



**THE OUTLOOK
FOR WOMEN**

in

**COMMUNITY ORGANIZATION
IN SOCIAL WORK**

Social Work Series

Bulletin No. 235-5

U. S. DEPARTMENT OF LABOR

Maurice J. Tobin, Secretary

WOMEN'S BUREAU

Frieda S. Miller, Director

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UNITED STATES DEPARTMENT OF LABOR

MAURICE J. TOBIN, SECRETARY

WOMEN'S BUREAU

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*The Outlook for Women
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- No. 235-1 *The Outlook for Women in Social Case Work in a Medical Setting.*
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- No. 235-3 *The Outlook for Women in Social Case Work with Children.*
- No. 235-4 *The Outlook for Women in Social Case Work with Families.*
- No. 235-5 *The Outlook for Women in Community Organization in Social Work.*

LETTER OF TRANSMITTAL

UNITED STATES DEPARTMENT OF LABOR,
WOMEN'S BUREAU,
Washington, January 12, 1951.

SIR: I have the honor of transmitting this report on the outlook for women in community organization in social work. It is the fifth in a series of bulletins, on the need for women in the social services, resulting from our current employment opportunities study. The project was planned and directed by Marguerite W. Zapoleon.

Grateful acknowledgment is made to the many individuals and agencies who cooperated so generously in supplying information and helpful criticism for this report, which was prepared and written by Grace E. Ostrander.

Respectfully submitted.

FRIEDA S. MILLER, *Director.*

Hon. MAURICE J. TOBIN,
Secretary of Labor



Figure 1.—The community council in a southern city discusses community planning through group study. Participating (from left to right): A mental health clinic psychologist, endowment fund director, the council president, a lay representative of a local association for the blind, a public relations director for an industrial concern, and the Girl Scout director.

FOREWORD

The social well-being of our people, like their health, has received growing attention over the years. Of the increasing numbers in our economy engaged in rendering professional social service, two-thirds or more are women. The story of their progress and the current and future needs for their services have been the subject of a Women's Bureau study which is being reported in a series of bulletins, of which this is the fifth.

The others, like this report on community organization in social work, describe the employment outlook for women in areas of specialization within the field of social work. The final bulletin in the series will describe the outlook for women in the entire field of social work, showing its relation to other professions of women and comparing the specializations within the field. Unlike the usual monograph which describes an occupation in detail at a particular point in time, this study, like the earlier Women's Bureau series on occupations in the medical and health services and the sciences, is concerned primarily with changes and trends.

Although more than 2,400 books, articles, or pamphlets have been culled for information, the principal information for this series has been obtained from professional organizations, public and voluntary social agencies, schools of social work, and individual social workers. The following sources have contributed to the study thus far:

Fifty-two national professional organizations. Special acknowledgment is due Community Chests and Councils of America, Inc., for its generous and expert help with this bulletin.

Fifty-six schools of social work and other colleges and universities.

One hundred and thirty-nine agencies employing social workers, including thirty-one community chests and councils of social agencies and the American National Red Cross.

Sixty government agencies concerned with social service programs or employment in this field, including international, State, and local agencies, and such Federal agencies as the Bureau of Labor Statistics and the United States Employment Service in the United States Department of Labor; the United States Civil Service Commis-

sion; the United States Veterans' Administration; and the Bureau of Public Assistance, the Office of Education, the Office of Vocational Rehabilitation, and the Public Health Service in the Federal Security Agency.

To these contributors the Bureau is indebted for the raw material which made this report possible. It is also grateful for the illustrations used in the bulletin: Community Chests and Councils of America, Inc. (figs. 4, 6, 7); Community Council, Charlotte, N. C. (fig. 1); Community Council of Memphis and Shelby County, Memphis, Tenn. (cover picture); National Urban League (fig. 2); Social Planning Council of St. Louis and St. Louis County, St. Louis, Mo. (figs. 5, 8); Social Service Exchange, Decatur, Ill. (fig. 3).

Although the reader will recognize gaps in our statistical knowledge of employment in community organization in social work and the unsurmounted difficulty of distinguishing always those individuals who are fully qualified for the profession from those who are not, it is hoped that she will find here a useful synthesis of existing knowledge on an important field of work in which more women are needed.

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Definition of Community Organization as a Process in Social Work

"Community organization in social work is the process of creating and maintaining a progressively more effective adjustment between community resources and community welfare needs. This adjustment is achieved through the help of the professional worker and through the participation of individuals and groups in the community. It involves the articulation of problems and needs, the determination of solutions, and the formulation and conduct of a plan of action." (5)

Director, Community Organization (nonprofit organization) Executive, Community Planning, as Defined in the Dictionary of Occupational Titles (40)¹

"Directs activities of an organization such as a local community chest or council of social agencies, that coordinates functions of various community health and welfare facilities: Supervises a planning program to ascertain community requirements in specific fields of welfare work and to determine which individual agencies can most effectively meet them. Surveys functions of member agencies to avoid duplication of efforts and recommends curtailment, extension, modification, or initiation of services. Reviews estimated budgets submitted by member agencies. May organize and direct campaign for solicitation of funds (Director, Joint Financing)."

Director, Joint Financing (any individual) 0-99.97, as Defined in the Dictionary of Occupational Titles (40)

"Directs the solicitation and disbursement of funds for a community chest or similar organization that jointly finances community welfare agencies: Organizes and directs fund-raising campaigns. Formulates policies on collection of subscriptions. Issues instructions to volunteer workers. Disburses collected funds to agencies in amounts specified by board or chest."

¹Detailed job descriptions for professional chest and council positions have been published by Community Chests and Councils of America, Inc., in "Job descriptions for chests and councils." (16)

THE OUTLOOK FOR WOMEN IN COMMUNITY ORGANIZATION IN SOCIAL WORK

Section I

THE SETTING

Social workers in the community organization field, of whom there were some 2,500 in 1949, about 30 percent of them women, have the job of bringing together all the social services in the community, of determining what services are needed, and of stimulating their establishment. The work differs from that of the social case worker or the social group worker in that it is focused on the community as a whole rather than on a particular service to an individual or group. It has a large element of administration in it and often resembles the job of an executive or subexecutive in terms of content and types of activities (26).

Community welfare councils and community chests are typical agencies requiring community organization skills, although community organization workers are also used in agencies and organizations set up to coordinate services on a State, regional, or national basis and to enlist community-wide interest in the support of social services or programs in specialized areas or for special groups. Other names of the community welfare council that are in common use include "community council," "health and welfare council," "welfare federation," "community service council," "social planning council," and "council of social agencies."

Locally, community welfare councils and community chests are the machinery by which social agencies supported by private and public funds coordinate their efforts in the community. In November 1950 there were 386 community welfare councils in the United States and 1,332 community chests.

The principal functions of councils and chests are: Gathering facts about the community's health and welfare needs and how effectively they are being met, bringing together individuals and representatives of groups to study the facts and to bring about

improvements in the health and welfare program of the community, developing capable volunteer and professional leadership essential in carrying out the purposes, developing public awareness and understanding of health and welfare problems and how agencies are caring for them, organizing and directing an annual campaign in support of the voluntary health and welfare services, budgeting the community's health and welfare dollars in accordance with needs, and operating central services for the benefit of all the agencies and individuals in the community (22).

In some communities where there is no community welfare council, the community chest may carry on all these functions. In a few communities where there is no chest, a council may have the sole responsibility for them. In communities where there are both a chest and a council, the functions of the council are usually: The development of inter-agency cooperative activities, improvement in the quality of health and welfare services, joint action on community social problems, coordination of services, and development of leadership in social planning and promotion. Some councils maintain a department of research and statistics and a department of public information, and all endeavor to provide some services of this type (34).

Community welfare councils tend to work through two kinds of departments: Functional divisions, through which those interested in the particular fields work together, such as family and child welfare, health and recreation; and bureaus, through which certain centralized services are given, such as volunteer referrals, social research, information, and social service case clearing. A community welfare council may be defined as a citizens' organization, the purpose of which is to serve as a channel for cooperative community study, planning, and action; to coordinate the work of existing services; to eliminate duplicating or unnecessary activity; to locate unmet needs and see that they are met; to stimulate preventive and remedial measures; to improve the quality of community services; to promote public understanding of needs and resources; and to develop an increasingly effective program of community services through the most efficient application of community resources to the health and welfare needs of all citizens (39).

Community Chests and Councils of America, Inc., a national organization which serves as a national service agency and clearing house for community chests and community welfare councils throughout the United States, has described 18 basic professional jobs that are found in community chests and community welfare

councils. Eliminating the positions of accountant, comptroller, and office manager, which are primarily business administration positions, there remain 15 jobs, among those described that are primarily community organization: Chest and council executive secretary; chest executive secretary; council executive secretary; budget secretary; campaign director; campaign division secretary; council division secretary; bureau (or department) of community councils secretary; local community council secretary; labor representative; publicity director; public relations director; research



Figure 2.—A community organization secretary of the Urban League of Greater New York meets with a group of citizens at the East Harlem Branch, in the Spanish-speaking community of lower Harlem.

director; social service exchange secretary; and volunteer bureau director (16). Women are employed in chests and councils more often as council executive, council division secretary, publicity director, research director, social service exchange secretary, or volunteer bureau director than they are in other chest and council positions.

On a smaller scale some of the activities identified with chests and councils are carried on in large communities by the Jewish

community federations, councils, and welfare funds (10); Catholic Charities; and Protestant councils that have a welfare bureau which coordinate and strengthen social service, cultural, and volunteer activities under secular or church auspices, through community organization work.

The other principal settings in which community organization workers are found are national and State conferences of social work (a few of which carry on an action program throughout the year to follow up on recommendations made at the annual conference) and national and State agencies for broad health and welfare planning, such as the National Social Welfare Assembly and agencies promoting a program in a specialized field (26). The executives, financial secretaries, public relations and publicity directors, field and legislative representatives of such organizations may be considered community organization workers when their work is primarily consultative, cooperative, and liaison rather than administrative in nature. Examples of the variety of agencies where community organization may be a major part of program promotion are the Urban League societies; societies for mental hygiene, social hygiene, crippled children and adults, or the blind; housing and tuberculosis associations; and councils on race or cultural relations. Schools of social work offering training in community organization employ community organization personnel as teachers.

THE OUTLOOK

Community organization is an expanding field in which the demand for trained workers exceeds the supply. In the decade from 1940 to 1950, the number of chests grew from about 550 to approximately 1,330 and continued growth, as the smaller communities follow the larger cities in cooperative fund raising for social services, is expected. The trend toward community coordination exemplified in council and chest activity is bound to continue, and there is still room for expansion in this field. Thirteen cities of 25,000 population or over still do not have community chests.

State-wide organization is also expected to increase in the long run. Although the State war chests organized during World War II have been generally dissolved, there is a trend toward State-wide associations of local community chests and councils and State-wide councils in the welfare field (6). The 1949 Directory of Community Chests and Councils of Social Agencies listed

two State chests and seven State councils with a paid director (18). All but one of the directors were men. More staff positions at the State level are likely to be created to give continuity to the work of State welfare councils and committees in the welfare field.

The outlook is also for a gradually expanding staff in existing chests and councils. Many councils and chests have over a period of time expanded their staffs—in smaller communities, from an executive only to a staff including 2 or 3 additional persons, and in the larger cities to a typical staff of 10 or more professional persons, most of whom are engaged primarily in community organization work. In the largest cities 40 to 50 professional persons are employed in a single chest organization. Cleveland, Detroit, and Pittsburgh are among the cities in which area or neighborhood councils have been formed and have been tied in with the central welfare council—a trend that appears to be continuing (42). Also predicted is steady expansion in the demand for workers for chest and council positions in which community organization is combined with such specialties as public relations, research, and labor participation. Volunteer bureaus, too, are expected to grow, requiring a steadily increasing number of paid personnel to direct the activities of an increasing number of volunteers. This normal growth will be accelerated under emergency conditions as it was during World War II.

Continued growth in the demand for community organization workers in specialized agencies is also anticipated. For instance, Jewish community federations, councils, and welfare funds are found in over 300 cities covering about 800 communities, and more are being added as small cities continue to organize. These local community organizations are associated regionally and nationally for common services and joint action through the Council of Jewish Federations and Welfare Funds (8). Race relations councils, too, are growing rapidly in number.

Promotional agencies such as mental hygiene, social hygiene, cancer, heart, and tuberculosis associations will continue to need more paid executive secretaries, whose work may be in some cases primarily that of community organization. More and more agencies of this type are being organized as the public attacks particular social and health problems in an organized, voluntary way.

The value of community organization training and experience, for positions outside the social service field involving wide community contacts, is being recognized. Conceivably, schools, chambers of commerce, civic clubs, professional organizations,

and others besides social agencies might seek as executive secretaries and staff members individuals trained in community organization. In this event, there would be an even greater need



Figure 3.—The executive secretary of a social service exchange searches her files as part of the process of clearing a case.

for workers trained in the community organization specialty. Such a development would also increase the already growing demand for teachers of community organization.

Unless the supply of workers increases, however, even needs in social welfare agencies will not be met in the next 5 to 10 years. Only a small number—probably about fifty graduates with specialized training in community organization—are produced by schools of social work each year. (See Supply, p. 14.) This means that community organization workers will continue for some time to be recruited in part from experienced social workers in other specializations who have demonstrated ability in and liking for the community organization aspects of their jobs. Openings for women are of the type in which experience in social case work or group work is especially valuable.

Opportunities for women community organization workers in chests and councils vary. These opportunities will become increasingly good for council executives, publicity directors, research directors, and for specialists in community organization on council staffs in neighborhood council programs, in family and child welfare programs, and in recreation and education, and health fields. Women will continue to predominate in positions as social service exchange secretaries and volunteer bureau directors, but will continue to have limited opportunities as chest-council executives or as joint executives for separately organized chests and councils. In two or three instances a woman has been made director of a chest in a large city where funds raised annually exceed a half-million dollars, but for the most part women directors of chests are in cities raising less than a hundred thousand. Men appear to be preferred for executive and fund-raising positions. There was little opportunity in 1949 for women as campaign directors and little likelihood that the outlook would change soon. However, there are exceptions. A woman has been a campaign secretary of a large northeastern city's community chest, as well as its research director and budget consultant, since 1942. Three or four of the smaller chests in California employ women whose chief function is directing campaigns, and in larger chests departments of campaigns are often directed by women.

DEMAND IN 1949-50

In Community Chests and Councils and Social Service Exchanges

The largest group among the 2,500 persons estimated to be engaged in community organization work in 1949 were those employed in community chests and community welfare councils.

Although many of the smaller chests and councils use volunteer help entirely or staff loaned by member agencies, a tabulation of the 1949 directory of chests and councils reveals about 550 paid executive secretaries or directors of chests and councils in the United States, 28 percent of whom were women (18). In addition to the chief executives of chests and councils in 1950, there were probably more than 750 additional persons employed full time in community organization positions in chests and councils in some 300 cities in the United States.

A 1950 salary survey conducted by Community Chests and Councils of America, Inc., reported 1,299 full-time positions in 311 cities having chests raising \$50,000 or more, including 8 Canadian cities. If the 386 top executive positions included in the study and the 125 positions that are not considered as community organization work (comptroller, office manager) are deducted, 788 other community organization positions remain, probably not more than 35 of which were in Canada, a number that may be offset by the number in cities among the 2 percent not reporting in the study. Most numerous among these nonexecutive positions were those of council division secretaries, of whom there were 119, and campaign division secretaries, of whom there were 70. More women than men were employed as council division secretaries, information and referral secretaries, publicity and research staff members, and as social service exchange secretaries. All of the 26 volunteer bureau directors reported in the study were women, whereas all of the 11 campaign directors were men. More men than women were also employed as budget secretaries, campaign division secretaries, chest-council associates, chest-council executives, chest executives, labor relations secretaries, and local chest-council or neighborhood secretaries (21). Although the total number of women holding positions included in this study was not reported, it is probable that at least half of the nonexecutive positions were held by women. In the councils of social agencies in 11 cities on which reports were obtained by the Women's Bureau in 1948, more than three-fifths (62 percent) of the 122 professional workers employed were women. In one of these councils, 4 of the 5 department heads were women; in another, 6 out of 10 were women. Departments headed by women included group work, case work, volunteer work, work with the aged, occupational planning, neighborhood, and nutrition.

As indicated in the 1950 salary study already mentioned, women were employed more often than men as social service exchange secretaries (21). The 1948 Directory of Social Service Exchanges

in the United States and Canada listed 217 social service exchanges in the United States, 80 percent of which were in chests and councils (19). However, many of the persons in charge of social service exchanges in community chests and community welfare councils administer the social service exchange as one of many other duties. Only 47 persons employed in chests and councils were reported in the 1950 salary study as giving full time to managing the social service exchange (21).

Community Chests and Councils of America, Inc., which keeps a running list of vacancies in affiliated community chests and community welfare councils, reported in 1950 that chests and councils in the larger communities were usually able to fill vacancies. Positions that remained unfilled for some time were found mostly in small communities or in highly specialized fields such as research, and often the salaries offered were low in relation to the qualifications sought.

In Sectarian and Other Community Councils

The number of persons engaged in community organization work in sectarian and other types of specialized coordinating councils is not known. In 1950 about 150 full-time paid professional workers, exclusive of fund raisers and including about 20 women, were reported to be employed in Jewish community federations, councils, and welfare funds in about 100 cities. Some workers trained in community organization are also found among the approximately 500 professional workers (who also include psychologists, religious leaders, educators, and others) in Jewish community relations services. The few women engaged in community organization work are chiefly in field positions requiring contact with women's organizations and in writing and research positions.

Similar statistical information on Catholic and Protestant agencies of this type is not available. But there are probably several hundred professional community organization workers in Catholic Charities or the Diocesan Bureau of Social Service, in Protestant welfare federations, and in council of churches associations organized on a national basis or on a metropolitan basis. In 1949 at least 43 councils of churches had paid leadership, according to the Federal Council of Churches of Christ in America, and 15 of these reported social service committees. The Church Welfare Bureau of the Los Angeles Federation, one of the larger city councils, united 34 Protestant health and welfare agencies for cooperation with other groups in the welfare field. The Attleboro,

Mass., Council of Churches promotes close cooperation with community agencies in a smaller community. Such organizations as the Division of Welfare of the National Lutheran Council, the Northern Baptist Convention Council on Christian Social Progress, the American Friends Service Committee, the Catholic Committee for Refugees, the National Council of the Protestant Episcopal Church Department of Christian Relations, the Episcopal League for Social Action, and the Christian Church National Benevolent Association have executive secretaries (31).

In religious organizations clergymen are often chosen for the position of executive secretary; but, whether lay or clerical personnel are used, the work involves skills in community organization. Women are sometimes found in national and local agencies of this type. For instance, a woman with community chest experience was in 1950 made director of the division on the care of the aged of the Federation of Protestant Welfare Agencies. Another was serving in 1949 as executive secretary of the Episcopal Service for Youth, which gives information, field service, and conference service to local dioceses in meeting the problems of young people.

In Conferences and Specialized Promotional Programs

Women hold a variety of positions as executives of conferences of social work, of promotional agencies in specialized fields, and of membership organizations. Although a man was director of the National Conference of Social Work in September 1950, 18 State conferences had paid women executive secretaries, 10 of them full time and 8 part time. Seven were headed by men, 5 of whom were full time. In one of the remaining 22 State conferences (only New Mexico had none), a full-time paid position as executive secretary was vacant; in the others the work was carried on by volunteers or staff of agencies participating in the conference.

In 1949 there were some 150 other State organizations listed by the Community Chests and Councils of America, Inc., as engaged in some type of planning or coordinating activity in the broad fields of social welfare, exclusive of those concerned with specific problems such as mental hygiene, social hygiene, or tuberculosis. Some included, along with social welfare activities, functions outside that field. Although many had no paid staff, and those which did employ paid staff employed men more often than women, women were listed as paid executives of such organizations as the Colorado Council for Youth, The Connecticut Child

Welfare Association, the Florida and Mississippi Children's Commissions, the Massachusetts Civic League, the Massachusetts



Figure 4.—The field representative (left) of a social work publication and the director of field service of a national organization with local branches discuss an exhibit at a National Conference of Social Work.

Community Organization Service, the Wisconsin Health Council, the New York State Citizens Council, and the Citizens Conference of Rhode Island (15).

Perhaps the largest number of community organization workers outside chests and councils work are in organizations in which community organization may be a major part of the job of program promotion. Because of the hybrid nature of their job, requiring specialized knowledge of the special group or subject in which the organization is interested as well as skill in the use of community organization to promote the welfare of their group, it is desirable for such executives to have training both in community organization and in the specialized area in which the organization is interested. For example, executive secretaries of societies for crippled children may be child welfare workers or medical social workers or health educators, as well as community organization specialists. There are no comprehensive statistics on the background and training of these executive secretaries, though it is generally conceded that community organization training is desirable for them.

There is also no comprehensive information on the total numbers engaged in this type of work, nor on the extent to which they have become trained or experienced in community organization, but partial information indicates a considerable demand for this type of work. Among the longest-established organizations of this type are the 3,000 local and State tuberculosis associations affiliated with the National Tuberculosis Association, an increasing number of which employ full-time staff. Although some are trained social workers and some have had training in community organization, graduate training in social work is not an important factor in recruitment. Most secretaries are drawn from other fields, especially that of health administration. Trained social workers are more apt to be found in the case work aspects of the health programs. (See Bull. 235-1 in this series on "The Outlook for Women in Social Case Work in a Medical Setting.") The Iowa State Tuberculosis Association, however, in 1949 employed a social worker, trained in community organization, to develop social services for tuberculosis patients and their families throughout the State. Similarly, community organization workers are to be found in some of the 2,000 State and local units of the National Society for Crippled Children and Adults. The California Society for Crippled Children in 1949, for instance, employed four women as community organization workers.

Some of the 56 local organizations affiliated with the National Urban League also employ women with community organization specialization, especially in such jobs as community secretary and neighborhood secretary. Forty-five of its 58 local affiliates had

community organization secretaries on their staffs in 1950. Twenty-three of these secretaries were women. In the other 13 cities the executive secretary carried the responsibility for the community organization program. Three of these executive secretaries were women. The standards of the National Urban League require that the community organization secretaries have a graduate degree in social work with specialized training in community organization.

In 1949 there were also opportunities for employment in other organizations and councils whose aim is to improve relations between groups of differing racial, religious, and cultural backgrounds. At the Third National Conference on Intergroup Relations held in 1949, there were in attendance 167 intergroup relations officials who were board members, commissioners, officers, or who held professional or technical positions in organizations principally engaged in intergroup relations. Of the 167 officials, 50—or 30 percent—were women. They represented such organizations as YWCA inter-cultural committees, the American Council on Race Relations, the American Missionary Association, mayor's race relations committees, and local councils against racial and religious discrimination.

In Teaching, Consulting, and Other Positions in Community Organization

Nine women and 11 men were employed full time in 1948-49 in instruction in community organization in 14 of the graduate schools of social work accredited by the American Association of Schools of Social Work. Sixteen additional women and 24 additional men were teaching community organization on a part-time basis in 4 of these schools and in 24 other schools; these individuals included 9 women and 10 men full-time faculty members who spent their remaining time teaching social work subjects other than community organization. One physician, a man, was also teaching on a part-time basis in the field of community organization. Openings are available for teachers of community organization courses, according to an announcement of the American Association of Schools of Social Work for April 26, 1949. Three schools of social work listed teaching positions in community organization which needed to be filled for the academic year, 1949-50.

Closely related to teaching positions are consulting and field positions in large organizations, both public and private. Some field representatives of national and State public welfare agencies,

as well as representatives of such voluntary organizations as the Family Service Association of America, the Child Welfare League of America, the National Federation of Settlements, and the American National Red Cross find community organization involved in their work as much as any other social work skill. Some employers in this field have specifically requested persons with community organization training. For instance, the chief social worker in the Division of Tuberculosis Control of the United States Public Health Service in 1949 expressed the need for a person trained in community organization to assist the medical social workers as consultant on community problems. A woman social worker who specialized in community organization and who is employed as a health specialist in the Extension Service of the United States Department of Agriculture has recommended that State health planning committees employ extension specialists who are trained in community organization as well as in medical social work and adult education. Community organization experience is also considered desirable background for the general field representatives of the American National Red Cross, which in 1949 had 66 women on its general field staff of 131. Approximately half of these women were trained social workers.

The staff of Community Chests and Councils of America, Inc., whose primary responsibility is service on local community organization problems, includes 10 men and 4 women community organization specialists, 2 of whom—1 man and 1 woman—give full time to research. The National Social Welfare Assembly, whose primary responsibility is the coordination of efforts of national organizations in the social welfare field, has a staff of 13 persons, including community organization specialists.

SUPPLY

Most people in the field of community organization have arrived there through experience, but an increasing number of executives and staff members are graduates of schools of social work. Accredited schools of social work graduate yearly only 2,000 persons, of whom about 50 graduates have specialized in community organization. The annual need for replacements among the estimated 2,500 persons engaged primarily in community organization would be at least 83, applying a death and retirement rate of 2 percent a year to the men and a 6 percent withdrawal rate to the women (estimated to be one-third of the group). It is probable, therefore, that it will be many years be-

fore the graduate schools of social work will be able to provide enough qualified people to supply trained personnel for all positions in which community organization training is desired. It is likely, then, that personnel needs will continue to be supplied by experienced social workers who have demonstrated their skill in community organization techniques while working on other types of positions. This may gradually be rectified to some extent as education for the field is strengthened and extended. Although there is a scarcity of workers trained in the community organization field, turn-over caused by transfer to other jobs is not so great as in other types of work, chiefly because the workers are relatively better paid than in other social work fields. (See Earnings, p. 17.)

TRAINING

The best foundation for the community organization worker is a college education that includes 2 years of graduate professional education, in an accredited school of social work, and specialization in community organization (26). (See list of accredited schools, Appendix, pp. 33-34.) Community welfare councils, for instance, usually require their executives to have the master's degree as well as experience in community organization. One west coast welfare council, for example, reported in 1950 that 16 of the 18 professional persons on its staff had full professional training. The two exceptions were the research director, who had a Ph.D. degree and some training in social work, and the volunteer director.

Some authorities suggest that students of social work who plan to enter the field of community organization also acquire some experience in other social work practice. In the light of current trends, research, planning, administration, and interpretation are especially important areas of practice for community organization work (36). Women are likely to advance to jobs in the field of community organization from one of the other fields of social work practice in which they have reached a supervisory or executive position. There is a divergence of opinion in regard to such experience as a recommended background for community organization. Some authorities feel that case work and group work experience are essential; others believe that they are not. Experience in case work and group work seems to be given greater emphasis as a requirement for jobs in the community welfare council field, where there are more women than in the chest field.

In addition to training in community organization, those who are going to work with special groups, such as groups served by Jewish communal services or foreign groups, need additional orientation. A training bureau for Jewish communal service, for instance, offers a program to achieve specific training objectives (7). Red Cross and UNRRA workers sent abroad during the war were given special orientation to fit them for work in the particular countries to which they were sent.

All schools of social work accredited by the American Association of Schools of Social Work include community organization courses in their basic curricula. A small but growing number offer advanced training in community organization as a specialization as well as supervised field work experience (14). Ohio State University was the first graduate school to offer specialized training in community organization that emphasized preparation for community chests and councils. This and other graduate



Figure 5.—An executive director's assistant (second from left) in a social planning council of a large city participates in a committee meeting called by the council to discuss social agency services to displaced persons.

schools of social work known to offer a specialization in community organization are listed in the Appendix, pages 33-34.

Although many agencies accept less training of their workers because they cannot find people as well trained as they want them to be, community organization workers as a group excel in education and experience. For instance, 16 of 26 community organization workers in the Pittsburgh metropolitan area in 1945 were graduates of schools of social work (27). A 1947 study of

266 members of the Association for the Study of Community Organization who were primarily engaged in the field of community organization revealed that nearly every member had an undergraduate college degree and, generally, had had more than 1 year of graduate education. Graduate specialization was usually in social work; sociology ranked second as a specialization. Undergraduate training was, for the most part, strong in the social sciences. Of the 100 women included in the study, 29 had the master's degree in social work; of the 166 men, 72 had the master's degree in social work. An additional 23 women and 43 men had master's degrees in other fields. Three women and 9 men had taken the doctorate. About a third of the group had had some field work training in community organization. A slightly larger number had had case work, while a smaller number had trained in group work and the rest in administration and research (30).

Scholarships and Other Student Aids

Community organization agencies, like other social agencies, sometimes arrange work-study or scholarship plans for staff members. Two of the five community organization agencies in Pittsburgh and Allegheny County offered scholarships or fellowships, according to a report on 61 local agencies in July 1946 (27). The School of Social Administration at Ohio State University offered three scholarships in community organization for the school year 1949-50. Student aid is available to first- and second-year students specializing in community organization at the University of Pittsburgh (3). Boston College School of Social Work has an arrangement with the Greater Boston Fund for aid to students who wish to study community organization. A list of scholarships available in the field of social work, some of which may be used for study in any social work specialization, is published annually by the American Association of Social Workers (3).

EARNINGS, HOURS, AND ADVANCEMENT

Earnings.—Remuneration in community organization work is modest when related to the education, specialized training, maturity, experience, and leadership required. However, it tends to be higher than that in other fields of specialization in social work. Members of the American Association of Social Workers in community organization work received higher earnings in 1945

than those in any other group in the membership. Almost two-fifths (38.6 percent) of the members reporting in a survey who received a salary of \$7,500 and over were in community organization work (37). A study of earnings in social work in Pittsburgh that same year also revealed that positions in community organization were among the highest paid of those included in the study. The average (median) earnings for the community organization workers were \$4,050 a year and the range was from \$2,000 to \$6,000 and over (27). An average annual salary of \$4,360 for employees engaged in community organization work was reported in the 1950 survey of the economic status of social workers in the United States, conducted by the Bureau of Labor Statistics.

In 1950 some information on the large group of community organization workers employed in community chests and councils was gathered by Community Chests and Councils of America, Inc., in a study of salaries of professional personnel in local chests and councils. Approximately 97 percent of all professional positions in cities raising \$50,000 and over for the community chest were covered (21). Salaries ranged from \$1,500 to \$18,000 and tended to have a direct relation to the amount raised by the chest and to the size of the city. The median annual salary varied from \$2,460 for the position of social service exchange secretary to \$10,000 for that of campaign director. Salaries were higher for the most part than in 1949 but appeared to be increasing at a slower rate than prevailed from 1948 to 1949 (20). Table 1 shows the median and the range in annual salary for community organization positions.

Salary information on other types of community organization workers is as scattered as the positions and as varied as the organizations themselves. In Jewish agencies salaries for directors ranged from \$5,300 to \$15,000 and above in 1950. Salaries for assistants, among whom there are some women, ranged from \$5,000 to \$13,000. The salary scale for field representatives of the American National Red Cross in 1950 ranged from \$3,612 to \$4,992 a year.

Hours.—Scheduled hours of work in the field of community organization in social work usually range from 37½ to 40 a week. Evening and week-end meetings are frequent on some types of positions or during a campaign period, but compensatory time off is often arranged. Fuller information on hours and working conditions will be available in the report of the current study by the Bureau of Labor Statistics mentioned earlier.

Table 1.—*Annual Salaries in Selected Community Chest and Community Welfare Council Positions, United States, 1950*

Job classification	Annual salaries		
	Median	Range	
		Lowest	Highest
Positions in which considerably more women than men were employed:			
Council division secretary.....	\$4,800	\$2,800	\$15,000
Information and referral secretary.....	4,092	2,474	7,250
Publicity staff member.....	3,864	2,100	7,000
Research staff member.....	3,060	2,340	6,000
Social service exchange secretary.....	2,460	1,500	5,600
Volunteer bureau director ¹	3,430	2,200	5,700
Positions in which there was little difference in proportion of men and women employed:			
Chest associate or assistant.....	4,200	2,000	7,500
Council associate or assistant.....	4,100	2,100	10,000
Council executive.....	5,300	2,400	15,000
Local community (neighborhood) council secretary.....	5,050	2,880	8,000
Local community (neighborhood) council staff.....	4,700	3,800	6,000
Public relations director.....	5,200	2,000	10,000
Publicity director.....	4,000	2,320	5,500
Research director.....	4,400	1,500	8,400
Positions in which considerably more men than women were employed:			
Budget secretary.....	5,500	2,880	12,250
Campaign director ²	10,000	5,500	12,100
Campaign division secretary.....	4,536	2,340	7,960
Chest-council associate or assistant.....	4,250	3,000	11,000
Chest-council executive.....	6,500	2,700	18,000
Chest executive.....	5,500	1,800	17,000
Labor relations secretary.....	4,500	3,170	6,300
Local community chest-council (neighborhood) secretary.....	4,300	2,600	7,300

¹ No men employed.² No women employed.

Source: Community Chests and Councils of America, Inc.

Advancement.—Few women reach top community chest jobs, and this is often attributed to the high pressure of chest campaigning. However, women have become chest directors in fairly large cities like Louisville, Ky., and Birmingham, Ala. Altogether, more than 100 women were employed as directors of chests in

the United States in 1949, over two-thirds of them in cities where the amounts raised ranged from \$25,000 to \$100,000 (18).

Women have good opportunities in community welfare council jobs right up to the top executive job. Over two-fifths of the top



Figure 6.—The retiring executive director of a city community chest at her desk showing some of the details of the job to her successor.

executive jobs in community welfare councils in 1949, according to a tabulation made from the directory of community chests and councils, were held by women (18).

Executives of State-wide conferences, as well as executives of promotional agencies in specialized fields, are often women. In one metropolitan area, 6 out of every 10 executives in agencies known to be doing a community organization job were women (23).

Women may advance in community organization work from a position as a staff worker (sometimes called a community worker) in a community organization agency to a position as a division head or as an executive assistant, and then to the top position as agency executive or director. In a small community, where the staff is small, she may begin as an assistant director. Because of the shortage of trained, experienced applicants, promotion from the smaller communities, where a beginner without experience can get work in a community chest and council organization, to larger towns and cities is rapid, especially for men.

ORGANIZATIONS

The Association for the Study of Community Organization, formed in May 1946, was organized for the purpose of studying and defining the process of community organization in the field of social work and of encouraging the effective practice of this process. The association had over 750 members in February 1950, of whom 41 percent were women. Membership is open to any person interested in promoting better understanding and in improving practice of the process of community organization. In 1947 almost two-fifths (38 percent) of the members were in positions with community chests and community welfare councils. If to this group is added the members serving with other agencies primarily concerned with community organization, more than half of the membership were clearly in community organization agencies (30). The next largest group of members (14 percent) were those in educational organizations, including schools of social work. The remaining members worked in various types of agencies (group work, case work, and public welfare administration agencies) or were among the few students or in the unclassified group. The organization publishes a news letter and a series of bibliographical check lists.

Besides this organization, of interest to all community organization workers, there are a number of others of special interest to those engaged in certain types of community organization work. For instance, the Association of State Conference Secretaries, organized in 1924, serves as a means of exchanging ideas

and materials among State conferences of social work (13). Like the National Conference of Social Work, State conferences are voluntary associations of individual and organization members that meet once a year to promote the discussion of problems and methods identified with the field of social work and closely related fields. Some have regional meetings, and many also carry on action programs between conferences and have study and planning committees of lay and professional persons. All executive secretaries of State conferences, paid or unpaid, are automatically members of the Association of State Conference Secretaries. There were 47 State Conferences in 1950, and at least 31 of them had women executive secretaries.

The National Association of Intergroup Relations Officials is another specialized organization open to individuals as well as to agencies whose efforts are primarily directed toward the improvement of intergroup relations and the attainment of equal opportunity for all persons regardless of race, religion, national origin, or ancestry. A woman was serving as vice president of this association in 1949, and 4 women with official positions in intergroup work were among the 15 members of the board of directors.

SUGGESTIONS TO THOSE CONSIDERING PREPARATION FOR COMMUNITY ORGANIZATION WORK

While there is still a difference of opinion, experience and observation indicate that professional education in a graduate school of social work with specialization in community organization is essential to the competent practice of community organization in social work (32). Women who have college degrees and an interest in community organization but no training in the field of social work will be handicapped in the field of community organization until they obtain graduate training.

The practice of community organization requires a somewhat greater maturity and a more extensive experience in the field of social work as a whole than is required at the outset in case work or group work. In addition to her basic professional training, the community organization worker requires a specific kind of equipment. She must bring to her work certain special aptitudes, including: A good sense of organization and administration; a flair for public relations (in the broad sense); a knack for promoting group discussion, group decision, and group action; the ability to speak clearly and convincingly, without necessarily

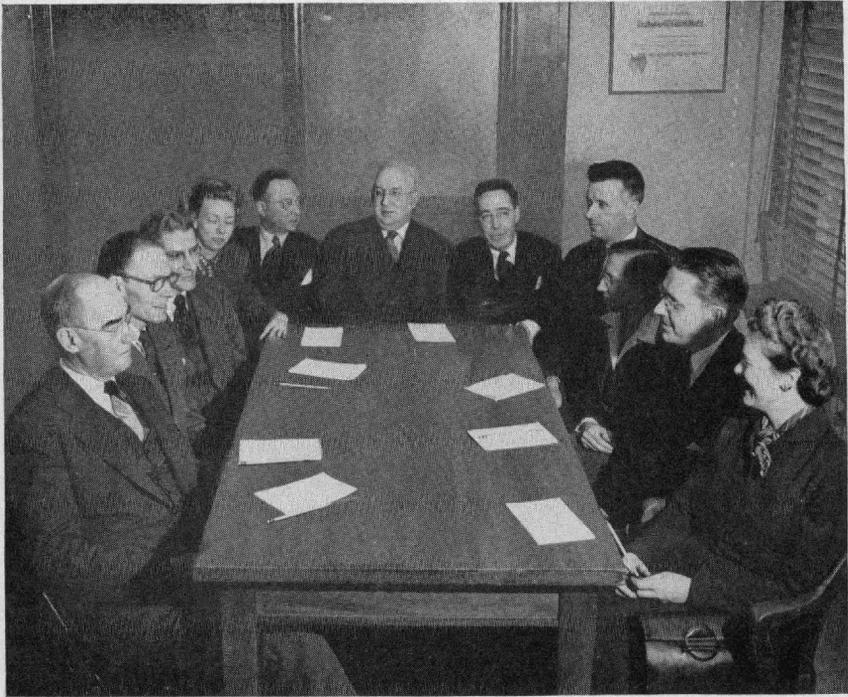


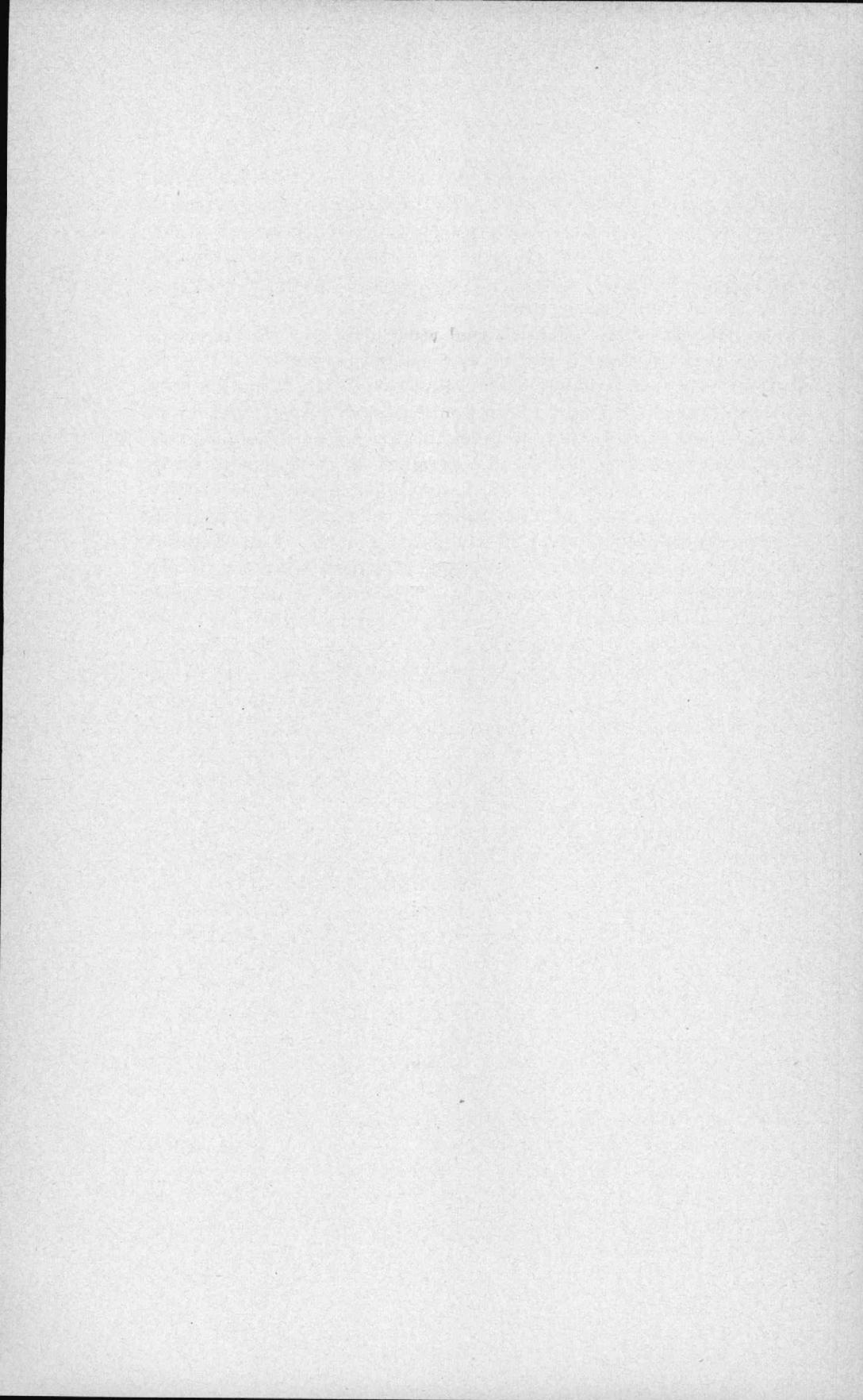
Figure 7.—Department heads of the Community Chests and Councils of America, Inc., plan for efficient administration of community chests and councils. Participating (from left to right) are the director of labor participation, the director of campaign and finance, the director of health and welfare planning, the director of statistics and research, the associate executive director in charge of program, the executive director, the associate executive director in charge of public relations, the associate executive director in charge of administration, the librarian, the director of personnel, and the director of citizen participation.

being an "orator"; and the ability to write clearly and concisely. In addition to these special aptitudes, she needs a special knowledge of: The methods of community organization and the objectives and standards in all fields of health and welfare work, the basic principles of social agency finance and administration, how to organize and carry through a fund-raising campaign, the roles of governmental and voluntary agencies in health and welfare work, the fundamentals of social research and statistics, good publicity methods and media, and how to organize a business office (9) (22).

The community organization worker should combine the personal qualities of a social worker with those of an executive. Boards of directors of community chests and welfare councils have been advised to seek in an executive a person who has a philosophy of life compatible with the duties to be performed—pleasure in service in the true sense of the word, in leadership rather than in vested authority. She should have an interest in seeking out and getting acquainted with the leaders in all fields of work in the community, in meeting and dealing with people from all walks of life, and in enlisting the cooperation of her fellow citizens. The woman who enters this field must be able to work harmoniously with all types of people in all kinds of situations, to distinguish the "woods from the trees" in a mass of detail, to carry on a variety of programs simultaneously, and to lead without occupying the center of the stage. She should have a personality that will attract the liking, respect, and confidence of her fellow citizens. She needs the qualities of imagination and social vision, initiative and resourcefulness, intelligence and emotional stability, and she should have good physical health, an interest in and a liking for people, and a respect for human personality (26).

The student in a school of social work who wishes to specialize in community organization should have the same basic courses as any other student in the school (25). The American Association of Schools of Social Work has made suggestions as to the type of undergraduate curriculum that is desirable (2). Active participation in college and community activities is especially valuable experience for one who plans ultimately to go into community organization work. The importance of committee work and the delicate task of negotiation in community organization make committee and organization experience desirable early try-out experiences (35).

Experience and training qualifications which should be sought in an executive for chest and council work are a combination of experience and training which would indicate possession of the aptitudes, special knowledge, and the personal qualities described previously. Graduation from college, plus a master's degree in social work from an accredited school of social work with major study in community organization, plus successful experience as an executive of a chest and council in another community is desirable. Another possible combination would be graduation from college, plus a substantial number of courses at the graduate level in social work administration, community organization, and related subjects, plus successful experience as an associate or responsible staff member in a chest and council. Successful experience as an executive of a specialized social agency of recognized standing, plus familiarity with chest and council purposes gained through volunteer service in chest and council activities, is also an acceptable type of experience when combined with appropriate educational background (22).



Section II

COMMUNITY ORGANIZATION BEFORE WORLD WAR II

The central council idea in social work goes back to the inception of the Charity Organization Society movement in London in 1869. This movement spread rapidly in the United States, where attempts to form the present type of council were made periodically from the 1880's down to about 1909-15. As agencies became more numerous and chamber of commerce endorsement committees more active in approving budgets of local charities, better organization was demanded. The idea of the council of social agencies or welfare federation became established in such cities as Milwaukee, Pittsburgh, Denver, Cleveland, Cincinnati, Detroit, and Minneapolis (4). The first councils of social agencies were organized in Milwaukee and Pittsburgh in 1909, although the idea seems to have been adopted in Pittsburgh in 1908 in connection with the establishment of the Associated Charities of Pittsburgh (11). During the next decade many other cities organized councils. They usually represented private social agencies with a few individual memberships. Their activities were generally divided among family welfare, child welfare, health, and recreation, or were organized around case work, group work, and institutional work (14). Public social agencies have become associated with councils during the last 15 years.

Denver started a movement which became known as the "community chest" when its charity organization society, uniting the appeals for funds of 15 or 16 relief-giving societies, was formed in 1888 (11). The Federation for Charity and Philanthropy, set up in Cleveland in 1913, was the first modern chest. Less than 20 cities had adopted federated-giving by 1916. The First World War greatly accelerated the chest movement, and by 1918 the war chest movement had spread to 300 cities. When the United States entered World War II in 1941, all but 2 cities of the 90 with a population of 100,000 or over had adopted the chest method of fund raising in some form (24).

In places where the community welfare council was strong, it gave leadership to the development of chests; in other places there was a separate chest. Often the council and chest had the same executive staff.

The first Jewish federations were formed in Boston and Cincinnati in 1895, when social agencies sought help from the Jewish population to help Jewish immigrants. These federations were followed in the next 10 years by similar central bodies in many other large cities. Other sectarian agencies, too, had found coordination desirable, and before World War II a variety of agencies were engaged in community organization activities. A recent form of Jewish community organization is found in some Jewish community councils, which are primarily concerned with coordinating nonphilanthropic community problems and activities, and especially with improving relations between Jewish and non-Jewish groups. Other Jewish community councils have functions similar to those of Jewish federations and welfare funds.

The Charity Organization Department of the Russell Sage Foundation, New York, cleared the decks in the early 1930's for an intensive study of community organization for unemployment relief, including: (1) History of unemployment relief in the past, (2) continuous study of developing methods in selected cities, and (3) a special study, by means of field visits, of work-relief methods and results. A book, "Your Community," published in 1939, formed a basis for community self-surveys. The Delaware State Conference of Social Work adopted it as the basic text in educating citizens of the State regarding their home communities. Schools, also, used it widely (29).

Although community organization in social work was not emphasized as a social work specialization for which specialized training was given until Ohio State University pioneered in this field in 1925-26, there was evidence that graduate schools of social work were placing graduates in community organization work before 1941. An eastern school of social work reported that 7 of the 455 women it had graduated from 1919 to 1941 who reported their employment in 1941 were employed in administrative positions in agencies with community organization functions.

WARTIME CHANGES

During World War II, two sizeable organizations emphasizing community organization were created—the United Service Organization (USO) and the Office of Civilian Defense (OCD). The USO established service centers for persons engaged directly in war activity. Its purpose was to serve the religious, spiritual, welfare, and educational needs of personnel of the armed services and of the defense industries and to organize the community

for meeting these needs. It was formed by the International Committee of YMCA's, the National Board of YWCA's, the National Catholic Community Service, the Salvation Army, the National Jewish Welfare Board, and the National Travelers Aid Association (12).

In July 1942 the Federal Office of Civilian Defense reported the existence of 9,000 local defense and war councils throughout the country, established to organize the community for defense



Figure 8.—A community organization worker, serving as placement supervisor of a volunteer service bureau in a social planning council, interviews a prospective volunteer for community service.

against enemy action. Huge volunteer organizations were formed and directed by a relatively small group of professional paid personnel. The mushroom growth of these emergency coordinating agencies has had implications for the council movement in social work. Defense and war councils were urged to concern themselves with all types of community problems that had any bearing on the war effort, from airplane spotting to classes in nutrition to improve the health of the people (28).

In 1943 the Office of Community War Services was created in the Office of Defense Health and Welfare Services to help war-

burdened communities discover and develop their own resources to meet the added emergency needs created by war workers and others new to the community. The Office of the Director appointed an interdepartmental advisory council made up of representatives from 20 Federal agencies to confer and advise on major problems in the fields of health and welfare and to work out short cuts to cooperative action in the local communities. Local people with initiative and leadership were mobilized to utilize Federal resources in meeting community problems (41).

The war brought with it an unprecedented demand for skilled personnel, and a lessening of preference for men for administrative positions. Councils of social agencies often gave staff to defense councils (1). The National War Fund, organized in January 1943 (14), resembled the community chests in the emphasis it placed on advance budgeting. An early step in the development of the National War Fund was the organization of State war chests. These State organizations had the task of organizing campaigns in all the local jurisdictions within their respective areas (33). In 1944 there were about 325 social workers, of whom about two-fifths were women, serving as executive secretaries in community chests, community war chests, and on committees of the National War Fund (17).

The United Nations Relief and Rehabilitation Administration was created by 44 nations in November 1943 to act as an administrative agency for special services to war victims overseas. Among the personnel were social welfare officers who, for work abroad, were required to have 5 years of administrative or supervisory experience in community work with various community organizations or groups, as well as an A.B. degree or its equivalent. Graduate work in the social welfare field or related fields was desirable. Some women from the United States, skilled in community organization, were among those employed by UNRRA to organize occupied areas to safeguard the welfare of liberated citizens. Since the discontinuance of UNRRA, agencies affiliated with the United Nations, such as the International Children's Emergency Fund, and private agencies, like the Foster Parents' Plan for War Children, the Catholic Committee for Refugees, and Church World Service have carried on work with war victims.

VOLUNTEERS

Prior to World War II there were 86 volunteer bureaus, mostly connected with councils of social agencies or other welfare-plan-

ning bodies. During the war most of them were loaned to, were absorbed by, or were working in close cooperation with the Federal Office of Civilian Defense. As of December 1943 it was estimated that there were 4,300 civilian defense volunteer offices and more than 6 million people doing volunteer work (38). Many of these offices were discontinued after World War II, but the bureaus existing before the war and a number of those added during the war have continued to function.

In all the processes at work in community organization, the citizen volunteer is in an active participating role. All volunteer offices have volunteer recruitment, placement, training, and standards committees which do the work even though they may be working under a professionally trained director. The community organization worker utilizes the services of volunteers in many aspects of community organization work.

The chief activity of a volunteer bureau is to find ways to uncover and to make possible constructive use of the wide variety of interests and skills possessed by the people of a community and to relate them to community needs through established agencies and organizations responsible for giving, developing, or extending services. The whole focus is on citizen participation. The chief work is in the promotional and consultative development of program activities with the people in the community and the agencies and organizations. For example, the Boy Scouts, a community chest agency, uses 1,500 volunteers as council members, group leaders, and on various voluntary committees, such as extension and recruitment committees. These volunteers are doing community organization jobs under professional technical direction.

Many organizations, such as the Girl Scouts, Camp Fire Girls, YWCA, YMCA, YWHA, YMHA, and Boys' Clubs are volunteer organizations in which the citizens take the major responsibility for planning and doing the job in a local area with the technical help of a professional person and a paid clerical staff.

Agencies and institutions which rely on professional staff for carrying the major responsibility for the program use volunteers in the management role as members of the boards of directors, planning and study committees, budget committees, and in other service roles supplementary to the paid staff. Agencies also use part-time unpaid staff as recreation and group leaders, hobby instructors, nursing aides, case aides, preliminary interviewers, and chairmen for intra-agency volunteer programs.

Community organization in social work is the responsibility of the whole community. Therefore, it is necessary to have boards as truly representative of the community as possible. The role of the paid staff person is to collect and present the facts and to suggest techniques or possible courses of action. The board member has his own role to play in finding solutions to problems of mutual concern. Volunteer offices all over the country recognize their responsibility in helping to find the way to increase the effectiveness of citizen participation through board members.

APPENDIX

Schools of Social Work in the Continental United States Accredited by the American Association of Schools of Social Work¹

[As of September 1950]

<p>Atlanta University School of Social Work,² 247 Henry St., S.W. Atlanta, Ga.</p> <p>Boston College,² School of Social Work, 126 Newbury St., Boston 16, Mass.</p> <p>Boston University, School of Social Work, 264 Bay State Rd., Boston 15, Mass.</p> <p>Bryn Mawr College,² Carola Woerishoffer Graduate Department of Social Economy and Social Research, Bryn Mawr, Pa.</p> <p>Carnegie Institute of Technology, Department of Social Work, Pittsburgh 13, Pa.</p> <p>Catholic University of America,² National Catholic School of Social Service, Washington 17, D. C.</p> <p>College of William and Mary, Richmond School of Social Work, 901 Franklin St., Richmond 20, Va.</p> <p>Florida State University, Tallahassee, Fla.</p> <p>Fordham University, School of Social Service, 134 East 39th St., New York 16, N. Y.</p> <p>Howard University,² Graduate School of Social Work, Washington 1, D. C.</p>	<p>Indiana University, Division of Social Service, 122 East Michigan St., Indianapolis 4, Ind.</p> <p>Louisiana State University, School of Social Welfare, Baton Rouge 3, La.</p> <p>Loyola University, School of Social Work, 820 N. Michigan Ave., Chicago 11, Ill.</p> <p>Nashville School of Social Work, 412 21st Ave., South, Nashville 4, Tenn.</p> <p>New York School of Social Work of Columbia University,² 2 East 91st St., New York 28, N. Y.</p> <p>Ohio State University,² School of Social Administration, Graduate Program, Columbus 10, Ohio</p> <p>Our Lady of the Lake College, Worden School of Social Service, San Antonio 7, Tex.</p> <p>St. Louis University, School of Social Service, 221 N. Grand Blvd., St. Louis 3, Mo.</p> <p>Simmons College, School of Social Work, 51 Commonwealth Ave., Boston 16, Mass.</p> <p>Smith College, School for Social Work, Northampton, Mass.</p> <p>Tulane University, School of Social Work, New Orleans 15, La.</p>
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¹ This list is subject to change. For more complete and later information, write to the American Association of Schools of Social Work, One Park Avenue, New York 16, New York. Catalogues are available on request.

² Known to offer a specialization in community organization in social work.

University of Buffalo,
School of Social Work,
25 Niagara Sq.,
Buffalo 2, N. Y.

University of California,
School of Social Welfare,
Berkeley 4, Calif.

University of California at
Los Angeles,²
Department of Social Welfare,
Los Angeles 24, Calif.

University of Chicago,²
School of Social Service
Administration,
Chicago 37, Ill.

University of Connecticut,
School of Social Work,
17 Broad St.,
Hartford 5, Conn.

University of Denver,²
School of Social Work,
Denver 10, Colo.

University of Illinois,
Division of Social Welfare
Administration,
Urbana, Ill.

University of Kansas,
Department of Social Work,
Lawrence, Kans.

University of Louisville,
Raymond A. Kent School of Social
Work,
Louisville 8, Ky.

University of Michigan,²
Institute of Social Work,
60 Farnsworth Ave.,
Detroit 2, Mich.

University of Minnesota,²
School of Social Work,
Minneapolis 14, Minn.

University of Missouri,
Department of Social Work,
Columbia, Mo.

University of Nebraska,
Graduate School of Social Work,
Lincoln 8, Nebr.

University of North Carolina,
Division of Public Welfare and
Social Work,
Chapel Hill, N. C.

University of Oklahoma,
School of Social Work,
Norman, Okla.

University of Pennsylvania,
School of Social Work,
2410 Pine St.,
Philadelphia 3, Pa.

University of Pittsburgh,²
School of Social Work,
Pittsburgh 13, Pa.

University of South Carolina,
School of Social Welfare,
Columbia, S. C.

University of Southern California,²
School of Social Work,
Los Angeles 7, Calif.

University of Utah,
School of Social Work,
Salt Lake City 1, Utah

University of Washington,
Graduate School of Social Work,
Seattle 5, Wash.

University of Wisconsin,
Department of Social Work,
Madison 6, Wis.

Washington University,²
George Warren Brown School of
Social Work,
St. Louis 5, Mo.

Wayne University,
School of Public Affairs and Social
Work,
Detroit 2, Mich.

West Virginia University,
Department of Social Work,
Morgantown, W. Va.

Western Reserve University,²
School of Applied Social Sciences,
Cleveland 6, Ohio

² Known to offer a specialization in community organization in social work.

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