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by

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whiffing the dust off the top of each volume as he takes it  
down. Careful observation in social service libraries will  
reveal the fact that most of the readers are students driven  
by a sharp-eyed nemesis, and that workers from the field-  
executives in particular, seldom come in. This failure he  
lays up to the cares of a long day and the need of some  
recreation in the evening. But that plea is not enough; as  
a mere excuse it is as lame as that age-old freshman alibi,  
the draw in the Harvard Bridge. Those who have a will  
to keep themselves informed, do surely find time for serious  
reading.

**Y**ET reading is not enough. Problems of public welfare  
are clarified greatly by discussion. The executive who  
does not keep up with the important conferences in his  
field soon fades into the background as an initiator of ideas  
and a developer of efficient and economical methods. He  
needs the test of criticism from those who know his sort of  
job. Great corporations call their captains together from  
the very ends of the earth for frequent conferences that the  
policies of the organization may be known and the efficiency  
of its several units improved by an exchange of ideas. This  
is a need in modern business. It is preeminently so in social  
work.

Obviously it is the lesser part of efficiency to be able to  
run the office smoothly. The ablest executive is not one  
who makes work merely for work's sake. Some secretaries  
will say, "But I must keep the clerical staff busy else they  
will grow lazy and maybe insubordinate." This is easily  
thinkable, but it may be noticed that the best managed offices  
show loyalty in the force, and a quiet procedure on the day's  
job without bustle and chatter so common to the idle who  
are making merely a pretense at industry. The same rule  
holds with the field staff. Case workers must be trusted to  
a high degree in the matter of time used and speed on the  
job. Final results are the only test, and these do not always  
reveal the whole picture. In either group, the executive  
who assigns work merely to produce activity marks himself a  
little fellow on the job.

**T**HE social work executive often shows a weak side in  
the matter of the business relationship of his office, par-  
ticularly in the purchase of office supplies and the set-up of  
annual and other reports. His first need is to realize that  
he is handling trust money, and that in the spending of it  
he should use more care even than he would use with his  
own. With such an appreciation the superintendent of a  
sizeable orphanage would stop ordering butter by telephone  
at current rates for the fancy article, say 68 cents per pound,  
and would consider how he can make the size of his institu-  
tion and its proximity to other homes pay a dividend by buy-  
ing jointly at the right season and storing for future use,  
at say 34 cents including cartage. The secretary of a relief  
society would pause when sending his annual report to the  
printer to consider whether his format is the most economical  
that he can get up for the purposes in mind, and whether  
the twenty-five dollars which the printer they have always  
employed contributes each year to the society, is really a  
guarantee of low prices and good work. Experience with  
purchasing bureaus shows that savings of 15 to 60 per cent  
in the cost of annual reports can be made over present indi-  
vidual methods at any time that social agency executives  
will get together in ordering their printing. The average  
executive is not keen on savings. He is not familiar with

commercial short-cuts. The old way of doing the thing seems good enough.

It is sometimes claimed that a social work executive should be a good money raiser. The thought is ventured here that that task is none of his business. The problem of ways and means is a separate matter—of different nature altogether—from the diagnosis of problems, and the development of sound methods of attacking them. An executive who has to raise the budget as well as execute the functions of his society ends by becoming a student of other men's means, forgetful of other men's necessities. That he should handle the clerical work of money raising through his office where individual financing is followed, is reasonable enough, but the managers should have the duty of approaching the benevolent public for contributions. A board of managers exists primarily for the purpose of providing the sinews of the enterprise and standing sponsor for it before the public. Quite contrary to present practice, therefore, the executive should have no responsibility for the raising of the budget, but should be strictly accountable for its expenditure.

IT is a sorry sight to see the secretary of an enterprise of great worth, in need of expansion, spending his time planning his campaign of attack upon the public and working out the minutiae of a process not related to the real functioning of his society. He has no time to analyze social problems; no opportunity to look ahead; no chance to look backward through research; no time even to look about him in order to gauge the state of the community need for his efforts and to note whither he is tending. It is because social agencies are so largely a pauperized company, standing with upturned eyes and open palms, that those engaged in them are looked upon from other professions as failures or half-competents unable to find a place in the field of industry.

This chap who is called an executive has many obstacles set in his way to high accomplishment. Inattentive oversight of his work by directors leaves him free to waste time in procrastination and idle chatter. An indifferent and ignorant public forgets about him so long as he violates no law. A multiplicity of enterprises, fortuitously developed, stand in the way of rational integration of the community program. Whichever way he turns he must be the builder. He must overcome indifference, neglect, enmity. He must serve Society in spite of odds, with a spirit that cannot be broken.

For that high duty of serving the public welfare, only the best should be chosen. As the philosophy of community service grows with the passing years, this aim will be approached. For the present, social work executives are a job lot. Though we already have some of the best, we are undoubtedly beset by many of the worst. The casual observer watching the procession, sees the child-like incompetent who is long on good intent and short on skill; the devastating personality who foreshadows an early frost; and finally the courageous leader; wherefore he wonders when if ever there will be enough professional substance in the job to make it a desirable life-calling.

This much cannot be gainsaid: to serve Society in a professional capacity calls for vision broad enough to see the confines of that community, to sense its needs and to picture its future. It demands leadership that can capitalize man's native sympathy and other-mindedness for the uses of the whole people. It requires skill in the management of specific enterprises aimed at advancing the public good.

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For application blanks and further information, write to

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## Over My Desk

A Monthly Talk with Executives

By ELWOOD STREET

Director, Community Council of St. Louis

### When the Board Decides

Several successful executives feel that a considerable factor in their satisfactory relationship to the community has been their invariable practice of having decisions, which are likely to be unsatisfactory to the person who is presenting the request, made by the Board of Directors rather than by the executive. Ill will attaches itself to an individual who may turn down a request much more than it does to a board of directors whose corporate nature makes the decision seem impersonal.

These executives, therefore, not only refer to their boards of directors for action any requests of this nature but also have the person making the request appear before the board of directors and present it in person, so that if his request is refused he cannot blame the executive for having failed to be an effective advocate of his proposition. Moreover, the appearance of the person who is making the request before a group of responsible citizens is likely to impress him with the weight and influence of these persons so that he is less likely to make a complaint about the decision if it is unfavorable to his desire than if the executive alone made the decision.

### Keeping Board Members in Touch

One social agency that we know has made very effective use of a weekly mimeographed one-sheet bulletin to its board members. In this way the board members are kept informed of the activities of the organization; they are spared more frequent meetings for information than perhaps otherwise would be the case; they are well informed on the progress of the organization, and can act promptly on the issues which come up when meetings are held. Being well informed, their interest in the organization is kept up and they are able in their contacts with other groups to interpret the work of the organization more effectively.

This particular bulletin is chiefly prepared by the staff members themselves who are requested by the executive to write brief paragraphs of interesting items of their activities which they think would be interesting to the board members. The material is compiled, edited, and made into the bulletin.

Another executive requires weekly reports from his executives of the things they have done. This material in turn is edited and made into a mimeographed "confidential bulletin."

### Visualizing Work for the Staff

The "Little Schoolmaster" of Printer's Ink fame has the following suggestion which might well be applied to social agencies and executives with staffs of some size:—

"A most novel idea in connection with vitalizing salesmen is the product of an energetic sales manager whose staff of some forty men are supplied, every three months, with a written record of their individual activities covering that period.

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"A secretary attends to this work, concentrating upon it to the exclusion of everything else. Thus, at the expiration of the time, there goes to each man a very comprehensive visualized panorama of what he has been doing, its results in dollars and cents to the firm and his progress or his decline.

"No attempt is made to comment upon these records. They are impersonal and exact; they merely undertake to give the salesman what he has not interpreted for himself; a humanized picture of his own activities.

"These records are not intended as either a bludgeon or a reprimand. The sales manager merely wishes to have the salesman know exactly what he is accomplishing. And, oddly enough, men are apt to lose the correct sense of perspective in this regard. Some think they are doing better than they actually are; others feel somewhat discouraged when there really is no reason for it."

## How to Address Letters

Leon W. Frost, superintendent of the Children's Aid Society of Detroit, has a good idea about official letters from one social agency to another. He says: "Address letters to the organization itself 'attention of' the individual, and not to the individual personally. This saves forwarding by the Post Office when the worker has left for another position and much confusion and delay are thus avoided." Mr. Frost comments that this procedure is not being followed by some social agencies which he knows.

## Intensive Work on the Lists

Miss Elizabeth H. Speed, office manager of the Louisville, Kentucky, Community Chest, says she has found much profit in having a competent clerk read the society columns in all of the daily papers each day and make notes when people have changed their residences. The clerk also goes over these same papers and looks out for notices of removal of firms so that changes in address may be made in the prospect list. When a firm moves its offices the clerk finds out from the city directory the names of the officers connected with that firm and moves them too.

## Don't Waste Time Dictating

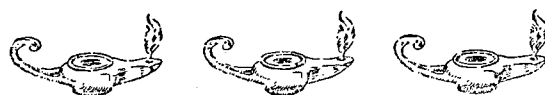
So tremendous are the savings in time and effort and the conveniences made possible by use of dictating machines that I am astonished to see how many social agencies still adhere to the old system of having dictating handled by stenographers. The use of a dictating machine makes it possible for the dictator to carry on his dictation before office hours, at the noon hour, after office hours, on holidays or Sundays, and at times when the stenographer is occupied in work for other people. The stenographer or dictating machine operator can continue her transcription of the dictation or attend to secretarial duties with a saving of all the time which otherwise would be spent in taking dictation and is not forced to wait while the dictator answers the telephone, collects his notes, or organizes his ideas.

As one who uses a dictating machine I find that I can compose my material much better if I do not have the feeling that I must hurry and conserve the time of a stenographer whose time is valuable and who is waiting as I hesitate over the correct word, phrase or idea.

I have used both the most extensively advertised dictating machines, namely the Ediphone and the Dictaphone, and have found both entirely

((Continued on page 235))

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**S**Ocial workers, teachers, nurses, ministers, and theological, medical and law students, who can spend six or twelve weeks of summer study in reviewing developments in the technique and viewpoint of modern social work, will find such training valuable in preparation for more effective service. ☞ ☞ Two six-week terms, beginning June thirteenth and July twenty-fifth, comprise the Summer Quarter, which is attended also by the regular students of the School.



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# GOSSIP: of People and Things

## Brooklyn Wins

**P**HILADELPHIA'S loss is Brooklyn's gain. Dr. I. M. Rubinow, for years the executive director of the Jewish Welfare Society of Philadelphia, and a nationally known authority on social welfare, has resigned to accept the invitation of the board of directors of the Brooklyn Federation of Jewish Charities to become their executive director. The Philadelphia Society has expressed its official regrets at the loss the city will suffer through Dr. Rubinow's departure. He will take up his work in Brooklyn as soon as a successor can be found for the Philadelphia position.

## Miscellaneous

**DR. RUTH WEILAND, Ph.D.**, of the Berlin Red Cross is lecturing for a month at the School of Civics and Philanthropy, Chicago University, and will then go to the National Conference of Social Work at Des Moines.

**CHARLES E. MINER**, executive secretary of the Missouri Social Hygiene Association, has been elected chairman of the St. Louis Chapter of the American Association of Social Workers. Miss Edith M. Baker, director of the St. Louis Hospital Social Service, has been elected vice-chairman; Miss Marguerite L. Grolton, director of the Home Service Department, St. Louis Chapter Red Cross, secretary; and Miss Angela Cox, district superintendent of the St. Louis Provident Association, treasurer.

**THE CONVENTION** of the Boys' Club Federation, International, at Syracuse, May 23-26, will feature, as a delegate from the National Association of Boys' Clubs of the British Isles, P. W. Johnston, in charge of Webbe Institute, which is a department of Oxford House, Bethnal Green, London. C. J. Atkinson, executive secretary of the Boys' Club Federation, is going to the convention of the National Association of Boys' Clubs of the British Isles, in London, June 17-19—their first meeting.

**THE TWENTY-THIRD MEETING** of the National Tuberculosis Association will be held at the Claypool Hotel, Indianapolis, May 23-26, 1927.

**WALTER H. THORNTON, Ph.D.**, has been elected general manager and secretary of the Los Angeles Community Chest, effective June 1. Mr. Thornton succeeds George M. Babcock. The Chest has raised \$2,650,000 for 1927.

## Elections and Appointments

**MRS. L. R. BAKER**, formerly superintendent of the Young Women's Community Club, Evanston, Ill., as director of the Big Sister Department of the Women's Co-Operative Alliance, Minneapolis, Minn.

**HELEN BECKLEY**, formerly with the Denver

Tuberculosis Society, as executive secretary of the American Association of Hospital Social Workers.

**ALIDA BOWLER**, as head of the Personal Relations Department of the Los Angeles Police Department.

**MRS. FLORENCE B. BREED**, as office secretary, Indiana Tuberculosis Association.

**MARGARET S. BRIDGE**, formerly Head Resident, Gads Hill Center, Chicago, as executive secretary of the Women's Co-Operative Alliance, Minneapolis, Minn.

**SELINA COOK**, as social worker, Berkeley (Calif.) Health Center.

**NAN A. COX**, as supervisor, Public Health Nursing Service, Department of Public Welfare, Knoxville, Tenn.

**EDNA DUERR**, as executive secretary, Floyd Co. Tuberculosis Association, New Albany, Ind.

**MRS. ROBBINS GILMAN**, formerly executive secretary of the Women's Co-Operative Alliance, Minneapolis, Minn., as general secretary of that organization.

**RENA HAIG** as assistant director of Home Hygiene and Care of the Sick in the Midwestern Branch Office of American Red Cross.

**MAUD HALL**, formerly supervisor, Instructive Visiting Nurse Society, Washington, D. C., as director, Visiting Nurse Association, Holyoke, Mass.

**WILLIAM FORD HIGBY**, as secretary, Department of Social Work, San Francisco (Calif.) Community Chest.

**EUGENIA JOERNS, R.N.**, as city school nurse, in Bend, Ore.

**THOMAS J. KEHOE** as liaison representative at the New York Veterans Bureau Regional Office. Mr. Kehoe was a member of the Red Cross staff in Florida following the disaster.

**EDITH SHATTO KING**, to be in charge of the Information Bureau, New York Welfare Council, giving half time to it, and continuing on half time her work with the Charity Organization Society.

**MRS. THEODORE S. LEE** as secretary of Department of Social Relations, Congregational Education Society, acting with Hubert C. Herring. Anna Estelle May, who formerly filled the position, has married.

**PAUL MEINAM**, as secretary, San Francisco (Calif.) Tuberculosis Association.

**DIANA G. MILLIGAN**, as superintendent of nurses, Knickerbocker Hospital, New York City.

**GLADYS OAKLEY**, formerly with the Family Welfare Association, Springfield, Mass., as general secretary, Associated Charities, Newburgh, N. Y.

**ANNA C. PHILLIPS, R.N.**, formerly associated with Dr. Haven Emerson in his health and hospital surveys, as associate director of field service, American Public Health Association.

**JESSIE PRISCH**, director, summer session for school nurses, Pennsylvania State College, Pa.

**FREDA A. RIDGLEY**, as social worker at the National Sanatorium, Marion, Ind.

**CLARA B. RUE**, as educational director, Public Health Nursing Association, Louisville, Ky.

**MRS. MARGUERITE SHOOK**, as executive secretary, Ft. Wayne Anti-Tuberculosis League, Ind.

**MRS. CORA V. SHUMAN**, formerly with the Children's Aid Society of Pennsylvania and more recently on the Red Cross staff in Florida following the disaster, as field representative for Southern Oklahoma, American Red Cross.

**ROBERT D. SKELTON** as Life Saving Field Representative, Midwestern Branch, A.R.C. Mr. Skelton was the 1925 Olympic breast stroke champion and is an examiner in the life saving Corps.

**MARY HELEN SMITH**, formerly assistant superintendent, County Children's Agencies Department, C. C. A. A., as assistant secretary of the Westchester County Children's Association, which is the Westchester County Children's Committee of the State Charities Aid Association.

**MARGARET K. STACK**, as executive secretary of the Graduate Nurses' Association of Connecticut.

**EDITH STANTON**, as executive secretary, Y.W. C.A., Asilomar, Calif.

**MARIE SWANSON**, as health educator of county schools, Currituck, N. C.

**FRANK E. SUTCH**, formerly superintendent of recreation in Scranton, Pa., as executive secretary of the Chester Co. (Pa.) Health and Welfare Council, West Chester.

**CATHERINE W. TAYLOR**, as registrar, Social Service Exchange, Reading, Pa., succeeding Mrs. Louise E. Miles.

**EVA E. VEIRS**, formerly secretary, Social Service League, Jacksonville, Ill., as secretary of Social Service Department, Civic League, Bay City, Mich.

**ETHEL WARD**, formerly secretary Associated Charities, Newburgh, N. Y., as district secretary in Queens, Long Island.

**MRS. GRACE WATERMAN**, formerly a member Social Service Department, Berkeley (Calif.) Health Center, as chief of social service, Alameda County (Calif.) hospitals.

**BESSIE WILLIAMS**, as public health nurse, Lane Co. Public Health Association. Miss Williams is a graduate of the Good Samaritan Hospital in Portland. She has had two years university training for public health nursing at the University of Washington.

**MRS. MARGARET WELLS WOOD**, formerly executive secretary, Hospital Social Service Association, New York City, as special lecturer in the parent-teacher field on the staff of the American Social Hygiene Association.

**MARTHA WOOD** as chapter correspondent, National Headquarters, A.R.C., Washington, D. C.

## Resignations

**MABLE EISAMAN, R.N.**, attached to the full time county health unit in Coos County, has left for her home in Pennsylvania.

**ELLEN L. HINE**, as recreation worker, U. S. Veterans Hospital, Aspinwall, Pa.

**LAURA PORTER**, as field representative, National Headquarters, A.R.C., to accept a position with the U. S. Public Health Service, Staten Island, N. Y.

**HARRY M. SHULMAN**, as assistant psychologist, Jewish Board of Guardians, following a six months leave of absence as research worker, N. Y. State Crime Commission, where he was engaged in community studies.

## LITERATURE

**CHILD HEALTH IN SMALL COMMUNITIES**—Bulletins describing the Commonwealth fund 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.

**FOURTEEN IS TOO EARLY: SOME PSYCHOLOGICAL ASPECTS OF SCHOOL-LEAVING AND CHILD LABOR**—by Raymond G. Fuller, published by the National Child Labor Committee, 215 Fourth Avenue, New York City, price 35 cents.

**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.

(Continued from page 233) satisfactory. Where several people each do a small amount of dictation the use of the dictating machine can be scheduled and the machine can be trundled from one to the other so that each can do his dictation; while one stenographer or secretary can handle the dictation for all of the dictators.

### Wholesale Buying

Inquiry has developed the fact that many institutions have not yet discovered that they can buy supplies direct from the wholesaler instead of through the corner grocer or the retail store. Wholesale groceries are almost invariably glad to deliver goods to social agencies and the same is true of wholesalers and even of jobbers in other fields. Savings of ten to twenty-five percentage over retail prices can often be made in this way.

### WHO COMMITS SUICIDE?

(Continued from page 201)

a previous system of moral values, a previous galaxy of hopes, against which to measure present troubles. It is this comparison, this failure of the present to fulfill the hopes and desires of the past, which leads to despair and the wish to end an unendurable struggle.

While one factor in suicide is personal disorganization or maladjustment—the inability to find in the social environment fulfillment for fundamental needs and interests—another important influence is the attitude which people develop toward suicide as a favorable solution of their troubles. Suicide is a way of adjusting to difficulties. People develop typical reactions to difficulties: some sink into day-dreams as a substitute for a real adjustment; some move to another community to make a new start; some drown their sorrows in drink; some find solace in religion; some develop psychoses; some stick to the difficulty and work out the solution in new types of relationships and new goals. Once established, a type of adjustment may become a habit with a person and be utilized with each succeeding difficulty. There is ample evidence from life histories and diaries of people who have committed or attempted suicide that wishes for death and attempts at suicide may arise upon the occasion of every difficulty, until some particularly severe crisis leads to a successful attempt at suicide and death is the result.

The point has already been made that child-suicide is not a menace in this country. In childhood, however, an attitude may be developed which later leads to suicide. University students and public school teachers were asked to fill out questionnaires regarding wishes for death. Four-fifths of those replying had wished at some time that they were dead, always at a crisis or when life did not satisfy their cravings. A number of persons listed instance after instance in which they had felt the desire for death. Others had developed a generalized attitude from these experiences and said that it was justifiable for the aged, sick or troubled to commit suicide.

That suicide is in part the result of a previous attitude toward death as a favorable solution of difficulties is evident also from the records of suicides. In Chicago in 1923, 391 suicides occurred. Of these, 79, or 20.4 per cent, had previously expressed a suicidal tendency or had attempted suicide unsuccessfully. How many more had thought of suicide without expressing their wishes to family or friends it is impossible to say.

It appears then that suicide is a corollary of two factors: personal disorganization and a favorable attitude toward suicide. It is found most frequently where disorganization is

(Continued on page 237)

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### MID-SUMMER CONFERENCE FOR MINISTERS

July 12 to 22, 1927

Six Courses of Five Lectures each on General Theological Subjects, Preaching, and Youth and the Church, by such leaders as Dr. Harry Emerson Fosdick, Prof. A. B. Macaulay of Glasgow, Rev. Percy R. Hayward of Chicago, Prof. Eugene W. Lyman, Prof. Ernest F. Scott.

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**AMERICAN ASSOCIATION FOR OLD AGE SECURITY**—Aim: To promote through legislation adequate provisions for the dependent aged in the United States. Bishop Ethelbert Talbot, president. A. Epstein, executive secretary. Box 1001, Harrisburg, Pennsylvania.

**AMERICAN BIRTH CONTROL LEAGUE**—President, Margaret Sanger, 104 Fifth Avenue, New York City. Objects: To educate American people in the various aspects of the dangers of uncontrolled procreation; to establish centers where married persons may receive contraceptive advice from duly licensed physicians. Life membership \$1.00; Birth Control Review (monthly magazine) \$2.00 per year.

**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 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.

**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 WOMEN'S HOSPITALS (O.S.)**—(Organized, 1917)—637 Madison Avenue, New York, Chairman: Esther Lovejoy, M. D., Treasurer: Mathilda K. Wallin, M. D. Conducts hospitals and food stations for refugees in Greece, and medical centers in Macedonia and Western Thrace. Continuing assistance to medical work in France, Serbia, Russia and Japan.

**ASSOCIATED GUIDANCE BUREAU, INC.**—16 East 53rd Street, New York. Telephone: Plaza 9512. A non-sectarian, non-philanthropic child guidance bureau, employing highest social work standards. Supplies, trains, and supervises carefully selected governesses, tutors, companions, play leaders, and psychiatric nurses. For information address Jess Perkman, Director.

**THE BOY CONSERVATION BUREAU**—90 West Broadway. Suggests all-the-year-round Home Schools for needy boys. Tel. Walker 0313. E. W. Watkins, Exec. Sec'y.

**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 worth-while results in phases of child welfare in which they are interested.

**THE CHILDREN'S VILLAGE, INCORPORATED**—Dobbs-Ferry-on-Hudson, New York. A national, non-sectarian training school scientifically equipped for the study, education and development of problem boys and girls, on commitment and by private arrangement—ages 7 to 16. Supported largely by voluntary contributions. For further information address Leon C. Faulkner, Managing Director.

**COUNCIL OF WOMEN FOR HOME MISSIONS**—105 East 22d St., New York. Florence E. Quinlan, Executive Secretary. Composed of 23 Protestant national women's mission boards of the United States and Canada. Purpose: To unify effort by consultation and cooperation in action.

Work among Farm and Cannery Migrants, Summer service for college students, Laura H. Parker, Executive Supervisor. Religious Work Directors in Government Indian Schools. Bureau of Reference for Migrating People, follow-up of New Americans.

**EYE SIGHT CONSERVATION COUNCIL OF AMERICA**—L. W. Wallace, President; Guy A. Henry, General-Director, Times Bldg., New York. Conducts a national educational campaign to promote eye hygiene. Urges correction of eye defects, protection against hazards, proper lighting. Comprehensive publications—lantern slides—lecture material. Cooperation of social agencies invited.

**FEDERAL COUNCIL OF THE CHURCHES OF CHRIST IN AMERICA**—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.

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"GOD made us neighbors," said Senator William E. Borah in speaking of Mexico, "let justice make us friends."

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Four thousand men and women who meet together this month at the National Conference of Social Work in Des Moines, have consecrated their lives to the doctrine of social justice and to its application in the neighborhoods of the land.

Compared with the size of the task, they are but a nucleus. They need you, too. Not your passive approval, but your active support, as well. If you cannot come to Des Moines, at least send in your membership to the National Conference of Social Work (listed above).

**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.

**HAMPTON INSTITUTE**—Prepares Negro youth for community usefulness. Collegiate courses; Agriculture, Normal, Business, Builders, Library, and Home Economics. Publishers of the SOUTHERN WORKMAN. Free material on race problems and education. James E. Gregg, Principal.

**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.

**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."

**NATIONAL CHILD WELFARE ASSOCIATION, INC.** (est. 1912, incorp. 1914), 70 Fifth Ave., N. Y. C. (tel. Chelsea 8774). Promotes as its chief object the building of character in the children of America through the harmonious development of their bodies, minds, and spirits. Its method is, in co-operation with other organizations, to originate and disseminate educational material in the form of posters, books, bulletins, charts, slides, and insignia. Through its "Knighthood of Youth" it provides homes, schools and church schools with a method of character training through actual practice. Officers: Dr. John H. Finley, Pres.; Charles F. Powlison, Gen. Sec'y.

**THE NATIONAL COMMITTEE FOR MENTAL HYGIENE, INC.**—Dr. William H. Welch, honorary president; Dr. Charles P. Emerson, president; Dr. Frankwood E. Williams, medical director; Dr. Clarence J. D'Alton, executive assistant; Clifford W. Beers, secretary; 370 Seventh Avenue, New York City. Pamphlets on mental hygiene, mental and nervous disorders, feeble-mindedness, epilepsy, inebriety, delinquency, and other mental problems in human behavior, education, industry, psychiatric social service, etc. "Mental Hygiene," quarterly, \$3.00 a year; "Mental Hygiene Bulletin," monthly, \$.50 a year.

**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.

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**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.

**NATIONAL COUNCIL OF WOMEN**—370 Seventh Ave., N. Y. C. Clearing house for 35 women's organizations. Valeria H. Parker, M.D., President.

**NATIONAL COUNCIL, CHURCH MISSION OF HELP**—1133 Broadway, New York. Agency of the Episcopal Church dealing with problems of unadjusted youth through social case work method. Fifteen units have been established, maintaining staffs of trained case workers in nine states.

**NATIONAL HEALTH CIRCLE FOR COLORED PEOPLE, Inc.**—370 Seventh Avenue, New York City. Col. Theodore Roosevelt, Honorary President; Dr. Jesse E. Mooreland, Pres.; Dr. George C. Booth, Treasurer; Miss Belle Davis, Executive Secretary. To organize public opinion and support for health work among colored people. To create and stimulate health consciousness and responsibility among the colored people in their own health problems. To recruit, help educate and place young colored women in public health work. Work supported by memberships and voluntary contributions.

**THE NATIONAL TRAINING SCHOOL FOR INSTITUTION EXECUTIVES AND OTHER WORKERS.**—At the Children's Village, Dobbs-Ferry-on-Hudson, New York. To furnish adequate training to properly qualified people wishing to engage in, or already engaged in, institution work. Provide opportunity for carefully guided study in all phases of institution management and activity. Aims to furnish a trained personnel for child caring Institutions. The first and only school of its kind in the country. For further information address Calvin Derrick, Dean.

**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 WOMAN'S CHRISTIAN TEMPERANCE UNION**—Anna A. Gordon, president; Headquarters, 1730 Chicago Avenue, Evanston, Illinois. To secure effective enforcement of the Eighteenth Amendment, to advance the welfare of the American people through the department of Child Welfare, Women in Industry, Social Morality, Scientific Temperance Instruction, Americanization and other allied fields of endeavor. Official publications "The Union Signal" published at Headquarters.

**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 work shop through organization and also for the enactment of industrial legislation. Information given.

**PLAYGROUND AND RECREATION ASSOCIATION OF AMERICA**—315 Fourth Avenue, New York City. Joseph Lee, president; H. S. Braucher, secretary. Special attention given to organization of year-round municipal recreation systems. Information available on playground and community center activities and administration.

**THE RELIGIOUS MOTION PICTURE FOUNDATION, Inc.**—William E. Harmon, Pres.; W. Burke Harmon, Vice-Pres.; Mary Beattie Brady, Treas.; Estelle Merrill, Sec.; 140 Nassau Street, New York. Producers and distributors of simple, short motion pictures designed strictly for church use as part of a regular service. One of the activities of the Harmon Foundation.

**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.

**ST. ANDREW'S REST**, Woodcliff Lake, N.J., is conducted by the Episcopal Sisters of St. John Baptist for convalescent or tired girls and women. Season, May 15 to October 1. Apply to Sister in Charge. Telephone, Park Ridge 152. (Country Branch of St. Andrew's Convalescent Hospital, N. Y. C.)

**TUSKEGEE INSTITUTE**—An institution for the training of Negro Youth; an experiment in race adjustment in the Black Belt of the South; furnishes information on all phases of the race problem and of the Tuskegee idea and methods; Robert R. Moton, principal; W. H. Carter, treasurer; A. L. Holsey, secretary, Tuskegee Institute, Ala.

**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.

(Continued from page 235)

most rife; it is not found to any marked degree in highly organized social groups where the individual is carefully incorporated into the group, his needs defined for him and fulfillment provided. It is found also where there is a generally accepted attitude that suicide is justifiable, commendable, or within the right of the individual.

The control of suicide seems to lie either in giving the individual some firm and systematic outline of the interests of a full life and a means of satisfying them, or in making suicide repulsive. Practically considered, either proposal seems almost impossible. The trend today is toward more and larger cities—cities whose rapid growth makes it impossible to draw all the eager, seeking, city-drawn people into organized group life. The old appeal that suicide was of the devil, and hence abhorrent, rested on a type of religion now practically extinct and totally out of harmony with present trends of thought. The newer gospel of social duty is not yet of sufficient appeal to act as a deterrent. The appeal of duty to a small, intimate group, such as one's family, fails when the cause for suicide is seen often to lie in the very fact that the person committing suicide has been torn loose from such groups. Few would

advocate a return to the simple communal life or the strictures of medieval religion, nor could this backward turn be made if we wished. Change, city growth, and the concomitant of suicide are here to be reckoned with.

There is hope in an expansion of several trends in city life, among them an extension of mental hygiene clinics to catch disorganized people before they reach the drastic stage of suicide. Many clinics now treat only children; the high suicide-rate of adults would justify clinics for adults as well.

Preventive rather than remedial work lies in organized clubs to draw in the lonely and distraught and give them guidance and companionship.

More fundamental is the need, already dimly seen, to place the emphasis in education not on the accumulation of facts or the development of highly refined but hard-to-satisfy interests, but on the development of a type of personality which is able to analyze and see clearly the difficulties of life and has at the same time the courage and ideals needed to surmount them. So far there has been over-emphasis on the first of these qualities—the ability to be objective toward oneself—often with the distressing result that life has ceased to have value. The balance lies in giving to young people positive values and the courage to persevere.

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CAPABLE and experienced teacher for Sewing and Handcraft Classes in a large Settlement. Resident position. To report any time before October 1st. 5831 SURVEY.

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SETTLEMENT of New York City invites applications from Jewish men of experience for directorship of boys work. 5819 SURVEY.

WANTED: Woman with successful executive experience, as business manager, to supervise household management, buildings, grounds, and expenditures of a Girls' Boarding School. Write fully, stating training, experience, salary required, and when available. 5821 SURVEY.

HEBREW Orphans' Home has vacancy for a boys' supervisor. State qualifications, age, references, Address Supt., 142 Fairfield Avenue, Hartford, Conn.

DIRECTOR for pre-kindergarten school, wanted for July 1. Only college graduates who have also graduated from a full pre-kindergarten course together with ample experience in the field need apply. Write stating age, experience and colleges attended. Excellent salary offered. Benedict Gorowitz, Superintendent, Abraham Lincoln House, Milwaukee, Wisconsin.

GRADUATE NURSES, dietitians, laboratory technicians for excellent hospital positions everywhere. Write for free book now. Aznoe's Central Registry for Nurses, 30 N. Michigan Ave., Chicago, Illinois.

### WORKERS WANTED

WANTED: Two men, one boys' worker, and an athletic director for New York settlement. Afternoons and evenings or evenings only to begin end of September. 5830 SURVEY.

WANTED: Young woman with experience, good taste and judgment, as private secretary to the Principal of a Girls' Boarding School. College Graduate preferred. In letter of own typing state training, experience, interests, and when available. 5823 SURVEY.

WANTED: Assistant headworker for settlement house in New York City. Must understand girls' work. Address 5829 SURVEY.

ASSISTANT HEADWORKER and director of girls' work for a Jewish Settlement in New York. Experience essential. Dramatic or handcraft training required. 5826 SURVEY.

WANTED: Case Worker to serve as secretary of well established county organization in Iowa. Apply 5828 SURVEY. For personal interview at Des Moines Conference, phone Drake 3033.

CHAPERON WANTED: Jewish Sorority at a state university desires a refined, well-educated, middle-aged woman, not over fifty years, to act as chaperon and house mother. Congenial surroundings in a university town. 5832 SURVEY.

COOPERATIVE PLACEMENT SERVICE. Social workers, secretaries, superintendents, matrons, housekeepers, dietitians, cafeteria managers. The Richards Bureau, 68 Barnes Street, Providence, R. I.

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.

### Attention Social Workers!

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Child Placing Executive, East. \$2,400.

Child Welfare workers (3), East. \$1,800-\$2,200.

Psychiatric workers, (2) behavior problems, adolescent girls, Mid-West. \$1,500-\$1,800.

Girls' Club workers (7), Settlements, East and Mid-West. \$1,500-\$2,400.

Experienced family case workers, East, South and Mid-West. \$1,500-\$2,500.

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BAND MASTER WANTED — The Pennsylvania Training School, Morgantown, Pa., will employ a high class Band Master and Musical Director if satisfactory terms can be agreed upon. Address W. F. Penn, Superintendent.

EXPERIENCED GIRLS' SUPERVISOR wanted for Jewish Children's Home, located in the South. 5795 SURVEY.

WANTED: to get in touch with educated, refined woman to care for three motherless children of school age and supervise family, living in Southern California. 5812 SURVEY.

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A CHILD CARING organization wishes to place a few girls aged from five to twelve years in superior private Christian homes in order that they may have the advantage of a normal happy family life. Health, clothing and educational expenses will be borne by the organization. Homes situated in vicinity of Philadelphia, Pittsburgh or New York preferred. All agreements private. Please reply to 5816 SURVEY.

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### EXECUTIVE SERVICE CORPORATION

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will be in attendance at the National Conference of Social Work, Des Moines, Iowa, May 11th-18th, 1927. Miss Holmes will be pleased to meet and confer with executives and social workers regarding placement service.

For information regarding headquarters during the conference, apply at the Survey's booth.

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