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LARGE Jewish Family Care Agency of Philadelphia always ready to consider applications of college graduates interested in social case work, both experienced and those wishing training. Opportunity for study at the Pennsylvania School for Social Work or graduate work at the University of Pennsylvania. Address Jewish Welfare Society, 330 S. 9th St.

CASE WORKER in Organization for Family Social Work, Eastern Pennsylvania. State training, experience and references. 5771 SURVEY.

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Women

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SITUATIONS WANTED

STEWARD-Manager; with nineteen years summer hotel and institutional experience with highest references is seeking connection with summer hotel, camp, institution or as Superintendent of Home. Address 5731 SURVEY.

EXECUTIVE: Capable young man, proven ability on previous projects, desires connection where an agricultural program can be made part of boys' training. Dependable, sincere. 5688 SURVEY.

EXECUTIVE: Thorough knowledge all phases institutional work. Experienced in athletic activities. Experienced director of agricultural projects. Eight years practical experience in child welfare work. 5672 SURVEY.

YOUNG WOMAN, sincerely interested in welfare work, capable, experienced, dependable, possesses initiative, desires position as supervisor. Institutional experience covering 3 years. 5709 SURVEY.

FAMILY CASE WORKER, who is also experienced public health nurse, at present employed, wishes to make a change. 5756 SURVEY.

WOMAN of culture and experience in Settlement and Community Work, competent executive, desires position as director for summer camp. Not Jewish. 5761 SURVEY.


YOUNG WOMAN, educated, with institutional experience, desires position after April 1st as girls' club worker. Best references. 5764 SURVEY.

SOCIAL WORKER with executive experience in settlement, recreational and case work, desires position in or near New York. 5762 SURVEY.

YOUNG WOMAN, college education, executive secretarial experience, excellent correspondent, business training, organizing ability, available to established progressive organization. Permanent. Christian. References. 5757 SURVEY.

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YOUNG WOMAN, experienced, social worker, desires position with a social organization in Nassau County, N. Y. 5766 SURVEY.

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YOUNG WOMAN, executive ability, experienced in various branches of social work, interested in child welfare. Desires position in New York City, full or part time, at nominal salary. 5767 SURVEY.

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SMALLPOX—A PREVENTABLE DISEASE. The salient facts about small pox and vaccination. Write for Pamphlet "S". 5 cents per copy. American Association for Medical Progress, 370 Seventh Avenue, New York City.

"HOW TO BECOME A CITIZEN OF THE UNITED STATES." 44 page pamphlet containing a clear statement of the procedure for acquiring citizenship, the latest authentic information, useful to agencies dealing with naturalization matters and an appendix of specimen questions and answers. 25c a copy. Foreign Language Information Service, 222 Fourth Ave., New York City.

"WHAT EVERY WOMAN SHOULD KNOW ABOUT CITIZENSHIP". Published in two editions, English and English-Yiddish. Booklet answers questions concerning naturalization of alien and native women, interpreting Cable Act. 15c a copy. Department of Immigrant Aid—National Council of Jewish Women, 799 Broadway, New York City.

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CHILD WELFARE LEAGUE OF AMERICA—NEW ENGLAND REGIONAL CONFERENCE: Boston, Mass. Apr. 13-14. Charge of arrangements, Mr. Cheney C. Jones, 161 S. Huntington Ave., Boston, Mass.

AMERICAN PHYSICAL EDUCATION ASSOCIATION:

Des Moines, Iowa. April 13-16. Charge of arrangements, Miss Margaret A. McKee, Board of Education, Des Moines, Ia.

GEORGIA HOME ECONOMICS ASSOCIATION: Macon. April 15-16. Secretary, Miss Louise Whitehurst, 302 Victory Drive, Savannah.

MASSACHUSETTS HOME ECONOMICS ASSOCIATION: Springfield. April 16. President, Miss Amy M. Fackit, 264 Boylston St., Boston.

DELAWARE CONFERENCE OF SOCIAL WORK: Wilmington. April 21. Charge of arrangements, Mrs. Emma Jackson, Delaware Industrial School for Girls, Claymont.

OHIO STATE NURSES ASSOCIATION: Dayton. April 19-22. Secretary, Mrs. Elizabeth P. August, 215 Hartman Theatre Bldg., Columbus.

TENNESSEE CONFERENCE OF SOCIAL WORK: Nashville. April 20-22. Secretary, William C. Headrick, Memorial Bldg., Nashville.

ARKANSAS CONFERENCE OF SOCIAL WORK: Little Rock. April 20-23. Secretary, Charles Wickard, Jr., 414 W. 2nd St., Little Rock.

CONNECTICUT CONFERENCE OF SOCIAL WORK: Hartford. April 24-26. Secretary, Miss Margaret F. Byington, 36 Trumbull St., Hartford.

PITTSBURGH GIRLS CONFERENCE: Pittsburgh. April 25-27. Charge of arrangements, Miss Helen Harris, Kingsley House, Pittsburgh.

RELIGIOUS EDUCATION ASSOCIATION: Chicago. April 26-29. Secretary, Laird, T. Hites, 308 N. Michigan Ave., Chicago.

NEW ENGLAND DIVISION—AMERICAN NURSES ASSOCIATION: Providence. April 27-29. Secretary, Miss Edith Barnard, 425 Broadway, Providence.

MISSISSIPPI HOME ECONOMICS ASSOCIATION: Jackson. April 27-29. Secretary, Miss Mary Wilson, Mississippi State College, Columbus.

MID-ATLANTIC NURSES ASSOCIATION: New York City. April 28-29. Secretary, Miss A. S. Gilman, State Education Bldg., Albany, N. Y.

Harmon-Survey Awards in Public Education

First Prize, \$250, Foot Hills, by Beulah Weldon, New York City.

Second Prize, \$100, Commentaries on an Educational Adventure in a Public High School, by the Adventurers, Teachers and Pupils: Lucy L. W. Wilson, Principal, South Philadelphia High School for Girls, Philadelphia; Ruth Wanger, History; M. Louise Nichols, Science; Olive Ely Hart, English; Anna Besses, Rosaline Childs, Esther Gimpel, Anne Grolnic, Sylvia Kline, Caroline Kramer, Pauline Mansky, Pearl Markowitz, Ida Mockrin, Sara Needleman, Helen Smolen, Annabelle Stack, Pupils.

Third Prize, \$50, Opportunity Schools, by Mabel Montgomery, Marion, S. C.

Honorable Mention: Some Experiences of the First Woman on the School Board in a Southern Community, by Elizabeth Fondé, Mobile, Ala.; A New Approach to School Adjustment, by Agnes M. Conklin, Brooklyn, N. Y.

THREE accounts of the "new" education affording new opportunity, new freedom, new joy and satisfaction for twenty-four country children, for a group of city high school girls, for hundreds of southern factory workers, have been awarded the three prizes in the third quarterly Harmon-Survey Award for "some adventure, invention or achievement in the field of public education."

BEULAH WELDON, writer of the first prize story, is a graduate of Barnard College. She, with her friend, Emma Burgess, R.N., went to a tiny mountain school which had been closed for two years, lived in a cabin that "smelled of pine wood," kept their food "in a cave in the hillside," carried their water from a "spring coming out of the rock and flowing through a bark trough," and as teacher and public health nurse lived for six years in the isolated community. When they came, half the guests at school entertainments refused programs with the comment, "Can't read." The twenty-four pupils could be graded only "in two groups, those that had been in school and those that had not." There was a deep-seated belief that "God sent tuberculosis and that it was useless to expect to recover." When they left—but the account of how the "free" school "up the creek" brought "light in the foot-hills," to which the judges awarded the first prize by an almost unanimous vote, is to be published in an early issue of Survey Graphic.

LUCY L. W. WILSON, principal of the "Daltonized" South Philadelphia High School for Girls, a believer in "free" education within the public school system, was instrumental in launching the educational adventure which she and the teachers and pupils who carried it on describe in the second-prize story. There is the stir of new and splendid possibilities in this year's study of world peace, a "co-operative assignment for a superior group of seniors," cutting across departmental lines in science, English and history in "a large, overcrowded, poorly equipped high school," where three-fourths of the pupils in their own homes

have old world language, customs and traditions.

IN her account of South Carolina's "opportunity schools," Mabel Montgomery tells how church and state are uniting in a uniquely successful attempt to cut down illiteracy in the South.

ONE hundred and thirty-one manuscripts, from forty states, were submitted, picturing the new stirrings in public education throughout the country—sixth-graders building Babylon in their sand-table as they take a first long look at the pageant of human history; a room where non-English speaking boys and girls learn our language and our customs without humiliation or loss of time; a Negro teacher building a rural school-house with his own hands and re-making a rural community as he does it; a puppet theatre at a New Jersey cross-roads; creative dancing as a university major—from such "adventures, inventions and achievements" one may look for new meaning and new color and clearer understanding in our American life.

THE contest judges, to whom the Harmon Foundation and The Survey make grateful acknowledgment of their effective service, were:

John H. Finley, formerly New York state commissioner of education, now editor of The New York Times.

Glenn Frank, president of the University of Wisconsin; formerly editor of The Century Magazine.

Joseph K. Hart, associate editor of The Survey; formerly professor of education at the University of Washington and at Reed College.

Henry R. Linville, president of the Teachers' Union, New York.

Lucy Sprague Mitchell, chairman of the Bureau of Educational Experiments, New York.

Nathaniel M. Salley, dean of the School of Education, Florida State College for Women.

Will C. Wood, state superintendent of Public Instruction, Calif.

Mary E. Woolley, president of Mount Holyoke College; chairman of the College Entrance Examination Board.

16 Days Left

for your article competing for the fourth quarterly Harmon-Survey Award.

Subject: What is New and True in Social Work?

**Awards: First Award \$250
Second Award \$100
Third Award \$50**

All articles must be delivered to The Survey Office by noon, March 31, 1927.

Details on the back cover of The Survey of February 15. Or write to Secretary of Jury, Harmon-Survey Award, c. o. The Survey, 112 East 19 Street, New York.

P. P. to X

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