



This is a digital copy of a book that was preserved for generations on library shelves before it was carefully scanned by Google as part of a project to make the world's books discoverable online.

It has survived long enough for the copyright to expire and the book to enter the public domain. A public domain book is one that was never subject to copyright or whose legal copyright term has expired. Whether a book is in the public domain may vary country to country. Public domain books are our gateways to the past, representing a wealth of history, culture and knowledge that's often difficult to discover.

Marks, notations and other marginalia present in the original volume will appear in this file - a reminder of this book's long journey from the publisher to a library and finally to you.

Usage guidelines

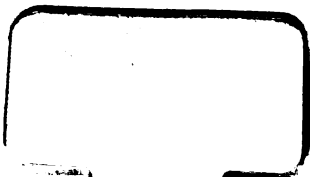
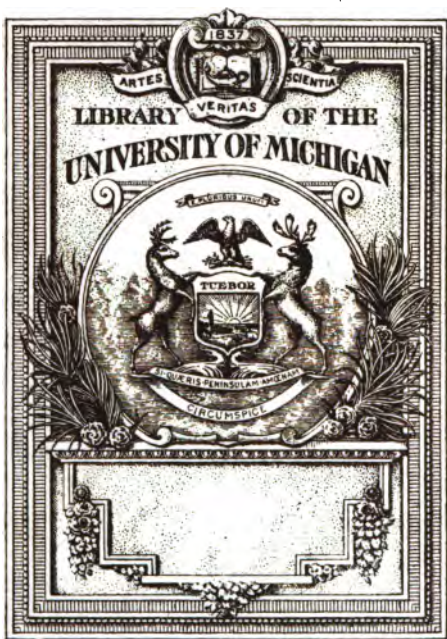
Google is proud to partner with libraries to digitize public domain materials and make them widely accessible. Public domain books belong to the public and we are merely their custodians. Nevertheless, this work is expensive, so in order to keep providing this resource, we have taken steps to prevent abuse by commercial parties, including placing technical restrictions on automated querying.

We also ask that you:

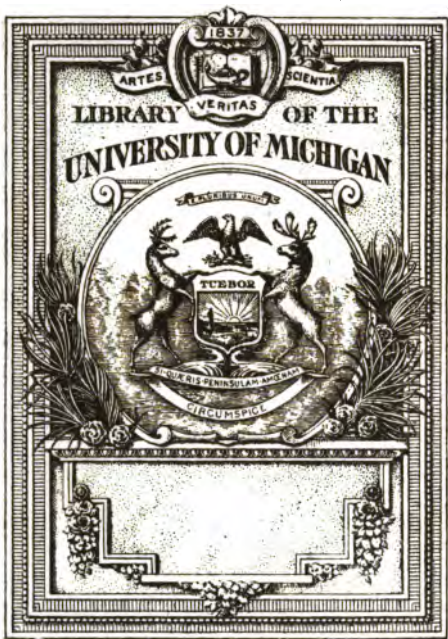
- + *Make non-commercial use of the files* We designed Google Book Search for use by individuals, and we request that you use these files for personal, non-commercial purposes.
- + *Refrain from automated querying* Do not send automated queries of any sort to Google's system: If you are conducting research on machine translation, optical character recognition or other areas where access to a large amount of text is helpful, please contact us. We encourage the use of public domain materials for these purposes and may be able to help.
- + *Maintain attribution* The Google "watermark" you see on each file is essential for informing people about this project and helping them find additional materials through Google Book Search. Please do not remove it.
- + *Keep it legal* Whatever your use, remember that you are responsible for ensuring that what you are doing is legal. Do not assume that just because we believe a book is in the public domain for users in the United States, that the work is also in the public domain for users in other countries. Whether a book is still in copyright varies from country to country, and we can't offer guidance on whether any specific use of any specific book is allowed. Please do not assume that a book's appearance in Google Book Search means it can be used in any manner anywhere in the world. Copyright infringement liability can be quite severe.

About Google Book Search

Google's mission is to organize the world's information and to make it universally accessible and useful. Google Book Search helps readers discover the world's books while helping authors and publishers reach new audiences. You can search through the full text of this book on the web at <http://books.google.com/>



BV
1160
.R6



BV
1160
.R6



The 862 communities of 5,000 population and over in the United States and Canada without a Young Men's Christian Association are indicated by the white spots. The unoccupied field represents about 2,000,000 boys of teen age.

COMMUNITY WORK
OF THE
YOUNG MEN'S
CHRISTIAN ASSOCIATION

Compiled by


FRANK H. T. RITCHIE

SECRETARY BOYS' WORK DEPARTMENT,
INTERNATIONAL COMMITTEE OF YOUNG MEN'S
CHRISTIAN ASSOCIATIONS

Association Press

NEW YORK: 124 EAST 28TH STREET
LONDON: 47 PATERNOSTER ROW, E.C.

1915



**COPYRIGHT, 1915, BY
THE INTERNATIONAL COMMITTEE OF YOUNG MEN'S
CHRISTIAN ASSOCIATIONS**

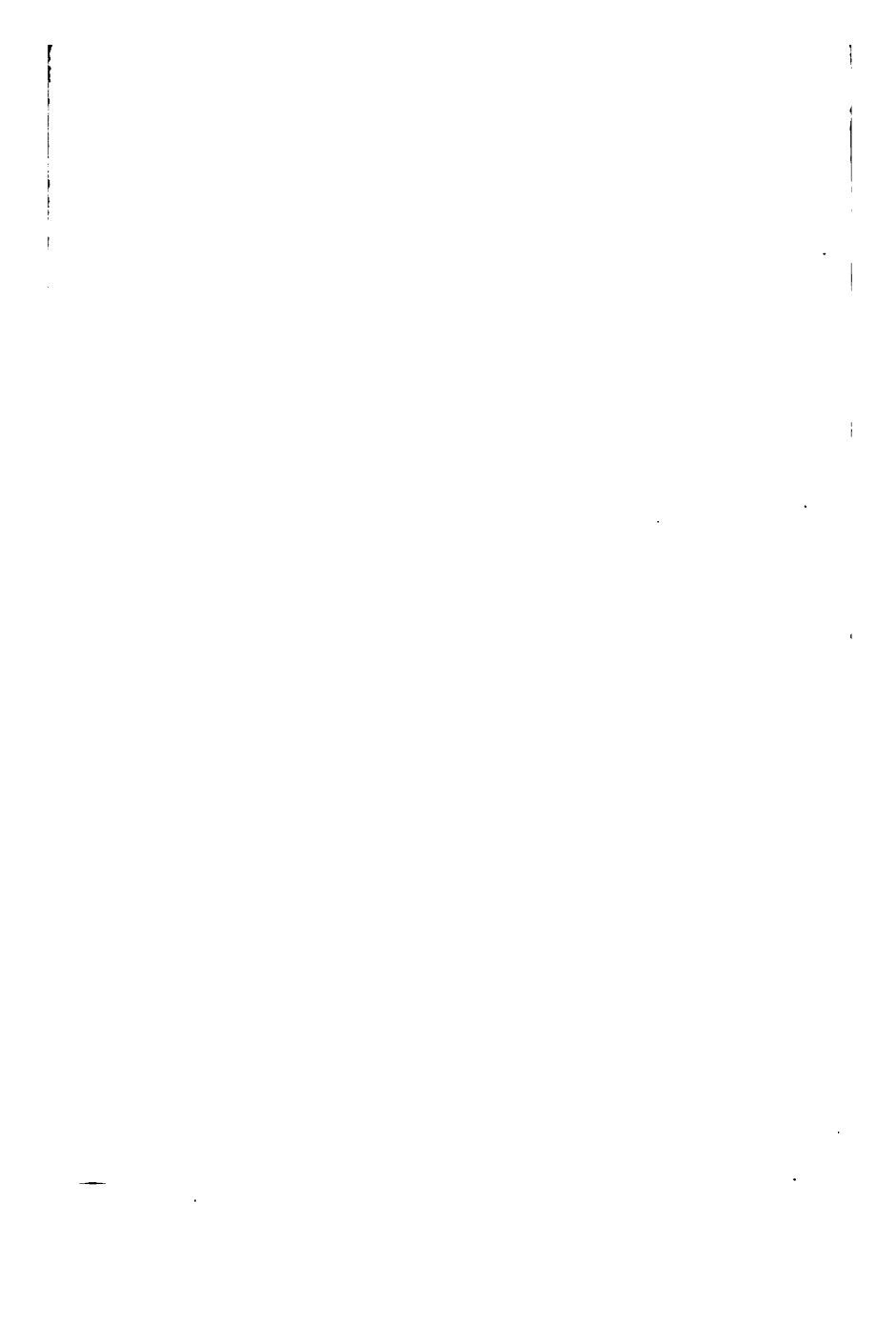
© 97 18 F.S.

CONTENTS

CHAPTER		PAGE
	INTRODUCTION	vii
I.	THE FIELD	1
II.	THE OBJECTIVE	4
III.	THE UNDERLYING PRINCIPLES	6
IV.	LEADERSHIP	12
V.	TERMINOLOGY	15
VI.	PRELIMINARY STEPS IN ORGANIZING.....	17
VII.	ORGANIZATION.....	21
VIII.	CONSTITUTION AND BY-LAWS	26
IX.	FINANCES AND BUDGET	38
X.	SUGGESTIVE PROGRAM OF COOPERATION WITH EXISTING AGENCIES.....	42
XI.	THE NEED OF A BALANCED PROGRAM....	53
XII.	VISITATION CENTERS	57
XIII.	SOME GUIDING PRINCIPLES.....	62
XIV.	APPROVED AND ADOPTED RESOLUTIONS ...	68
XV.	NATIONAL AND INTERNATIONAL ORGANIZA- TIONS AND MOVEMENTS.....	73
XVI.	BIBLIOGRAPHY	89

5-13-30 T.E.N.

019862

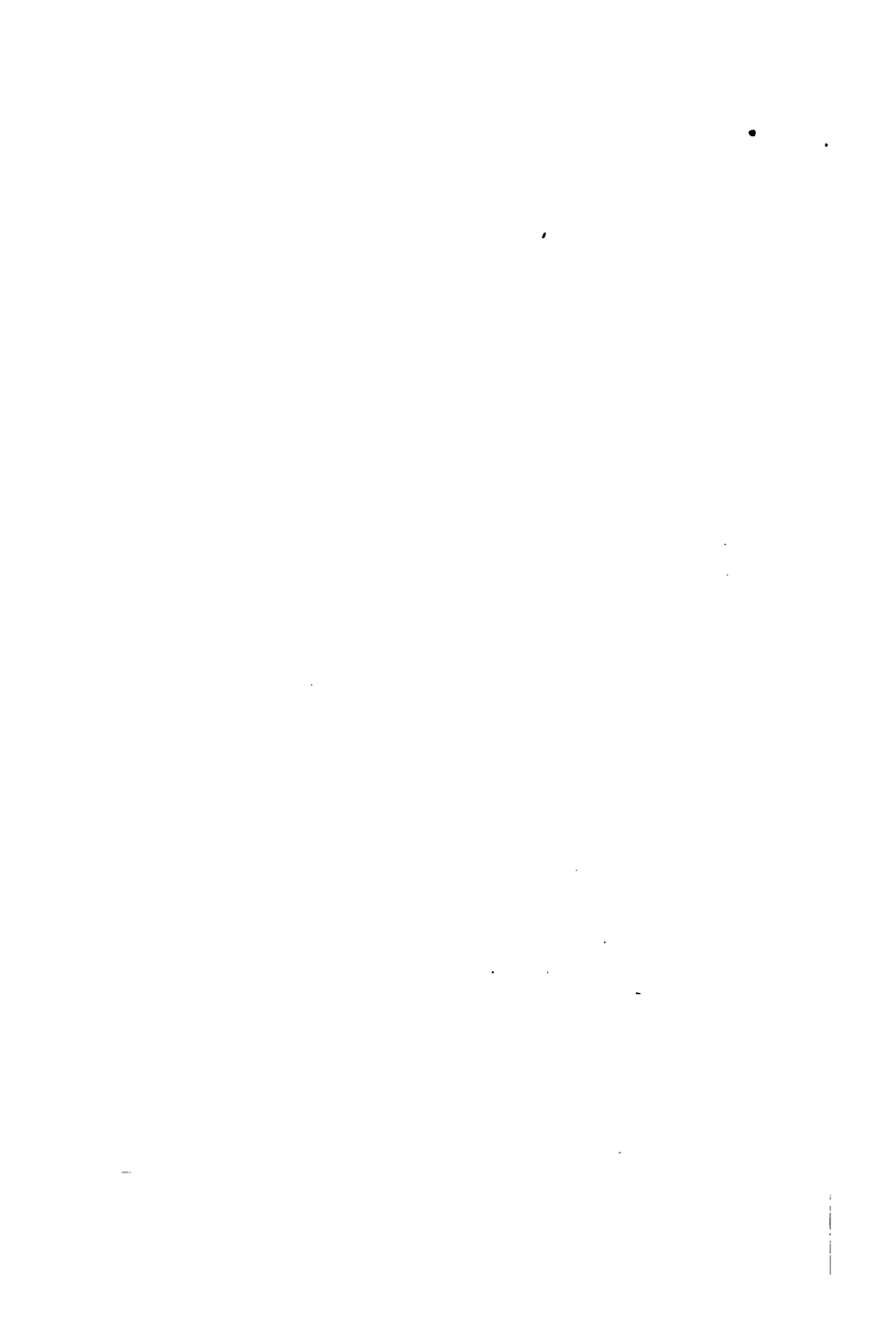


INTRODUCTION

The following pages are the outgrowth of the experiences and convictions of the Community Secretaries and others who have pioneered and developed the work. Many of the suggestions given herein are the direct results of the First General Assembly of Association Workers with Boys, Culver, Indiana, May 17-30, 1913, the Chicago Beach Conference, January 25-29, 1914, and the Garden City Conference, February 7-11, 1915.

The collection of the material for the Handbook has been made possible by the cooperation of many workers in the brotherhood, as they have answered questionnaires, served on commissions, and attended committee meetings and conferences.

Although much of the material in the following pages has appeared in various Association magazines and conference reports, it is here presented in book form with the hope that it may prove of permanent value to those who are striving to give the boys of our nation a normal chance to develop into useful Christian citizens.

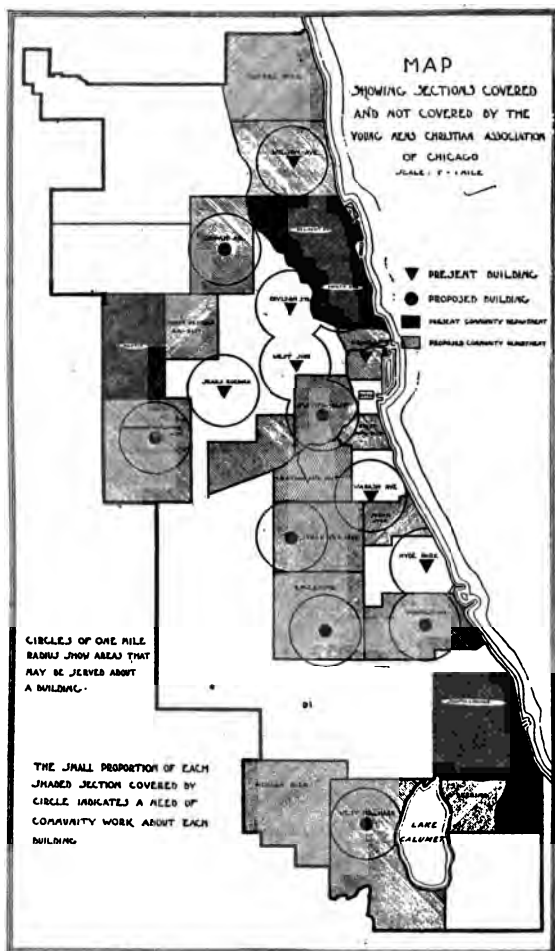


I

THE FIELD

The original conception of Community Work was of a type of work peculiarly fitted for communities of from 5,000 to 20,000 population, where no Young Men's Christian Association existed. At that time it was not dreamed that this phase of work had in it the germ that would tend to revolutionize, as it has, the conception and method of extension work conducted in large cities. There are boys and young men in districts of almost every large city which the Young Men's Christian Association does not reach in a comprehensive way through the building privileges, and in many instances it would not be feasible or advantageous to erect a building in such districts.

The problem of how to meet the needs of these outlying sections brought into existence the District Community Work which is an adaptation of the work in small cities and large towns. The demonstrations already given in various communities under various conditions are bringing leaders to realize that the community program and organization is admirably adapted to meet a long felt



The above map illustrates the policy for the city of Chicago, and indicates how adequately a large city can be covered by the District Community Work.

need. The map on frontispiece visualizes the 862 communities on the continent, of 5,000 population or over without Association Buildings, representing about two million boys of the teen age. These centers would most likely lend themselves to the community form of organization. On page 2 the District Community Work is made graphic by showing in solid black the districts organized in the City of Chicago, and the lighter shaded districts are the organizable ones.

The Young Men's Christian Association through its community program has the unique opportunity to help supplement the forces already endeavoring to christianize the social order. First, because its program is interdenominational and fundamentally religious, with the Christ Message for the individual as well as society. Second, because of its attitude and responsiveness to the social needs of the times.

Who will estimate the tremendous impact for Christian manhood that will be made on the Boy Life of the nations when the 862 communities and districts of the large cities are manned with competent secretaries who are actually Christian Social Engineers?

II

OBJECTIVES

The Objectives of Community Work herewith set forth in seven paragraphs, are dealt with at some length in Chapter III on the "Underlying Principles of Community Work" and Chapter XI on "The Need of a Balanced Program."

1. As in all Association Work, to bring individuals, especially boys of the teen age, to the personal knowledge of Jesus Christ as their Saviour, to lead them to the dedication of their lives to His service and to train them to become His active disciples for the sake of others.

2. To aim to relate the religious work to the churches of the community and to bring every boy of teen age into active church membership.

3. To illustrate in the community a program of activities for the welfare and upbuilding of boy life in all that makes for the highest manhood.

4. To include in this program such practical steps toward the elimination of *causes of evil* as may be in harmony with our other objects and not merely to be content with the *alleviation of results of evil*.

OBJECTIVES

5

5. To cooperate with other agencies working for the welfare of the community.

6. To emphasize and improve the relation of the home, church, school, and municipality to the social, recreational, educational, moral, and spiritual life of the community.

7. To supplement and strengthen the home, the church, the school, and the municipality in the exercise of their important functions.

III

THE UNDERLYING PRINCIPLES

The Community program recognizes that the social, economic, and religious problems of the twentieth century are intricately involved in the boy problem, and that any attempt to lay siege to the citadel of boyhood in a statesmanlike way must take cognizance of these factors. To give ideals and spiritual impetus to individual boys is good; to help direct and spiritualize the social forces in addition, is better. The Young Men's Christian Association promoting Community Work is under obligation to conduct a program of activities which is comprehensive enough to provide for the physical, educational, social, and spiritual needs of the boy. It is likewise under obligation to discover the causes of misery and wrong as they affect boy life, and help call into existence such forces as will hasten their elimination.

The question may be asked, "What are some of these conditions?" We refer to the unfavorable conditions surrounding human life and its development. Many homes unfortunately are homes of poverty, some due to misfortune and

some to vice and crime. The causes which operate to produce one bad home produce other bad homes. Many of these homes are unsanitary and unfit for human dwelling places. They become the abode of sickness and disease; they favor infant mortality; often they harbor crime; they shelter intemperance and immorality. These evils overflow and contaminate other homes. Soon they breed and multiply until what was only a local condition, touching the life of a few families, becomes a problem to the whole community. While these conditions are typical of great cities and are largely due to overcrowding, they are found more frequently than one would realize, in the smaller communities. The causes are many and cannot be considered here. One characteristic is common to them all. *Much, if not most of the evil and suffering involved is preventable.* Turning on the other hand to the healthy and normal side of community life, there is constructive opportunity to strengthen the home in the fulfilment of its high function. It is better to keep homes from running down and the children from going wrong, than it is to reclaim them afterwards. These immense tasks constitute part of the large field of philanthropic and Christian effort.

If you put your hand to the boy and girl prob-

lem in a constructive, comprehensive manner, you at once touch the center from which radiate the threads that are woven and interwoven into the very woof and warp of the social fabric; for the adolescent boy is not an isolated individual, but an inseparable part of the family and society. You cannot, in any large way, help or harm one without helping or harming the other. Infancy, childhood, parenthood, have all contributed to the physical, intellectual, and spiritual life. To disregard these factors is a serious error, for they are the foundation upon which character is built.

Therefore it is strategy on the part of the Young Men's Christian Association in its Community Work to consider the family and society in its program. Child life preeminently takes the major place and rightly so, for it is the battle ground of character. The great accessions to both the church and the jail come not from young men in the twenties but from boys in the teens.

The Association in its buildings has largely taken the boy at the adolescent period and provided a place where he could go for inspiration, training, and wholesome recreation, but has not assumed any special responsibility for putting into his environment the things that it wants in the future man or woman, although it has been sensitive to the religious significance and opportunity

of adolescence. When we contemplate Community Work we are brought face to face with the tremendous factor of environment in character-building.

Without relaxing our efforts in dealing directly with the adolescent, we discover that we have become vitally concerned and interested in his parents and his home, his church and school, his play life and recreation, his mental and physical endowment, and the preparation he is now receiving for the critical stages that are ahead of him. We want if possible to improve our chances of helping him actively when he is at the susceptible period of life. We wish to touch the stream of life more nearly at its source.

Community Work, in other words, is teaching us to look upon the life of the community as a whole. It asks us to become intelligent concerning the conditions surrounding child life and the laws governing its development. We are obliged to become students of the social problems of our time. *The touch stone of them all is the life of the child. Almost if not every question involved grows out of the necessity of protecting his birth and development.*

After all is said and done, the home, church, school, and municipality are the agencies which eventually must meet the needs of the boy life of



given communities, if they are to be met in a constructive and comprehensive way. The recognition of this fact on the part of these agencies is rapidly growing and is strikingly illustrated in the tendency of the times to make wider use of the school buildings, public parks, lots for play purposes, etc. It does not need a prophet to predict that the day is not far off when these things will be actualized in an increasing number of communities of between 5,000 and 20,000 population, as well as in the large cities.

For the Young Men's Christian Association permanently to take over the tasks which properly fall within the province of these institutions, because they are not rendering the needed service, is postponing indefinitely the day when they will be effective. Substitution either of responsibility or activity weakens the institution which ought to do the work. It is statesmanlike to strengthen these organizations and inspire them to assume their tasks and help them to meet the situation. It is well for us to remember that historically we have homes and schools because of children. The child brought these institutions into being. *They exist for him.* We are enthroning children today not only in the name of what they are, but in the name of what by right treatment they may become and may enable the race to become.

MU

The Community program presages the time when the Young Men's Christian Association need not do many of the things it does today; and it is uncompromisingly committed to the task of supplementing the existing agencies, not competing but acting as a coordinating and unifying factor, eliminating duplication and overlapping, and hastening the day when the home, church, school, and municipality will render their maximum service to the community. This makes the Young Men's Christian Association promoting Community Work, primarily a coordinating and unifying dynamic religious force with a social welfare viewpoint, vitalizing, socializing, and spiritualizing the forces and agencies at work in the interests of the boy.



IV LEADERSHIP

Leadership is such a vital factor in a Community program that it is well to emphasize its importance. The comprehensive program can never be realized unless masterful Christian leadership is provided.

First, the secretary must be a man of natural leadership, of organizing ability, of attractive and acceptable personal qualities, of maturity and conviction, of deep spiritual life, as well as being alive to and a student of the social, economic, and religious problems of the day.

He ought to be a man of previous Association experience, familiar with the operation of a well-equipped building and having had successful experience in Boys' Work. It is assumed that he will have had actual experience as a worker in a church and Sunday school, and that he is a man of deep and growing religious life.

He should be a college graduate or its equivalent. This is almost essential; first, because of the wider applications of the problems of educa-

tion involved; and second, because without this broader education he will exhaust his resources within a few years and be unable himself to create or make effective the work of other men.

For the conduct of activities the greater knowledge and experience of physical training and athletics he can have the better. He will require some ability to coach athletics, games, plays, meets, and all kinds of special affairs.

Right Reverend Charles H. Brent, Bishop of the Philippine Islands, so admirably portrays the type of leadership needed in Community Work that we make no apology for quoting him at length.

“A leader is one who goes before, who keeps in advance of the crowd without detaching himself from the crowd, but so influencing them as to attach them to his ideal selfhood. Obviously and by necessity he is a social personage who has the power of enabling other people to see what he sees, to feel what he feels, to desire what he desires. He contracts the crowd into the span of his own personality; he converts them into a composite second self. Not only does the leader contract the crowd into himself but he expands himself into the crowd until they feel him entering their being at every opening. He seeks out their undeveloped capacity and makes it hunger for

self-expression. He becomes to them what motive is to personality."

This is the kind of leadership which will multiply itself in a community until the very community is throbbing with new impulses which will give expression in action that will hasten the coming of the Kingdom.

By way of special preparation the secretary should attend the Community Course of study at a Young Men's Christian Association Summer Training School, and spend as much time as possible in apprenticeship at a successful Community center.

Particularly do we emphasize the necessity of natural capacity, spiritual motive, and adequate training.

V

TERMINOLOGY¹

With the many forms of Boys' Work now being conducted outside of Association buildings under the auspices of the Young Men's Christian Association, it seems advantageous that some terminology be agreed upon in order that the normal type of community work be not confused with purely extension work.

1. *Community Work* conducted in a town or city of at least 5,000 population (Protestant) without a City Young Men's Christian Association building, the work being supervised by a Board of Directors, a local Young Men's Christian Association organization or subcommittee of a State Committee, through a Community Secretary.

2. *District Community Work* conducted in a Ward or District of a city under the supervision

¹This Terminology has had the endorsement of the first general Assembly of Workers with Boys at Culver, Indiana, 1913, the first Conference of Community Secretaries at Chicago Beach, 1914, and the Second Conference of Community Secretaries, Garden City, New York, 1915.

of a Committee composed of men representing the evangelical churches of the district, who are responsible to a local Young Men's Christian Association, a Branch or Department, or to a Metropolitan Board, through a District Community Secretary.

3. *City Boys' Work* conducted in a city under the supervision of a local Board of Directors through the City Boys' Work Secretary relieved of direct responsibility for work inside the building.

4. *Metropolitan Boys' Work* conducted in a large city under the supervision of a Metropolitan Board of Managers through a Metropolitan Boys' Work Secretary.

5. *Extension Boys' Work* conducted where a Young Men's Christian Association, through its building secretary or secretaries is conducting Boys' Work in the community away from its building, or for groups of boys in the building who are not members.

Community Work and District Community Work are constantly referred to throughout the Handbook, and it is well to get the distinction well in mind.

VI

PRELIMINARY STEPS IN ORGANIZING A COMMUNITY

First: Where a Young Men's Christian Association Community Work is to be established, those interested in the project should immediately advise with the supervisory agencies, and call from the very start from such agencies one of their secretaries to help in the promotion of the project and retain such leadership until the definite organization is established.

Second: There should be selected one key business man around whom such a project may rally. This man should be so carefully selected that he may well become later the permanent chairman of the completed organization. In this way there will be a constant focal point to the whole scheme.

Third: There should be a small preliminary committee appointed by this key man, this committee to act as an executive to put through the necessary preliminary steps. This committee should be composed of twelve or fifteen energetic Christian business men and professional men, who should first get together in a parlor confer-

ence to thoroughly discuss the project with the supervisory secretary and outline the procedure. This group, through the various church representatives in its membership, *should confer with the pastors individually regarding the project and secure their cooperation.*

Fourth: The preliminary committee should call a conference to which are invited representative citizens. At this gathering the new project should be thoroughly explained, the plans indorsed and sanction given to promote.

Fifth: The nomination and election of a Provisional Committee should result from this conference. Such Provisional Committee might well include the committee heretofore mentioned and other interested citizens. It should be authorized to carry out the project.

Sixth: At this point in the promotion work the Provisional Committee should make a survey of the field by calling in local or outside persons qualified to make a study of social and religious conditions existing in the city. Such a study should determine the number, kind, and location of constructive and destructive forces in the community, to what extent these forces and agencies are meeting the needs of the youth of the community, or how they are destroying character and injuring public welfare, and in what way

the contemplated Young Men's Christian Association Community Work may supplement existing effort along constructive lines.

Seventh: Thorough publicity should be given to the project in connection with the financial campaign, and for this purpose a Publicity Committee should be appointed by the Provisional Committee. *The educational side of the campaign is most important. The neglect of this seriously cripples the work later.*

Eighth: The first definite task of the Provisional Committee will be the pushing through of a finance campaign. In an ordinary community from \$3,000 to \$4,000 will be needed annually, and it is recommended that this be raised for two years in advance.

Ninth: The Provisional Committee should advise with the representatives of the supervisory agency on the field, and should now create the definite and permanent organization and elect a Board of Directors. The finance campaign and other preceding steps will have revealed men most to be relied upon. Such a Board should be representative of the Protestant Evangelical Churches of the community, and each man should thoroughly understand the basis of membership in the Young Men's Christian Association.

Tenth: At the first meeting of the Board of

Directors constitution and by-laws should be adopted and officers elected. (See Chapter VIII.)

Eleventh: The Board of Directors should now secure as its executive, a competent Community Secretary.

Twelfth: An active membership, as a voting body and a service group, should be early cultivated and enlisted by the Community Secretary.

VII

ORGANIZATION¹

In this chapter your attention is called to the diagram on the organization of a Young Men's Christian Association promoting Community Work (see page 21) and we comment briefly upon its main features.

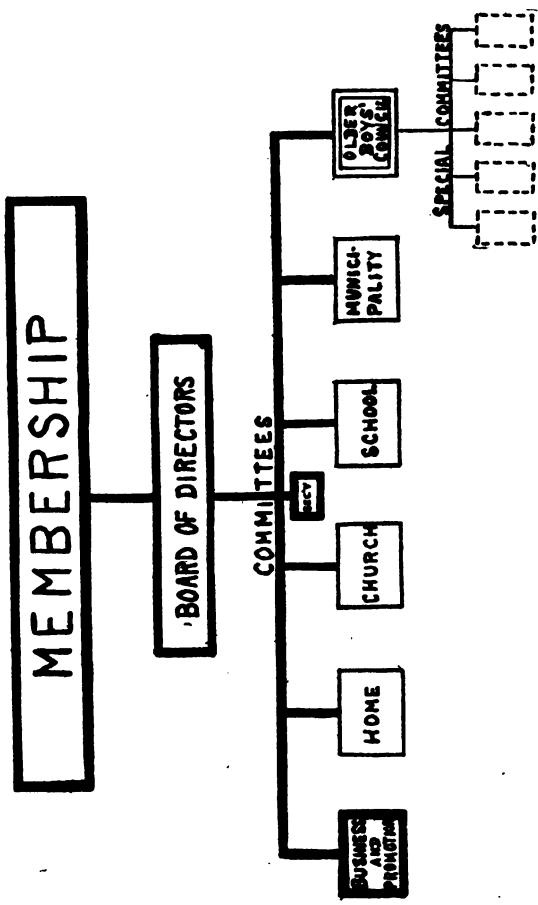
First: The Board of Directors should be composed of members of Protestant Evangelical churches and should as a whole fairly represent such churches.

Second: The subcommittees are organized on the basis of cooperation with the existing constructive agencies. The following committees are essential: (1) Business and Promotion, (2) Home Cooperation, (3) Church Cooperation, (4) School Cooperation, (5) Cooperation with the Municipality, (6) Older Boys' Council.

Third: The organization also calls for a council of older boys with such subcommittees as the Community Secretary may deem advisable.

¹In connection with this chapter, study carefully the chapters on Constitution and By-Laws, and Guiding Principles.

Diagram Illustrating Organization for Young Men's Christian Associations Promoting
Community Work.



The Constituency of the above sub-committees, both boys and men, may be formed from both members and non-members, providing the chairman in each case is from the Board of Directors or Older Boys' Council respectively. In the case of the Business and Promotion Committee, all members must come from the Board.

Such committees to promote special phases of work among boys, *e. g.*, Boys' Department of the Sunday Schools, Older Boys' Religious Meetings, Athletic Meets, High School Propaganda, Standard Efficiency Tests, Hikes, etc. The organization has to do so largely with work among boys, that it is necessary for the Board to have this point of contact through such a Boys' Council. This body with the subcommittees actually gets in touch with the boys of the community. The council is related to the Board of Directors through some advisory adult and the Community Secretary, and should be made up of the key Christian boys of the community representing the various agencies, such as the Church, School, Boy Scouts, etc.

Fourth: An active adult membership as the voting body from which the Board will be secured annually, should be created. Such active membership may well be the only membership in the initial stage of the organization. After the Association is thoroughly established an associate membership, including boys twelve to eighteen years of age as well as adults, may be added.

Fifth: The Community Council, although not indicated in the diagram, is the all inclusive body so far as the Community Association is concerned. It is composed of the Board of

Directors, members of subcommittees, Association adult members, and representatives of the various local agencies working for the religious and moral uplift of the community, as well as public spirited persons who are interested in the project regardless of church affiliation. The Council could profitably meet at least every three months to discuss community problems and this affords opportunity to keep a group of the leading citizens informed.

Sixth: The relation of Community Work to the Metropolitan organization is practically fixed by the rules of the latter body. The Community project becomes a branch or a department of the Metropolitan organization or of the local Association. The local Board becomes a Committee of Management appointed by the president of the Metropolitan Association or the local Association.

Seventh: The local relationships of a Young Men's Christian Association promoting Community Work are of essential importance, as such work is cooperative in its nature. It has no material equipment of its own and exists mainly to work through already existing constructive agencies. Therefore, we emphasize the necessity of each local Young Men's Christian Association doing Community Work to recognize its peculiar place in the community, and constantly

emphasize its program as one of service to the Home, Church, School, Municipality, and other bodies.

Eighth: In connection with the organization we wish to emphasize the very great importance of a thorough knowledge of local conditions early in the process of inaugurating a Young Men's Christian Association Community Work in any given field. Such knowledge will largely determine the type of work to be conducted, the type of secretary to be secured, the general policy to be outlined, and the amount of the budget.

VIII
CONSTITUTION AND BY-LAWS FOR A
YOUNG MEN'S CHRISTIAN ASSO-
CIATION DOING COMMUNITY
WORK

CONSTITUTION

ARTICLE I

NAME AND OBJECT

Section 1. The name of this organization shall be "The Young Men's Christian Association of _____."

Section 2. The object of this Association shall be the improvement of the spiritual, mental, social and physical condition of young men and boys, emphasizing cooperation with existing constructive agencies.

Section 3. In accomplishing this object the Association may establish and provide for the conduct and maintenance of Young Men's Christian Association work in one or more sections of the city, and for particular groups of young men and boys. It may hold or dispose of such property, real or personal, as may be given, devised or bequeathed to this organization, or entrusted to its care and keeping, and may purchase, acquire and dispose of such property as may be necessary to carry out the purposes of the Association.

ARTICLE II

MEMBERSHIP

Section 1. The Membership in this Association

shall consist of men and boys of good moral character, twelve years of age and over, who have paid the membership fees and met the other requirements which may be prescribed from time to time by the Board of Directors.

Section 2. Those members eighteen years of age and over, who are members in good standing of evangelical churches as defined by the International Conventions of the Young Men's Christian Associations of North America, and they only, shall have the right to vote and hold office.

Section 3. Any member of the Association may propose the name of an applicant for membership. All applications for membership shall be passed upon in such manner as the Board of Directors may determine.

ARTICLE III

MANAGEMENT

Section 1. The Management of this Association shall be vested in a Board of Directors of fifteen men, who are twenty-one years of age or over, and who possess the qualifications for holding office in the Association, as defined in Art. II, Sec. 2, of this Constitution. Not more than one-third of the Directors shall be members of any one religious denomination. The election of Directors shall be by vote of the qualified members annually as provided for in the By-Laws. The officers of the Board of Directors shall be a President, a Vice-President, a Recording Secretary and a Treasurer, chosen from their own number, as provided for in the By-Laws. These shall also be the officers of the Association.

Section 2. The Board of Directors shall have and exercise all the powers necessary to control the work

and policy of the Association in all its details. No contract, debt or obligation shall be binding unless contracted under authority of the Board.

Section 3. The Board of Directors shall have power to fill for the unexpired terms, all vacancies occurring in their number between annual elections. They shall have authority to make By-Laws for their own government, and for the government of the Association, not inconsistent with this Constitution.

ARTICLE IV

MEETINGS

Section 1. There shall be an Annual Meeting of the Association on the _____ of _____, at which time a statistical and financial report of the Association for the preceding year shall be presented by the President and Treasurer.

Section 2. The Association shall hold such other regular meetings as may be provided for in its By-Laws.

Section 3. Special meetings may be called by the President or by order of the Board of Directors. Or, upon the written request of fifteen voting members of the Association, the President or the Recording Secretary shall call a meeting specifying the object, which shall be incorporated in the notice, and which shall be posted conspicuously in the Association headquarters for at least ten days preceding the meeting. A notice of such meeting shall also be mailed to every voting member at least one week before the meeting. No business shall be transacted at such special meeting except that for which the call is issued.

Section 4. Twenty members shall constitute a quorum at any meeting of the members of this Association.

Section 5. All meetings of this Association shall be opened with devotional exercises.

Section 6. No question of a sectarian or partisan political character shall be acted upon or discussed in any meeting of this Association or of its Directors.

ARTICLE V

AMENDMENTS

Section 1. This Constitution may be altered or amended by a vote of two-thirds of the members present at any regularly constituted meeting of the Association, provided such alteration or amendment shall have been approved by the Board of Directors and posted conspicuously in the Association headquarters for at least one month previous; except, that this Article and the Article requiring that all voting and office-holding members shall be male members in good standing of evangelical churches, shall never be altered, amended or repealed.

BY-LAWS OF THE BOARD OF DIRECTORS AND OF THE ASSOCIATION DOING COMMUNITY WORK

ARTICLE I

ELECTIONS

Section 1. The Annual Election of Directors shall be held on the _____ of _____, at which time there shall be chosen by ballot five (5) Directors who shall hold office for three years, or until their successors shall have been elected and qualified; except, that at the first election after the adoption of these By-Laws there shall be chosen five Directors to serve for three years, five for two years, and five for one year.

Section 2. At a regular meeting of the Board of Directors, at least thirty days preceding the annual election, the President shall appoint a Nominating Committee of five, not more than two of whom shall be from any one religious denomination, to nominate members for election to the Board of Directors. This Committee shall consist of three members of the Board of Directors, whose terms of office do not expire at the immediate election, and two members from the voting membership of the Association. At least fifteen days before the election the Nominating Committee shall post conspicuously in the Association headquarters a copy of this section of the By-Laws, together with the names they nominate. Fifteen voting members of the Association may present in writing to the Nominating Committee not later than ten days before the annual election, the name of any voting member for nomination. Such name shall be posted immediately by the Nominating Committee. No person shall be eligible for election as Director unless his name shall thus have been submitted to, or nominated by, said Nominating Committee.

Section 3. The polls shall be open at the Association office on election day from 8.00 A. M. to 8.00 P. M. Each voter shall give his name and be registered. The Nominating Committee shall have charge of the election, count the ballots, and certify the returns to the Board of Directors.

Section 4. At the first regular meeting of the Board of Directors after the annual election of the Association, the Board shall elect by ballot from its own number a President, a Vice-President, a Recording Secretary and a Treasurer. The said officers shall be the officers of the Association and of the Board, and shall hold office for one year, or until their successors are elected and qualify. They shall have power to perform the duties incumbent upon the officers of

like name in similar Associations, subject to these By-Laws and such regulations as may be provided.

ARTICLE II

MEETINGS

Section 1. The regular meetings of the Board of Directors shall be held on the _____ of each month, and one third of the membership of the Board shall constitute a quorum for the transaction of business.

Section 2. Special Meetings may be called by the Recording Secretary, at the request of the President, or upon written request of three Directors. The object of such meetings shall be stated in the call and no other business shall be transacted.

Section 3. All meetings of the Board shall be opened with devotional exercises and the order of the business shall be as follows:

- (1) Roll Call.
- (2) Reading minutes of previous meeting.
- (3) Report of the Treasurer.
- (4) Report of the Community Secretary.
- (5) Reports of Standing Committees.
- (6) Reports of Special Committees.
- (7) Unfinished business.
- (8) New Business.

Section 4. All reports of officers and committees shall be made in writing, and be filed with the Community Secretary.

ARTICLE III

MEMBERS

Section 1. Members may be elected at any meeting of the Board of Directors by a vote of two-thirds of the members present, upon recommendation of any sub-committee.

Section 2. Qualifications for membership in a Young Men's Christian Association promoting community work: The candidate for membership after a personal interview as to the purpose of the Young Men's Christian Association should be willing to subscribe to the program, and by personal services and influence be willing to extend the Kingdom of God throughout the community.

ARTICLE IV

COMMUNITY COUNCIL

Section 1. The Community Council shall be composed of all avowedly interested persons in the community regardless of affiliations or sex and shall include the membership, Board of Directors and sub-committees; it shall act in an advisory relation to the Board of Directors. The Board, by majority vote of those present, may appoint to annual membership in the Community Council any person who is actively interested in the work of the Association. This Council will meet upon the call of the President of the Board, and the President shall call a meeting of the Council when presented with a written request signed by ten members thereof.

Section 2. The Boys' Council shall be composed of older Christian boys interested in the welfare of the boys of the community, and shall be appointed annually by the Board. It shall be related to the Board of Directors through an adult adviser, and shall be directly responsible to the community secretary, meeting at his call. The purpose of such a council shall be advisory and administrative in carrying out plans directly touching the boy life of the community. Such organizations and sub-committees may be found as, in the judgment of the Board and the Community

Secretary, are essential to the accomplishment of this purpose.

ARTICLE V

DUTIES OF OFFICERS

Section 1. The President shall preside at all business meetings of the Association and of the Board of Directors; he shall make to the annual meeting of the Association a full report of the year's work; he shall appoint all standing committees of the Board and of the Association and shall designate the chairmen thereof, subject to the approval of the Board of Directors; he shall sign all legal papers of the Association authorized by the Board of Directors.

Section 2. The Vice-President, during the absence or disability of the President, shall have the power and perform all the duties of the President.

Section 3. The Treasurer shall receive all moneys of the Association and shall disburse them under the order of the Board of Directors and after proper approval; he shall keep a full account of all moneys received and paid out and report same to the Board of Directors at their monthly meetings, and to the Association at the annual meetings, and at other times when required. He shall keep all funds of the Association and promptly deposit them in such depositories as shall be designated by the Board of Directors.

Section 4. The Recording Secretary shall keep a record of the minutes of all the business meetings of the Association and of the Board of Directors, and shall attest same with his signature; he shall notify all officers of their election and all committees of their appointment; he shall notify all officers and directors of all business meetings of the Association and of the Board of Directors; he shall be the custodian of the seal of the Association, and of the record of the min-

COMMUNITY WORK

utes of all business meetings, which shall be kept in the Association office.

Section 5. The Community Secretary shall be employed by the Board of Directors; he shall be the executive officer of the Board and of the Association; he shall have general supervision of the work of all employees; shall sign all orders on the Treasurer for the disbursement of funds, subject to the approval of the Finance Committee; shall attend all meetings of the Board of Directors, and shall make monthly reports to the Board of Directors.

Section 6. All other employed officers and employees shall be engaged by the Board of Directors upon recommendation of the Community Secretary. Their duties shall be designated by the Community Secretary, subject to the approval of the Board of Directors.

ARTICLE VI

COMMITTEES

Section 1. The Executive Committee, consisting of four officers of the Association and the Chairman of the Finance Committee, shall act for the Board of Directors in the interim between Board meetings, but shall not have power to reconsider or reverse any action or policy of the Board. The Chairman or any two members may call meetings at any time and three members shall constitute a quorum. It shall report all its actions to the regular meetings of the Board of Directors, which, when approved, shall become the action of the Board.

Section 2. There shall be the following standing committees, of such number as the Board of Directors shall direct. They shall be appointed annually by the President and approved by the Board of Directors:

Members of the Community Council shall be eligible

for appointment to such committees provided the chairman in each case shall be a member of the Board of Directors, except the Business and Promotion Committee which shall be composed entirely of members of the Board of Directors.

- (1) Business and Promotion.
- (2) Cooperation with the Home.
- (3) Cooperation with the Church.
- (4) Cooperation with the School.
- (5) Cooperation with the Municipality.

Additional committees may be appointed from time to time as needed. The President and Community Secretary of the Association shall be members ex officio of all committees and shall be invited to all committee meetings.

Section 3. Each standing committee shall keep minutes of its meetings and file the same in the Association office. It shall submit to the Board of Directors a monthly report of work done. It shall not enter into any contract or incur any indebtedness or financial obligation of any kind except under authority of the Board of Directors. It shall have power to appoint such sub-committees for carrying on the work under its direction as it may deem necessary.

Subject to the approval of the Board of Directors, each sub-committee shall have power to pass such rules as may be necessary for the conduct of the work entrusted to it.

Section 4. The Business and Finance Committee shall consist of five members chosen from the Board of Directors at the beginning of each fiscal year. It shall devise means for obtaining the necessary funds for current expenses and plan for the securing of these funds with the cooperation of the Board of Directors. At the monthly meeting of the Board of Directors preceding the close of the fiscal year in April the Finance

Committee shall present in writing an itemized estimate of the Association's income and expenses for the ensuing year, and upon revision or approval by the Board of Directors, this estimate shall become the authorized budget for the ensuing fiscal year; no obligation beyond the amount thus appropriated shall be incurred by any committee or agent of the Association unless authorized by the Board of Directors. The Chairman of the Finance Committee shall approve all orders on the Treasurer for the disbursement of funds; orders which are not approved shall be submitted to the Finance Committee for final action; it shall designate which order shall be given precedence for payment by the Treasurer; it shall require all officers and employees handling funds of the Association to furnish surety bonds, at the expense of the Association, and shall approve such bonds and fix the amount thereof; it shall present at each monthly meeting of the Board of Directors a statement brought down to the last business day of the preceding calendar month, showing the total liabilities and assets, the proportion of the receipts and disbursements for each department as compared with the budget, and the amount yet to be received and expended by each department.

Section 5. The Business and Finance Committee shall see that all accounts are credited annually and publicity given to the same.

ARTICLE VII

ORGANIZATIONS

Section 1. No organization shall be effected within or in connection with this Association except with the approval of the Board of Directors, and all such organizations shall be under control of the Board of

Directors, and their Constitution, By-Laws and Rules shall be approved by the Board of Directors. The Board of Directors shall have power to overrule any action, and at any time, to reorganize or disband any such organization.

Section 2. The President and Community Secretary shall be ex officio members of any and all such organizations.

ARTICLE VIII

DISCIPLINE

Section 1. In case of misconduct or neglect of duty in office, a two-thirds majority of the Board of Directors may declare the office of such offender vacant.

Section 2. Full authority is given the Board of Directors to deal with all cases of disorder, insubordination or immorality, on the part of any member or person visiting the rooms or taking part in any meeting of the Association, provided the accused shall have had reasonable notice and opportunity for making defense.

ARTICLE IX

AMENDMENTS

Section 1. These By-Laws may be amended at any regular meeting of the Board of Directors by a two-thirds vote of all the members present, provided notice of such amendment shall have been given in writing at a previous regular meeting.

IX

FINANCES AND BUDGET

When first undertaking the raising of a budget for Community Work, raise the amount to cover at least a two years' period of work. This gives sufficient time to demonstrate the program before again going to the public for funds. The budget should be large enough to provide for a thoroughly qualified secretary, dignified headquarters, effective advertising, and items for Home and Foreign Extension Work. For the benefit of cities undertaking Community Work, we herewith suggest a working Budget. The budgets given on the opposite page are based on figures secured from thirty community centers.

A financial constituency, growing in intelligence, interest and numbers, is a requisite in the new type of Association Work which will obviate many dangers in the future. It is strongly recommended that personal contact and thorough advertising be employed to retain and increase the financial interest of individuals. The following methods might well be adopted:

FINANCES AND BUDGET

39

Suggested Budget exclusive of salary in Centers where the population ranges from 5,000 to 20,000.

Salary	
Stenographic	\$150
Rent	200
Light	15
Janitor's Services	20
Athletic Equipment, etc.....	100
Library	35
Stationery and Office Supplies....	50
Postage	50
Printing	75
Conferences	150
Camps	75
Subscription to State Committee	100
Subscription to International Committee	100

\$1,120

Suggested Budget exclusive of salary for District Community Work in large cities.

Salary	
Stenographic	\$550
Rent	300
Light	25
Janitor's Services	30
Athletic Equipment, etc.....	50
Library	35
Stationery and Office Supplies....	50
Postage	75
Printing	75
Conferences	150
Camps	30
Subscription to State Committee	50
Subscription to International Committee	50
Subscription to Local or City Board	50

\$1,520

First: A series of attractive and well written newspaper articles as to the real aim as well as the work accomplished.

Second: A quarterly confidential report letter to the contributor, giving prominence to those things accomplished by the Association through cooperation with other agencies, as well as results from work with individuals. Many things can

go into a letter of this character which cannot have newspaper publicity. *Contributors are entitled to such a letter.*

Third: An annual dinner to which the contributors are invited (a reasonable charge per plate) at which time the work is presented, as well as future plans. *No solicitation.* This should be primarily a time for the Committee and Secretary to get acquainted with those supporting the work.

Fourth: An annual Association Sunday, when the pulpits should be occupied by Association speakers. This should be for educational and inspirational purposes.

Fifth: An attractive illustrated yearly report should be prepared and well circulated. Sometimes a four-page supplement in the newspapers can be used to advantage.

Sixth: The personal cultivation of the leading citizens. It will pay to spend hours in acquainting and enthusing them with the community program.

Experience has shown that it is generally very unwise to tie up financially to any other organization. Keep the financial constituency always on an individual basis. The detailed plan of a financial campaign will vary according to the different fields, but the universal practice is to hold the campaign before the secretary is called, so that

he may be free from the very beginning to throw himself into the intensive study of the field and the program of activities. The actual time given to soliciting funds should be short, not over three days in communities of from 5,000 to 20,000 population, and not over five days in a district of a large city.

Short term Community campaign methods have been well worked out and details regarding same can be secured from State Committees or the International Committee of the Young Men's Christian Association.

X

SUGGESTIVE PROGRAM OF COOPERATION WITH EXISTING AGENCIES

The listed activities in this chapter are intended to be suggestive as to some ways and means of cooperating with the agencies through which the Young Men's Christian Associations would function. No fixed classification is possible, as many of the activities could just as logically be classified under the school as the municipality, or the home as the church, etc. If this chapter gives the reader a working basis and stimulates his thought along lines of concrete things to promote, its mission will be fulfilled. For full details regarding the activities herein suggested refer to the following books, magazines, and pamphlets: The complete file of *Association Boys*, 1902 to 1911, and *American Youth*, 1912 to 1915; the complete file of the *Community Boys' Work Bulletin*; the Secondary Division Leaflets, five in all (published by the International Sunday School Association); the High School Students Christian Movement pamphlets, "A Plan of Building and

Extension Work among Employed Boys"; "How Volunteer Leaders can help the Industrial Boy." For additional information consult Bibliography in Chapter XVII.

COOPERATION WITH THE HOME

1. Home visitation systematically worked out by all churches; cover entire city.

2. Thanksgiving and Christmas dinners to poor families. Entire district organized so no family will be overlooked, and no duplication will occur. Opportunities here for churches and charity organizations to do real team work.

3. Establish a home for homeless boys with Christian woman as House Mother. Not more than ten boys in a home is advisable. The family idea is to be constantly kept in the forefront. The Home must not be institutionalized.

4. The promotion of group socials in the homes of the community or district affords an opportunity for some boys to see real home life.

5. Parents Conferences for consideration of boys' rooms, boys' vacations, etc.

6. Send the names of the mothers of young children to children bureau at Washington, D. C., for pamphlets on infant care, etc.

7. Encourage reading of books on sex education, home training of boys, etc., by parents.

8. Remember the birthdays of the boys with a post card or letter. Secretary might well have a card index in his office of every teen age boy in the district or community.

9. Encourage thrift among boys by systematically promoting a program for money saving. Local banks will cooperate in this. See pamphlets published by National W. C. T. U. on School Savings Banks.

10. Parents Meetings, *e. g.*,

(a) Fathers' Conferences.

(b) Mothers' Conferences.

(c) Joint conferences of mothers and fathers.

(d) Mass meeting of parents followed by series of group conferences.

11. Father and Son Banquets.

12. Mother and Daughter Banquets.

Sometimes both may be held on the same evening in separate buildings or rooms, groups meeting after banquets are over for social evening. This emphasizes the family aspect.

13. Home garden growing contest.

14. Chicken raising contest.

15. Corn raising contest.

16. Interest school officials to furnish a class room in the school building as a *typical boys' room*, open to the public for inspection. Series

of talks might be given in connection with the plan.

COOPERATION WITH THE CHURCH

A. ADULT; B. BOY

A. *Adult*:

1. Promote Men's Bible classes. It might be well to encourage courses dealing with social problems from the Christ viewpoint.

2. Federate men's Bible classes. This federation should be a force for righteousness in the community.

3. A community-wide survey to include—

- (a) Religious census.
- (b) The constructive character-building agencies.
- (c) Agencies that are detrimental to character building.
- (d) The community from a physical hygienic standpoint.

4. Training courses in principles and methods of teaching, etc., for adult workers with boys, both denominational and interdenominational.

5. Shop meetings, Bible classes, shop libraries, shop socials, health talks, etc.

6. A training class for policemen, where boy life and leadership among boys may be studied;

a unique opportunity to help make the policeman a social worker in an unofficial capacity.

7. Udenominational mass meetings for men.

Character of meetings:

(a) Social service emphasis from the Christ standpoint.

(b) Evangelistic.

8. Organize the strong Christian men for a "Campaign of Friendship" in which boys in the community will be interviewed personally along Christian character building lines and decisions for Christ secured. This might well be an annual campaign. Where the community is small every boy could be interviewed.

9. Make possible a well-defined program of work in the interest of the wage-earning boy.

10. Organize among employed boys "Find Yourself" campaigns. The purpose of these campaigns is to help boys to discover their vocational bent, and how they can best serve humanity through their vocation. See *American Youth*, June, 1915.

11. Campaign to enlist boys to go to college.

12. Vacation Bible schools.

13. Training courses for scout masters.

14. Discover and enlist Big Brothers for work with needy boys.

15. Cooperate in Juvenile Probation work.

16. A constructive program of work among foreigners, *e. g.*—

- (a) Teaching foreigners English.
- (b) Health talks.
- (c) Organized recreation at noon.

17. An educational community-wide campaign for personal and social hygiene.

18. An educational community-wide campaign in the interests of—

- (a) City planning.
- (b) Wider use of the schools.
- (c) Playgrounds.

19. Prepare and publish a codification of state laws relating to children.

20. Cooperate with moving picture theaters in helping to make them a larger educational and moral factor in the community.

21. A series of high-class entertainments. This is greatly needed especially in small communities.

22. Bring to the community state, national and international experts from various organizations on special phases of community life.

23. Special Campaigns :

- (a) Anti Tuberculosis.
- (b) The House Fly Pest.
- (c) Alcohol and Efficiency.
- (d) Anti Cigarette.

24. A newsboy organization.
(Character building prime objective.)
25. Fathers' Day.
26. Mothers' Day.
27. Campaign to teach every boy to swim.
28. Interchurch field meet.
29. Intershop athletic league.

B. *Boy:*

1. Cooperate in establishing Boys' Departments of the Sunday school and organized classes.
2. Older Boys' Bible Study Training Classes.
3. Series of older boys' religious meetings.
4. Older Boys' Conferences:
 - (a) Local.
 - (b) District.
 - (c) State.
5. Boys' Sunday. When older boys will attend church in a body; pews reserved for them; special sermon.
6. Song services at hospitals conducted by boys themselves.
7. Older Boys' Watch Night Service, New Year's Eve. These should be well planned and decision making in character.
8. Systematically interview boys regarding their Christian life.

9. Interchurch summer camps :
 - (a) Long term.
 - (b) Week end.
 - (c) Over night.
10. Cooperate in establishing interchurch leagues.
11. Interchurch field meets.
12. Make possible a program of physical work for all churches.
13. Outings and hikes :
 - (a) Recreational.
 - (b) Educational.
 - (c) Gypsy trips and educational tour for one week or more.
14. Kite flying contests.
15. Pet shows—an opportunity for boys to exhibit their rabbits, dogs, birds, white mice, etc.
16. Art exhibit and contest.
17. Hobby day exhibit.
18. The Boy Scouts and other movements for boys in churches.
19. Interest boys in the erection of a scout cabin. Makes good headquarters for over-night trips.

COOPERATION WITH THE SCHOOL

1. Wider use of the school plant as a social and recreational center.

2. Campaign in interests of medical inspection of schools.

3. A parents' and teachers' association.

4. Develop the Standard Efficiency Tests scheme for the boys of the community.

5. Demonstrate and develop interest in school yard games.

6. Develop organized and supervised play recess period.

7. Interschool league, etc.

8. Evening school for working boys and adults.

9. A series of vocational talks for student body.

10. A series of municipal lectures followed by compositions prepared by students.

11. A vocational survey of students and a vocational bureau.

12. Reception to faculty and freshmen through High School students at opening of schools, when an effort should be made to set high standards in athletics and morals among the student body for the ensuing year.

13. Organize High School Clubs, the purpose being to create, maintain, and extend throughout the school high standards of Christian character.

14. Various tournaments.

COOPERATION WITH THE MUNICIPALITY

1. Municipal playground to be used evenings as well as during the day.

2. Cooperate with the existing playgrounds by organizing unrelated boys and relating them to the playground for their games, thus aiding the playground to serve a larger constituency and at the same time help to popularize the playgrounds in the community.

3. A municipal swimming pool. (It is generally more advantageous to have it in connection with the school plant.)

4. Community program for national holidays such as—

- (a) Lincoln's Birthday.
- (b) Washington's Birthday.
- (c) Decoration Day.
- (d) Fourth of July (Sane Fourth Program).
- (e) Labor Day.
- (f) Thanksgiving Day.
- (g) Dominion Day (Canada).
- (h) Empire Day (Canada).

5. Community open air skating rinks. Music might well be provided one or two nights during the week.

6. Help create sentiment and supplement proper agencies in bringing to pass a "Clean-up day."

7. Municipal Christmas tree and pageants.
8. Community play festivals.
9. Cooperate and supplement agencies existing for the enforcement of law affecting child life.
10. Story-telling hours in the public library, school buildings, and on the playgrounds.
11. Recognize Arbor Day by planting of trees.

Write Community Secretary, International Committee, Young Men's Christian Association, 124 E. 28th St., New York, for names and addresses of secretaries who have most successfully carried out the above plans or others in which you may be especially interested.

XI

THE NEED OF A BALANCED PROGRAM

The four aspects of the Young Men's Christian Association Community Work that are constantly emphasized are :

First. A program of activities for the boys of the entire Community.

Second. The elimination of the causes of evil conditions which affect child life.

Third. The bringing into existence and fostering the growth and development of those positive forces which tend to upbuild the individual as well as the Community.

Fourth. The uniting of the Christian boys and young men for winning others to the Christian life, enlisting them in service, and relating them to the church.

To keep these fundamental planks of the Community platform in their proper relation is, perhaps, one of the most difficult tasks with which the Association is confronted. Difficult because we have constantly to contend with the individuality of the Secretary, and generally individuals

possessing real leadership have strong characteristics and marked ability along some one line. Seldom are all the requirements which are here so essential, embodied in one person. Consequently the program must not be the program of the Secretary, but rather of a group of men of varied qualifications and experience cooperating with him, whose composite and united efforts will largely assure a balanced program. Furthermore, it is possible for a program to be well balanced as it relates to activities and the elimination of causes, and, at the same time, to be unbalanced in failing to include *all four of the fundamental institutions* in its field of operation.

To emphasize any one of the above phases to the neglect of the other is to retard at the very outset the full effectiveness of the Community Work. "That which you expect to put into the child you must put into its environment." Therefore it is imperative that we cooperate and relate ourselves to the organizations that are working for better social conditions; together we can hasten the day when every child will have a normal chance to develop into a strong, Christian man or woman.

Good housing conditions, proper sanitation, reasonable hours of work, protection from disease, etc., are all basic. While the above is true,

it is well for us to constantly remind ourselves that the existence of ideal conditions or even the imparting of great moral and religious truths alone will not make strong characters. Strong characters are developed through expression. The child is primarily a "doer." He lives in the region of the concrete, not the abstract. Consequently his best development demands a program of activities which will afford the opportunity for full expression of his unfolding character and pent-up energies.

The Committee and the Community Secretary are in constant danger of becoming, on the one hand, primarily promoters of activities, or on the other, primarily students of social conditions. The maximum results will only be obtained when the two are combined, and vitalized by the teachings of Jesus Christ.

While encouraging communities to express their civic life in better housing conditions, playgrounds, parks, etc., we must encourage self expression on the part of individuals in altruistic service. While suppressing commercialized vice, we must in no unmistakable way be a factor in releasing virtue in individuals.

While establishing restraints to safe-guard boys and girls, we must encourage wholesome recreation. Character is acquired by the activities and

amusements in the shop, school, and street, not by the restraint of the church and home alone.

The ideal we seek to realize is that of eventually removing the causes of evil affecting child life. This we must persistently keep in the foreground. At the same time we must not neglect to supplement and reenforce the great constructive agencies working for the betterment of childhood. Meanwhile we must promote a strong, constructive, balanced program of activities, for through these we are opening the way to make the former an actuality.

XII

VISITATION CENTERS

The change from building work to the cooperative methods of the Community plan involves so radical a departure from the previous viewpoint of the worker that an opportunity to visit an organized community center for conference, study, and practice work under the direction of an experienced secretary, has come to be imperative in the case of all men entering upon Community Work for the first time. The Garden City Conference, strongly urged upon the various supervising agencies that provision for such opportunity be made an essential part of the plan for manning new fields. The following program was adopted to make such a visit as profitable as possible:

First: An information blank or letter to the secretary of the center to be visited to include the following information:

(From the visiting secretary.)

Name	Age
Home address	
Where born and brought up	
Educational advantages	

Various employments since leaving school or college.

(Character and length of service of each.)

With what Y. M. C. A. building and extension activities are you familiar?

What books that have bearing upon general work with boys have you read in the past two years?

What welfare work have you had acquaintance with?

(From the State and International Secretaries.)

From your knowledge of his past boys' work experience what are indicated to be the visitor's

Points of strength

In dealing with boys.

In organization.

Personal.

Points of weakness

In dealing with boys.

In organization.

Personal.

Second: Familiarity with the following books—
—to be gained as far as possible, before the visit:

"Community Work of the Y. M. C. A.," Ritchie.

"Boy Life and Self Government," Fiske.

"Sunday School and the Teens," Alexander.

"Wider Use of the School Plant," Perry.

"Christianizing the Social Order," Rauschenbusch.

"Physical Education," Physical Department, International Committee, Y. M. C. A.

"Spirit of Youth in the City Streets," Addams.

"The Springfield Survey," Russell Sage Foundation.

"Christianity and Amusements," Edwards.

"The Family and Social Work," Devine.

These pamphlets:

Association Press—

High School Bulletins, 1, 2, 3, 4.

Employed Boy Bulletins.

The Boy Secretaryship a Life Work.

Sage Foundation—

"Unused Recreational Resources of the Average Community," Perry.

"The Community used School House," Perry.

"The New Attitude of the School to the Health of the Child," Ayres.

"Athletics in the Public School," Hanmer.

Third: Suggested outline of subject matter to be covered as far as practicable on the field by the visiting secretary under the direction of, and in conference with the secretary of the center visited, through practical work and by study and investigation.

1. Organization and business administration.

(a) Organization:

Method of promoting Young Men's
Christian Association Community
Work.

Educational and Financial Campaign.

Plan of Organization—

Constitution and By-Laws.

Program of work through committees.

Developing committee's sense of responsibility.

Enlisting men in Committee service.

Converting community to new program
and ideals.

Educating Association's constituency.

(b) Business Administration :

Suggested budget.

Method of securing and collecting contributions.

Financial system.

Statistical records.

Filing system—

Financial, statistical, letters, informational.

Actual demonstration of how to prepare for and conduct board and committee meetings.

2. Underlying principles and objectives.

Illustrate by concrete examples from the local field the practical working out of the underlying principles and objectives set down in Chapters II and III.

3. How to analyze a field and make use of the results.

4. A suggested program of work for a given field in connection with the Home, Church, School, and Municipality.

A list of possible activities in cooperation with each thoroughly discussed and where possible investigated.

Study of the progress made toward the realization of this program in the local center visited.

5. Intimate acquaintance through practical work with the promotion and conduct of

- (a) High School Student Christian Movement.
- (b) Organized Bible Class activities and Boys' Department organization in the Sunday school.
- (c) Social center and playground work.
- (d) Organized school ground play.
- (e) Methods of sex education.
- (f) Work for employed boys.

Fourth: A report letter from the secretary of the center visited to the state or other supervisory agency.

XIII

SOME GUIDING PRINCIPLES

This chapter is not based on theory but is the outgrowth of the experience of the great majority of the Community centers that have been developed during the first six years of the work. The guiding principles are here given in two divisions: (A) for the committee; (B) for the secretary. They are in paragraph form so they may be quickly grasped and retained by the reader.

A. For the Committee

First: Leadership is of such importance in Community Work, that only men who possess in a marked way consecration to the Christ, devotion to His calling and a full appreciation of the significance of the social propaganda as an expression of the Christian life, should be secured. It is far better to wait half a year than to compromise with less efficient leadership. (Read again Chapter IV on Leadership.)

Second: A central office as headquarters con-

veniently located in the business section of the city or district and furnished in a dignified and businesslike manner. This is essential. Two rooms are recommended, one for the Secretary's private office, the other for interviews and committee meetings. The office should rapidly become the clearing house and bureau of information for the agencies in the community working for the upbuilding of character. The Committee should avoid having the office connected with the office of any Church, social, or welfare agency, or other sectarian or partisan organization.

Third: The Committee should constantly remind itself that the purpose of the membership in a Young Men's Christian Association promoting Community Work is not a means by which to raise finances or to build up a large organization. There are no privileges to be sold; therefore, the basis of membership is service. Membership fee (if any) should be merely nominal.

Fourth: No Secretary can in a large way guide his committee in a program for the religious, moral, and social uplift of the community without annually attending the Summer Schools on Community Work and getting away to conventions and conferences. This should be well provided for in the budget. *It is suicidal to neglect this.*

Fifth: The Committee must take the financial

load upon their shoulders. The Secretary may help in the directing of the financial solicitation and collecting of subscriptions, but he should be practically free to give himself to the task to which he has been called.

Sixth: There should exist the closest working relationship between the local Association and the Territorial Committee in Canada and the State Committee in the United States as well as the National and International Committees. This is imperative because of the pioneer character of the plan, and the necessity for a conservative yet progressive policy as well as a correlation of methods and principles which will be of working value to given communities.

Seventh: Early in the development of the work a policy which will cover a period of years and anticipate the growth of the community should be worked out and adopted.

Eighth: It is well for the Committee constantly to keep before them as a goal the Balanced Program (see Chapter XI). There is real danger that the welfare aspect of the work will appeal to a certain class of workers, to the loss of the spiritual motive and achievement. The directly religious objective must not be lost sight of in pushing the social program. Likewise, the social objective must not be lost sight of in pushing the

directly religious program. The two emphases are essential for an effective religious work.

Ninth: Do not try to realize a five years' program of work in one. *Community Work calls for Builders rather than Boomers.*

Tenth: Never fail to realize that the Young Men's Christian Association Community Work is to serve the home, the church, and the school and is not a substitute or rival of these agencies. (Read again Chapter II on Objectives.)

Eleventh: There is a constant danger of yielding to the temptation of building up new organizations instead of bringing about the coordination of present agencies and raising the standard of their efficiency.

Twelfth: Consult freely and keep in touch with the literature of state and national agencies, *e. g.*, International Sunday School Association, Playground Recreational Association, Boy Scouts of America, etc. (see Chapter XVI for suggestions).

Thirteenth: There is a real danger of diagnosing a community need from a superficial study of conditions, and making deductions which will not stand close scrutiny.

Fourteenth: Do not *overlook the individual* in dealing with the mass.

Fifteenth: The largest and most effective work will be accomplished only as the Committee takes

cognizance of institutions as well as individuals in dealing with Community problems.

Sixteenth: Community Work should not be promoted in any field except by agreement among the Association agencies of supervision.

Seventeenth: In promoting Community Work the following points should be observed in relation to the County Work Department.

(a) That in unorganized counties, where it is difficult to decide whether Community Work or County Work is most advantageous, the final decision and responsibility rest with the State Committee.

(b) That where County Work is already organized, responsibility concerning communities under five thousand white Protestant population rests with the local County Committee.

(c) That in organized Counties, Community Work under a salaried secretary should be introduced in agreement with the County Work Department. Community Work so introduced has local autonomy in direct relation to the State and International Committee.

That in the organization of Community Work in a field where a Railroad Association already exists, the interests of the Association already on the ground should be considered.

That the same principle should hold under sim-

ilar circumstances with the Student and other Departments.

B. *For the Secretary*

First: It is fundamental to the success of the work that the Secretary multiply himself through volunteer leadership and existing organizations. It is possible for various organizations to put him to work instead of him putting them to work. *The former is a calamity.*

Second: Set aside a regular time for study for your work and your own personal spiritual growth, and keep it religiously.

Third: Take time for the proper development and cultivation of your social and recreational life. *It will help you to avoid ruts.*

Fourth: It is possible for one's own spiritual life to dry up and become a minus quantity, although you are daily promoting religious work. Make prayer, Bible Study and meditation an actuality in your own life. *It is what you are, not what you do, that really counts.*

XIV

APPROVED AND ADOPTED RESOLUTIONS

The following resolutions were adopted at the Chicago Beach Conference and at the Garden City Conference. They have proven to be basic in the development of Young Men's Christian Association Community Work and we herewith quote them again for careful perusal and consideration:

CHICAGO BEACH CONFERENCE

1. It is the part of wisdom and Christian brotherhood that we, as a growing national movement, cooperate actively and sympathetically with every nation-wide welfare movement for the uplift, directly or indirectly, of childhood. We urge close touch with the national headquarters of these agencies and acquaintance with their literature. We particularly mention the following two:

2. Cooperation with the Young Women's Christian Association is not only our duty and privilege but is a wise policy closely affecting our work in the community. Home life, domestic relations,

normal social life, all are bound up in such a policy. The permanency of this cooperation is largely dependent upon our relation to the national organization of the Young Women's Christian Association.

3. The importance of cooperation with the County, State, and International Sunday School organizations is here reiterated. Whenever possible, boys should be placed in Bible study under qualified masculine leadership in the Sunday school. Where this is not possible we should bend every effort as Community Secretaries to gather older boys in Bible study groups in homes, clubs, or other places.

4. The sessions of the conference have emphasized the wisdom of our acquaintance with the State law and municipal ordinances governing matters pertaining to health, delinquency, education, and all phases of child welfare. We urge cooperation with all agencies having to do with the formulating, interpreting, and enforcing of these laws. We point out the necessity for the codification of all such laws.

5. In relation to all matters pertaining to public amusements, we urge less censorship and more sympathetic cooperation that normal recreation may be made possible to all, under wise supervision.

6. All sessions of this conference have emphasized the necessity of the coordination of the

community's forces working for the welfare of childhood. While this is true in every line, we especially stress the value of all charitable efforts being coordinated; and deem it our privilege and duty to help bring this about in our communities.

7. We believe in the great value and future necessity of inter-church effort, and pledge ourselves to do all we can to bring about as early as possible a close working relationship between all churches and all denominations for the sake of the child.

8. In relation to all matters pertaining to the so-called "social evil" we urge caution against careless work and ill-advised effort. No educational effort is more needed and no evil should be more firmly and wisely fought. At the same time no problem calls for more prayerful and statesmanlike work.

9. The conference has served to bring before us with renewed emphasis the wisdom of a wider use of the public schools. We recognize the right of every tax-payer to the school equipment and its privileges and shall bend our efforts to securing these as social and recreative centers for parents and children of our communities.

10. We urge all the Community Secretaries to become students of vocational guidance for older boys, to recognize its fundamental value and to cooperate in every way with employers of boys to bring about a general recognition of the right

of every boy to such guidance and to help make it possible for the boy to secure it.

11. The present High School idea with its out-growth, the School Student Christian Movement, we recognize as the result of the careful study of some years. Its practical value has been tested and we adopt it as the basis of our effort among High School boys in our communities.

GARDEN CITY CONFERENCE

1. The Committee emphasizes the essential importance of the Training Center idea as set forth by the Committee on Training Centers and recommends the plan as suggested.

2. In order that the Young Men's Christian Association Community Work both prospective and present may avoid dangers in promotion and organization, the Findings Committee recommends careful study of the Chapter on Organization. Because of the fundamental importance of Membership and Constitution and By-Laws, we call to your attention especially these topics in Chapters VII and VIII.

3. The Committee recommends as a practical program the plan for work among employed boys as set forth by C. C. Robinson in his booklet "A Plan of Building and Extension Work among Employed Boys."

4. We as Community Workers covet the close

cooperation of the Physical Department of the International Committee and recommend that the conference with Dr. Fisher, held here, be carefully followed up.

5. The Committee recommends that the Garden City Conference of Community Secretaries go on record as standing unqualifiedly for the establishment of a Young Men's Christian Association organization, and this with no uncertain note, wherever Community Work is contemplated under the auspices of the Young Men's Christian Association.

6. We urge the careful thought and active participation of all Community Secretaries in the three year Summer School Training Course on Community Work.

7. The fundamental institutions for the extension of the Kingdom of God in any community are the Home, the Church, and the School, and only to the extent to which we are able to assist in vitalizing, socializing, spiritualizing, and coordinating the program and activities of these institutions will we be successful in hastening the coming of the Kingdom of God in a given community.

XV

NATIONAL AND INTERNATIONAL ORGANIZATIONS AND MOVEMENTS

Every Community Secretary should be in touch with the following national and international organizations and movements and familiar with the instructive leaflets and pamphlets they publish, which may be obtained free or at a nominal cost. The inclusion of an organization or movement in this list does not indicate special commendation or its omission any criticism. An omission sometimes means that the desired information was not obtainable in time to be included.

CHILDREN

Big Brothers Movement, 200 Fifth Avenue, New York City.

Boys' Department of the International Committee of Young Men's Christian Associations, 124 East 28th Street, New York City.

Boy Scouts of America, 200 Fifth Avenue, New York City.

Camp Fire Girls of America, 461 Fourth Avenue,
New York City.

Child-Helping Department of the Russell Sage
Foundation, Room 616, 105 East 22nd Street,
New York City.

Purpose: To undertake certain lines of work in the child-helping field; to furnish advice in the improvement of existing child-helping agencies and in the development of new plans. Studies are being made of child-placing agencies in the United States.

Department of Child Hygiene, Russell Sage
Foundation, 105 East 22nd Street, New
York City.

Purpose: To conduct researches and promote activities favorable to the physical, moral and intellectual welfare of children, especially public recreation and the health and progress of school children. Lines of study and investigation, public baths, public school athletic leagues, Sunday school athletic leagues, play festivals and pageants for the celebration of national holidays, folk dancing, wider use of the school plants, etc.

Federated Boys Clubs, 1 Madison Avenue, New
York City.

Purpose: By association of individuals and clubs to promote the work of boys' clubs and to further the formation of new clubs where needed; to supply men for superintendents; to give advice and furnish literature.

Federation of Day Nurseries, 105 East 22nd
Street, New York City.

Purpose: To act as a general bureau for the collection of information in regard to existing day nurs-

ORGANIZATIONS AND MOVEMENTS 75

eries, and for the publication and distribution of literature that would prove helpful to those desiring to start new ones.

Home Garden Association, 612 St. Clair Avenue,
Cleveland, Ohio.

Report handsomely printed and illustrated on Home Gardening.

National Child Labor Committee, 105 East 22nd
Street, New York City.

Purpose: To investigate and report the facts concerning child labor; to raise the standard of public opinion and parental responsibility with respect to the employment of children; to assist in protecting children by suitable legislation against premature or otherwise injurious employment.

National Child Welfare Committee, 200 Fifth
Avenue, New York City.

National Probation Officers' Association, City
Hall, St. Louis, Mo.

Playground Association of America, 1 Madison
Avenue, New York City.

Purpose: To increase the efficiency of playgrounds already established and to establish playgrounds on the right basis in cities and towns not having them. It offers personal consultation and advice, provides speakers and arranges for local institutes, publishes lists of persons desiring playground positions, makes statistics and experiences of various cities available, loans lantern slides and playground models, prepares bibliographies, etc., publishes the magazine *The Playground*.

Society for the Prevention of Cruelty to Children, 297 Fourth Avenue, New York City.

CITY PROBLEMS

American Civic Association, 913-914 Union Trust Building, Washington, D. C.

Purpose: To cultivate higher ideals of civic life and beauty in America; to promote city, town and neighborhood improvement; to secure the preservation and development of landscape and the advancement of outdoor art. It aims to make living conditions clean, healthful and attractive.

Bureau of Municipal Research, 261 Broadway, New York City.

National City Planning Conference, 19 Congress Street, Boston, Mass.

National Housing Association, 105 East 22nd Street, New York City.

Purpose: To improve housing conditions, both urban and suburban, in every practicable way.

National Municipal League, North American Building, Philadelphia.

State Charities Aid Association, 105 East 22nd Street, New York City.

EDUCATION

Conference for Education and Industry, 508 McLachlen Building, Washington, D. C.

Educational Department of the International Committee of Young Men's Christian Associations, 124 East 28th Street, New York City.

ORGANIZATIONS AND MOVEMENTS 77

National Education Association, Ann Arbor, Mich.

National Society for the Promotion of Industrial Education, 20 West 44th Street, New York City.

Purpose: To arouse public attention to the need for industrial education; to serve as a forum for the discussion of various problems involved and to print and distribute studies of the special phases of the subject.

State Educational Board.

Bulletins on general industrial and trade education are issued by your State Board. Write to the State Director of Education.

Vocational Guidance Association, Teachers College, Room 218, New York City.

HEALTH

Aetna Life Insurance Company, 100 William Street, New York City, and Hartford, Conn.

American Association for Study and Prevention of Infant Mortality, 211 Cathedral Street, Baltimore, Md.

American Association for the Study of the Feeble Minded, Faribault, Minn.

Purpose: To discuss all questions relating to the causes of feeble-mindedness and the condition of the feeble minded; to consider their management, training, and education, and lend influence toward the establishment of institutions for their care.

American Federation for Sex Hygiene, 105 West
40th Street, New York City.

American Medical Association, 535 North Dear-
born Street, Chicago, Ill.

Purpose: To promote the science and art of medicine and to endeavor to unite in one compact organization the medical profession of the United States for the purpose of fostering the growth and diffusion of medical knowledge. Pamphlets on medical fakes and fakers.

American School Hygiene Association, College
of the City of New York, New York City.

Anti-Cigarette League of America, 1119
Woman's Temple, Chicago, Ill.

Pamphlets on Clean Life.

Chicago Society of Social Hygiene, 100 State
Street, Chicago, Ill.

American Red Cross Society, Union Trust
Building, Washington, D. C.

Purpose: To furnish aid to the sick and wounded of armies in time of war; to carry on in time of peace a system of national and international relief for those suffering from pestilence, famine, fire, flood, and other national calamities, and to devise and carry on measures for preventing the same.

Committee on Prevention of Blindness of the
Russell Sage Foundation, 105 East 22nd
Street, New York City.

Purpose: To conduct a national campaign for the prevention of blindness; to ascertain the direct causes of preventable blindness, and to take such measures

ORGANIZATIONS AND MOVEMENTS 79

in cooperation with the medical profession and others as shall lead to the elimination of such causes.

Committee of One Hundred on National Health,
105 East 22nd Street, New York City
(Room 51).

Committee on Tuberculosis, Charity Organiza-
tion Society, 105 East 22nd Street, New
York City.

Pamphlets on "How to avoid tuberculosis," "How to
prevent tuberculosis."

Fly Fighting Committee of America, Civic Asso-
ciation, 156 Fifth Avenue, New York City.
Leaflet "Kill Flies and Save Lives."

Health Education League, 113 Devonshire Street,
Boston, Mass.

National Association for the Study and Preven-
tion of Tuberculosis, 105 East 22nd Street,
New York.

Purpose: To study tuberculosis in all its forms and
relations; to disseminate knowledge concerning it; to
encourage its prevention and scientific treatment. Tu-
berculosis pamphlets and cards in 18 languages.

National Committee for Mental Hygiene, 50
Union Square, New York City.

National Mouth Hygiene Association, 800 Scho-
field Building, Cleveland, Ohio.

Leaflets on the importance and suggestions for main-
taining healthy mouths.

Metropolitan Life Insurance Company, 1 Madison Avenue, New York.

Health promotion pamphlets.

Oregon Social Hygiene Society, 719 Seeling Building, Portland, Ore.

People's University Extension Society, 105 East 17th Street, New York City.

Health hints in English, German, Italian, Bohemian, and Yiddish.

Physical Department of the International Committee of the Young Men's Christian Associations, 124 East 28th Street New York City.

Rockefeller Sanitary Commission, Union Trust Building, Washington, D. C.

Purpose: The eradication of the hook worm disease.

Society of Sanitary and Moral Prophylaxis, 105 East 40th Street, New York City.

Purpose: To limit the spread of diseases which have their origin in the social evil; to study every means, sanitary, moral, and administrative, which promises to be effective for this purpose. Pamphlets on sex instruction at cost.

IMMIGRATION

Division of Information, Department of Labor, Washington, D. C.

Pamphlets on Naturalization of Aliens in the United

ORGANIZATIONS AND MOVEMENTS 81

States, The Opportunity, Constitution of the United States, etc.

Immigration Restriction League, 11 Pemberton Square, Boston, Mass.

Purpose: To secure needed legislation on emigration matters and proper enforcement of the laws; to distribute information concerning conditions of immigration.

National Conference of Immigration, 22 East 39th Street, New York City.

National Liberal Immigration League, 150 Nassau Street, New York City.

Purpose: To secure the proper regulation and better distribution of immigration; to hold public meetings and publish and distribute literature on immigration and kindred subjects.

North American Civic League for Immigrants, 173 State Street, Boston, Mass.

"Message for Newcomers to the United States" and other leaflets.

INDUSTRY

American Association for Labor Legislation, 1 Madison Avenue, New York City.

Purpose: To investigate conditions underlying labor legislation, and to collect and disseminate information leading to greater care and uniformity in such legislation.

American Federation of Labor, 801 G Street, N. W., Washington, D. C.

American Museum of Safety, 29 West 39th Street, New York City.

Fidelity and Casualty Company, 92 Liberty Street, New York City.

Industrial Department, International Committee of Young Men's Christian Associations, 124 East 28th Street, New York City.

National Civic Federation, 1 Madison Avenue, New York City.

Purpose: To organize the best brains of the nation in an educational movement towards the solution of some of the great problems relating to social and industrial progress; to provide for study and discussions of national import; to aid thus in the crystallization of the most enlightened public opinion; and when desirable to promote legislation in accordance therewith.

National Consumers' League, 105 East 22nd Street, New York City.

National Founders' Association, 915 Hammond Building, Detroit, Mich.

MISCELLANEOUS

American Institute of Social Service, Bible House, Astor Place, New York City.

Purpose: To serve as a clearing house for facts, experiences and ideas on social and industrial sentiments. Those interested may consult a large specialized library and a department of expert information and may borrow books and documents so far as the library contains duplicates. The Institute has several thousand negatives on social subjects from which slides

ORGANIZATIONS AND MOVEMENTS 83

may be made to order, conducts a lectureship on social subjects, arranges for special investigations. All its services are free except special investigation.

American Peace Society, 31 Beacon Street, Boston, Mass.

Charity Organization Department, Russell Sage Foundation, 105 East 22nd Street, New York City.

Purpose: To extend charity organization work in communities where it has not yet taken root and in communities desiring to increase local efficiency; to gather up the best experience of existing associated charities or charity organization societies and give it currency.

Carnegie Foundation, 576 Fifth Avenue, New York City.

Council of Jewish Women, 3437 Paseo, Kansas City, Mo.

Purpose: To bring about a union of Jewish women for conference and work; to further united efforts in behalf of Judaism and in the work of social betterment through religion, philanthropy, and education.

Efficiency Society, 25 West 39th Street, New York City.

Government Publications, Washington, D. C.

International Peace Forum, 185 Madison Avenue, New York City.

Speakers available.

International Reform Bureau, Washington, D. C.

Jewish Agricultural and Industrial Aid Society,
174 Second Avenue, New York City.

National Board Young Women's Christian Association, 600 Lexington Avenue, New York City.

National Committee on Prison Labor, 27 East 22nd Street, New York City.

National Conference of Charities and Correction, Ft. Wayne, Ind.

Purpose: To diffuse trustworthy information and stimulate right sentiment on the many difficult problems of charity and correction, by holding public meetings in various cities throughout the country.

National Conference of Jewish Charities, 411 West Fayette Street, Baltimore, Md.

Purpose: To discuss the problems of charity and to promote reforms in the administration; to provide uniformity of action and cooperation in all matters pertaining to the relief and betterment of the Jewish poor.

National Conservation Association, Colorado Building, Washington, D. C.

National Consumers' League, 105 East 22nd Street, New York City.

National Congress of Mothers, 806 Washington Loan and Trust Building, Washington, D. C.

Purpose: To raise the standards of home life; to develop wiser, better trained parenthood; to bring into closer relation the home and the school; to secure by legislation juvenile courts and probation officers; to emphasize the community's duty to children, especially the neglected and dependent. The Congress publishes handbook and leaflets.

ORGANIZATIONS AND MOVEMENTS 83

National Short Ballot Organization, 383 Fourth Avenue, New York City.

National Women's Trade Union League, 127 North Dearborn Street, Chicago, Ill.

Society for the Suppression of Unnecessary Noise, The Ansonia, 73rd Street and Broadway, New York City.

Society for Prevention of Cruelty to Animals, 15 Madison Avenue, New York City.

Travelers' Aid Society, 238 East 48th Street, New York City.

Salvation Army, 120 West 14th Street, New York City.

United States Life Saving Service, Washington, D. C.

Pamphlet. Directions for restoring the apparently drowned. May be obtained in limited quantities. State the number wanted.

Volunteers of America, 34 West 28th Street, New York City.

Women's Auxiliary Civil Service Reform League, 287 Carroll Street, Brooklyn, N. Y.

Pamphlets for immigrants on American Government. Summary of the United States Constitution, Honor in Politics.

RELIGIOUS

Church Association for the Advancement of the Interests of Labor, 416 Lafayette Street, New York City.

Purpose: To interest the clergy and laity of the church in the questions now being agitated; to inform them as to the nature of the issues presented and to be prepared to act as the necessities of the day may demand.

Church Laymen's Union, 23 Union Square, New York City.

Congregational Home Missionary Society, 287 Fourth Avenue, New York City.

Department of Social and Public Service, 25 Beacon Street, Boston, Mass.

Purpose: To be of service to Unitarian churches or to any other organizations and individuals who wish it, in the conduct of their social work.

Federal Council of the Churches of Christ in America, 215 Fourth Avenue, New York City.

Purpose: To bring the Christian bodies of America into united service for Christ and the world; to secure for them a larger combined influence in all matters affecting the moral and social conditions of the people.

Joint Commission on Social Service of Protestant Episcopal Church, 281 Fourth Avenue, New York City.

Methodist Federation for Social Service, 2512 Park Place, Evanston, Ill.

Missionary Educational Movement, 156 Fifth Avenue, New York City.

New York Sabbath Committee, Bible House, New York City.

Speakers available.

ORGANIZATIONS AND MOVEMENTS 87

Religious Citizenship League, 82 Bible House,
New York City.

Religious Education Association, 72 East Madison Street, Chicago, Ill.

Social Service Bureau of the Board of Home Missions of the Presbyterian Church, 156 Fifth Avenue, New York City.

Purpose: To interpret the church to working men and working men to the church; to interpret employer and employee to each other through education, inspiration, mediation, evangelism, and Twentieth Century methods of Christian work.

Social Service Commission of the Congregational Churches, 14 Beacon Street, Boston, Mass.

TEMPERANCE

Anti-Saloon League of America, Westerville, Ohio.

Purpose: To secure the ultimate national suppression of the saloon in the United States and its progressive local repression as a means to that end. The League publishes the "American Issue" and many leaflets.

Church Temperance Society (Protestant Episcopal), 281 Fourth Avenue, New York City.

Leaflets on "Cut it Out," "What it Means to the Working man."

International Reform Bureau (Temperance and Social Purity), 206 Pennsylvania Ave., S. W., Washington D. C.

National Temperance Society, 373 Fourth Avenue, New York City.

"Employers Prefer Total Abstainers" and other literature supplied at cost.

National Woman's Christian Temperance Union, Evanston, Ill.

Scientific Temperance Federation, 23 Trull Street, Boston, Mass.

XVI

BIBLIOGRAPHY

The office of the Young Men's Christian Association promoting Community Work may in many instances be the headquarters for a bureau of information and clearing house for those agencies and individuals working for the building of Christian manhood and the moral uplift of the community. This, then, necessarily means that the best and latest material obtainable, abroad and in this country, that has to do with the educational, social, economic, civic and religious life of a community, must be secured, classified and catalogued and the information made accessible to those desiring it. A clearing house of this character will also have a carefully chosen library for Community leaders. The following list of books are suggested as a nucleus around which such a library may be built:

THE HOME

THE FAMILY, Mrs. Helen Bosanquet.

THE FAMILY AND SOCIAL WORK, E. T. Devine.

THE FAMILY: AN HISTORICAL AND SOCIAL STUDY, C. B. and Mrs. C. F. Thwing.

- THE FAMILY IN ITS SOCIOLOGICAL ASPECTS, J. G. Dealey.
 THE DELINQUENT CHILD AND THE HOME, S. P. Breckinridge and Edith Abbott.
 MENDEL'S PRINCIPLES OF HEREDITY, William Bateson.
 A MODEL TENEMENT HOUSE LAW, Lawrence Veiller.
 HEREDITY IN RELATION TO EUGENICS, C. B. Davenport.
 PARENTHOOD AND RACE CULTURE, C. W. Saleeby.
 THE PERIL AND THE PRESERVATION OF THE HOME, Jacob A. Riis.
 MODERN HOUSING IN TOWN AND COUNTRY, James Cornes.
 TENEMENT HOUSE PROBLEM, R. G. DeForest and Lawrence Veiller.
 BOY PROBLEMS IN THE HOME, W. B. Forbush.
 TRAINING OF PARENTS, E. H. Abbott.

THE CHURCH

- THE CHALLENGE OF THE CITY, Josiah Strong.
 SOCIAL SALVATION, Washington Gladden.
 CHRISTIANIZING THE SOCIAL ORDER, Walter Rauschenbusch.
 EFFICIENCY IN RELIGIOUS WORK, W. H. Allen.
 THE SOCIAL ENGINEER, Edwin Lee Earp.
 JESUS CHRIST AND THE CIVILIZATION OF TO-DAY, J. A. Leighton.
 THE COUNTRY CHURCH AND THE RURAL PROBLEM, Kenyon Leach Butterfield.
 ADMINISTRATION OF AN INSTITUTIONAL CHURCH, George Hodges and John Reichet.
 SUNDAY SCHOOL AND THE TEENS, John L. Alexander.
 BOY AND THE SUNDAY SCHOOL, John L. Alexander.
 THE MINISTER AND THE BOY, Allan Hoben.
 BOY AND THE CHURCH, Eugene Clifford Foster.
 STARTING TO TEACH, Eugene Clifford Foster.
 THE OPEN CHURCH FOR THE UNCHURCHED, J. E. McCulloch.
 TEACHING OF BIBLE CLASSES, Edwin Francis See.
 JESUS CHRIST AND THE SOCIAL QUESTION, Francis Greenwood Peabody.

- THE CHURCHES AND THE WAGE EARNERS, Clarence
Bertrand Thompson.
OUR BIG BOYS AND THE SUNDAY SCHOOL, A. H. Mc-
Kinney.

THE SCHOOL

- HEALTH AND MEDICAL INSPECTION OF SCHOOL CHILDREN,
Walter Stewart Cornell.
MEDICAL INSPECTION OF SCHOOLS, Luther H. Gulick and
Leonard P. Ayres.
→ WIDER USE OF THE SCHOOL PLANT, Clarence A. Perry.
ETHICAL AND MORAL INSTRUCTION IN SCHOOLS, George
H. Palmer.
LAGGARDS IN OUR SCHOOLS, Leonard P. Ayres.
AMONG SCHOOL GARDENS, M. Louise Greene.
THE SOCIAL CENTER, Edward J. Ward.
ASSOCIATION EDUCATIONAL WORK FOR MEN AND BOYS,
George B. Hodge.
ANNALS OF EDUCATIONAL PROGRESS DURING THE YEAR
1910 AND FOLLOWING YEARS, J. P. Garber.
HELPING SCHOOL CHILDREN, Elsa Denison.
THE HIGH SCHOOL MOVEMENT SERIES.
(Set of four pamphlets, Association Press.)

THE MUNICIPALITY

- PLAYGROUND TECHNIQUE AND PLAYCRAFT, Arthur Le-
land and L. H. Leland.
ENGLISH FOR COMING AMERICANS, Peter Roberts.
(Teacher's Manual and 1st and 2nd Readers.)
ENGLISH FOR COMING CANADIANS, Peter Roberts.
(Teacher's Manual and 1st and 2nd Readers.)
FIELD DAY AND PLAY PICNICS FOR COUNTRY CHILDREN,
Myron T. Scudder.
PREVENTIVE TREATMENT OF NEGLECTED CHILDREN, Hast-
ings H. Hart.
THE CARE OF DESTITUTE, NEGLECTED AND DELINQUENT
CHILDREN, Homer Folks.
EFFICIENT DEMOCRACY, W. H. Allen.
MODERN CIVIC ART, C. M. Robinson.

- CIVIC BIBLIOGRAPHY FOR GREATER NEW YORK, J. B. Reynolds.
 IMPROVEMENT OF TOWNS AND CITIES, C. M. Robinson.
 JUVENILE COURTS AND PROBATION, Bernard Flexner and R. N. Baldwin.
 THE MODERN CITY, Frederic C. Howe.
 THE ALMSHOUSE, CONSTRUCTION AND MANAGEMENT, Alexander Johnson.
 CONSTRUCTIVE AND PREVENTIVE PHILANTHROPY, Joseph Lee.
 THE HANDBOOK OF SETTLEMENTS, Robert A. Woods and Albert J. Kennedy.

THE BOY

- BOY TRAINING, J. L. Alexander.
 YOUTH, G. Stanley Hall.
 STUDIES IN ADOLESCENT BOYHOOD, H. M. Burr.
 BOY LIFE AND SELF GOVERNMENT, G. W. Fiske.
 PROBLEMS OF CHILD WELFARE, G. B. Mangold.
 THE CHILD, A STUDY IN THE EVOLUTION OF MEN, A. F. Chamberlain.
 CHILD LABOR AND THE CITY STREETS, E. N. Clopper.
 BOY AND HIS GANG, J. A. Puffer.
 CHOOSING A VOCATION, Frank Parsons.
 VOCATIONAL GUIDANCE OF YOUTH, Meyer Bloomfield.
 YOUTH AND THE RACE, E. J. Swift.
 SCOUT MASTERS' HAND BOOK.
 BOY SCOUT MANUAL.
 INDOOR GAMES AND SOCIALS FOR BOYS, G. C. Baker.
 SOCIAL ACTIVITIES, A. M. Chesley.

THE GIRL

- THE CENTURY OF THE CHILD, Ellen Key.
 The Education of the Child, printed separately, is an excerpt from the Century of the Child.
 WAGE-EARNING WOMEN, Dr. A. M. MacLean.
 TELLING BIBLE STORIES, L. S. Houghton.

- GIRLS AND EDUCATION, L. R. Briggs.
 THE AMERICAN WOMAN AND HER HOME, Mrs. A. L. Hillis.
 THE GIRL IN HER TEENS, Margaret Slattery.
 THE GIRL AND HER RELIGION, Margaret Slattery.
 HE TOOK IT UPON HIMSELF, Margaret Slattery.
 TRAINING THE GIRL, Wm. A. McKeever.
 CHRISTIAN CITIZENSHIP FOR GIRLS, Helen Thoburn.
 WOMAN'S SHARE IN SOCIAL CULTURE, Anna Garlin Spencer.
 YOUNG WORKING GIRLS, R. A. Woods and A. J. Kennedy.
 THE GIRL AND HER CHANCE, Harriet M. Daniels.
 THE DELINQUENT CHILD AND THE HOME, S. P. Breckenridge and Edith Abbott.
 HANDBOOK OF THE Y. W. C. A. MOVEMENT.
 COLLEGE WOMEN AND COUNTRY LEADERSHIP, Jessie Field.
 ETHICS FOR CHILDREN, Ella L. Cabot.
 EVERYDAY ETHICS, Ella L. Cabot.
 WORKING GIRLS IN EVENING SCHOOLS, Mary VanKleeck.

SUMMER CAMPS

- CAMPING FOR BOYS, H. W. Gibson.
 CAMP AND OUTING ACTIVITIES, F. H. Cheley and G. C. Baker.

LEADERSHIP

- THE FUTURE LEADERSHIP OF THE CHURCH, John R. Mott.
 LEADERSHIP, C. H. Brent.
 LEADERSHIP OF BIBLE STUDY GROUPS, H. H. Horne.

STORY TELLING

- STORY OF ROLAND, James Baldwin.
 STORIES OF NORSE HEROES, E. M. Wilmot-Buxton.
 MERRY ADVENTURES OF ROBIN HOOD, Howard Pyle.

COMMUNITY WORK

- STORY OF KING ARTHUR AND HIS KNIGHTS, Howard Pyle.
 HOW TO TELL STORIES TO CHILDREN, Sara Cone Bryant.
 STORY TELLING—WHAT TO TELL AND HOW TO TELL IT, E. Lyman.
 THE ART OF STORY TELLING, J. D. Cowles.

SEX EDUCATION

- CHRISTIAN APPROACH TO SOCIAL MORALITY, R. C. Cabot.
 SOCIAL EMERGENCY; STORIES IN SEX HYGIENE AND MORALS, W. J. Foster.
 PLEA FOR THE YOUNGER GENERATION, Cosmo Hamilton.
 THREE GIFTS OF LIFE: A GIRL'S RESPONSIBILITY FOR RACE PROGRESS, N. M. Smith.
 SEX EDUCATION, I. S. Wile.
 FROM YOUTH TO MANHOOD, W. S. Hall.
 THE RATIONAL SEX LIFE FOR MEN, Max Exner.

SOCIAL EVIL

- NEW CONSCIENCE AND AN ANCIENT EVIL, Jane Addams.
 PROSTITUTION IN EUROPE, Abraham Flexner.
 COMMERCIAL PROSTITUTION IN NEW YORK CITY, G. J. Kneeland.

UNCLASSIFIED

- SPIRIT OF YOUTH AND THE CITY STREETS, Jane Addams.
 IMMIGRATION PROBLEM, J. W. Jenks and W. J. Lauck.
 THE CHURCH AND THE LABOR MOVEMENT, Charles Stelzle.
 PRINCIPLES OF RELIEF, E. T. Devine.
 THE JUNIOR REPUBLIC, W. R. George.
 TWENTY YEARS AT HULL HOUSE, Jane Addams.
 THE MAKING OF AN AMERICAN, Jacob A. Riis.
 HOW THE OTHER HALF LIVES, Jacob A. Riis.
 POVERTY, Robert Hunter,
 MISERY AND ITS CAUSES, E. T. Devine.
 CHRISTIANITY AND AMUSEMENTS, Richard H. Edwards.

- POPULAR AMUSEMENTS, Richard H. Edwards.
 NEW DEMOCRACY, W. E. Weyl.
 QUEST OF THE BEST, W. D. Hyde.
 PSYCHOLOGICAL PRINCIPLES OF EDUCATION, H. H. Horne.
 IDEALISM IN EDUCATION, H. H. Horne.
 OUR WORLD, Josiah Strong.
 THE NEW BASIS OF CIVILIZATION, S. N. Patten.
 SIN AND SOCIETY, E. A. Ross.
 CHILD FOR CHRIST, A. H. MCKINNEY.
 THE LIQUOR PROBLEM, Norman Richardson.
 THE DRINK PROBLEM, Richard H. Edwards.
 THE SPIRIT OF SOCIAL WORK, E. T. Devine.
 EVOLUTION AND ITS RELATION TO RELIGIOUS THOUGHT,
 Joseph Le Conte.
 THE SOCIAL BASIS OF RELIGION, S. N. Patten.
 NEGRO LIFE IN THE SOUTH, W. D. Weatherford.
 FATIGUE AND EFFICIENCY, Josephine Goldmark.
 POINT OF CONTACT IN TEACHING, Patterson Du Bois.
 PRINCIPLES OF TEACHING, E. L. Thorndike.
 HABIT FORMATION AND THE SCIENCE OF TEACHING, S. H.
 Rowe.
 GAMES FOR THE PLAYGROUND, HOME, SCHOOL AND GYM-
 NASIUM, J. H. Bancroft.
 GRADED CALISTHENICS AND DUMB BELL DRILLS, A. B.
 Wegener.
 ROBERT'S CLASSIFIED EXERCISES, A. K. Jones.
 GYMNAS TIC GAMES, A. M. Chesley.
 GRADED GYMNAS TIC EXERCISES, Physical Directors'
 Society.
 AT HOME IN THE WATER, George H. Corsan.
 COMMUNITY WORK OF THE YOUNG MEN'S CHRISTIAN
 ASSOCIATION, Frank H. T. Ritchie.

MAGAZINES

- American Youth*, 124 East 28th Street, New York.
Association Men, 124 East 28th Street, New York.
Rural Manhood, 124 East 28th Street, New York.
Physical Training, 124 East 28th Street, New York
 City.