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A STUDY OF THE
INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

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Joseph Elwood Dickinson

1952





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A STUDY OF THE
INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

By
Joseph Elwood Dickinson

A PROJECT REPORT
Submitted to the Department of Social
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1952

THESIS

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JOSEPH ELWOOD DICKINSON

THE PROBLEM

The Ingham County Council of Social Welfare has been a going concern for approximately thirty years. The writer, having been assigned to the Council as a student worker, felt that tracing its growth and analyzing its membership policies might prove interesting. This paper is an attempt to do that very thing.

The history of the Council was drawn from the notebooks of minutes which were recorded through the years. The membership policies of the Council were compared with those of Councils in six other Michigan cities. The Councils used in this comparison were chosen because the necessary material was available and they were relatively comparable in size and scope to the Ingham County Council of Social Welfare.

The method used in the comparison was evaluation of the membership provisions in the various constitutions and when possible personal interviews with the Council executives. Miss Teresa Farrell, Flint Council of Social Agencies; Miss Faye Portner, Ann Arbor Council of Social Agencies; Mr. Walter Daschner, Ypsilanti Council of Social Agencies; and Mr. Michael Krieder, Michigan Welfare League were interviewed. The remaining cities were asked for interpretation of policies through correspondence.

HISTORY OF THE
INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

The founders of the Ingham County Council of Social Welfare were the directors of the Community Welfare Fund.^{1.} The Council was organized about 1919 as the Council of Social Agencies. Its membership consisted almost exclusively of the agencies which were members of the Fund. The area of interest was limited to Lansing. Early records of Council activities are not at present available to the writer.

In the early part of 1928, a new constitution was adopted. The name was changed to the "Welfare Council of Ingham County," and the field of operations became county-wide. The membership was enlarged to include all groups, public and private, which were engaged in welfare work and also, interested individuals of a limited number.

There are no written records accessible which record the accomplishments of the Council from 1928 through 1934. The minutes of a meeting in November of 1934, reveal that for some reason the Council had suspended operations in September of the previous year. However, it resumed operations in December, 1934, and has never since curtailed or suspended its work. The Council continued to operate under

1. Now the United Community Chest of Ingham County, Inc..

the constitution of 1928, having three main divisions: Character Building and Education Division, Dependency Division, and Health Division. During 1934, the Council dealt with matters such as its objectives, legislative changes, public health, and crippled children.

There were two somewhat outstanding accomplishments during the biennium 1935-36. The Council initiated its first study in the area of child welfare. This interest has continued through the years and has been of more concern than any other subject. In that year, one of the committees of the Council undertook a study of a need for a detention home in the county, a study which gave an awareness to the Board of Supervisors of the need for a more complete study before going ahead with a building project. During that year, the Executive Committee approved the setting aside of \$25.00 to pay for supplies and materials necessary for a survey on delinquency being conducted in the city and county by the Lansing Youth Council in cooperation with various federal agencies and the University of Michigan. Questions were raised as to whether it was within the province of the Council to make appropriations to other organizations, or if it would establish a precedent, or whether the fund would question its action, but it was pointed out that the survey represented a scientific approach to the delinquency problem and was of value to the

local agencies concerned and to the community, and that many public and private agencies were interested and co-operating in the survey, and that it was admittedly a function of the Welfare Council to encourage such coordination of work.

A new constitution was adopted in 1936. At this time the organization first became known as the Ingham County Council of Social Welfare. It was again divided into three divisions, but with different interests: The Health Division; the Family and Child Welfare Division and the Character Building and Recreation Division. The functions and activities of these divisions were to be either delegated by the Executive Committee or developed by the divisions, subject to the approval of the Executive Committee.

During 1936-1937, the Council assumed the sponsorship of a survey of county probation needs. They hired a professional worker from the national probation association to conduct the study. As a result of the recommendations arising from this survey, the Council formed a Recreation Committee which was active for the next few years in evaluating and making recommendations for the improvement of the leisure and recreational facilities of the community. A Child Guidance Committee was also created. Through the efforts of this committee, a Child Guidance Clinic was established in Lansing two years later.

Revisions in the constitution were approved by the Council during 1937. Because of duplication of effort, it was felt that the Council should combine with the Lansing Youth Council. Consequently, the structure was changed to include this organization. Three Constitutional Committees were set up: A Committee on Research and Social Planning, A Committee on Membership and a Program Committee. The chairman of the Youth Council, which then lost its identity, became a member of the Executive Committee. In this operational year, the members of the Executive Committee felt that the Council had grown beyond the type of organization which could be directed by volunteer leadership alone. It was urged that an assistant to the Fund Secretary be appointed who would serve half-time with the Council. Since there were no funds available for this, the directors of the fund, recognizing the need, authorized the use of the services of the Executive Secretary of the Fund for Council Purposes.

A Committee on Recreation, having begun a camp survey in the previous year, completed this project during 1938-39, arriving at a set of standards for operation and facilities for camps operating in the County. Another of the Council's undertakings for the year was the creation of a temporary committee whose purpose was to interpret to the public the scope and issues of welfare legislation, which, in that year,

was the reorganization of the State Welfare Department. The fore-runner of the present Christmas Clearing House, the Holiday Committee, was also formed during the year to coordinate Christmas giving to the needy.

There was no dramatic work done by the Council during the next two years. The committees continued their studies, while the Council body heard speeches on child welfare, community health, Social Security changes, personnel, etc.. The Council did gain representation on the Chest Board during this period, however, the Chest constitution having been amended to include a certain number from the Council on its Board of Trustees.

1941-1943 saw the Council become concerned with its role in the war program. A Volunteer Bureau was set up by the Executive Committee. (After the war started, this Bureau was turned over to the Defense Council; its reestablishment has been of concern to the Council ever since.^{1.}) A Sub-committee on Day Care was created, which, after a period of study, and the running of a demonstration project, served in an advisory capacity to the schools. (After the war, it discontinued its program, but served in a similar capacity to the Negro community.) Recognition of the Council's place in the community came when the Defense

1. In 1951 a civic organization is providing \$3,000.00 per year trial basis Volunteer Bureau.

Council turned over coordination of activities in the fields of health, recreation and welfare in relation to the defense program, to the Council's Executive Committee. In 1944, the Council adopted new revisions to the constitution. Membership was opened to sub-divisions and for bureaus of public and private agencies (this was primarily to take advantage of the fact that so many State and Federal agencies are located in Lansing) and to clubs and organizations having a special interest in health, welfare, and recreation. These agencies and organizations could become members by a majority vote of the Executive Committee, but for the first time, provision was made for confirmation by the delegate body. Recognizing that some of the special committees had become quite important, the revisions provided for six constitutional committees - three created by the previous revision, and in addition, a Health Committee, a Family and Child Care Committee and a Group Work and Recreation Committee. (Interestingly enough, these three new committees were the Divisions of the 1936 constitution.) A proposal to give social workers and student workers associate membership was discarded by the Executive Committee.

Through the efforts of the Council's Veterans Guidance Committee, the years 1945 and 1946 saw psychiatric service, on a voluntary basis offered to veterans and adults. Since it was recognized that such treatment was limited, and that

there was a definite and urgent need for expansion of such services, this committee became a Mental Hygiene Committee, whose function was, and is, to study and make recommendations for an over-all mental health program. During 1946, probably the busiest group was the committee on family and child care. It conducted an exhaustive study on the community's child care agencies and programs. Carrying out recommendations coming from this study kept the committee busy for the next two or three years, and valuable contributions were made to the Children's services of the community. This Committee, too, organized a Community Referral Committee for the reviewing of chronic and current problem cases and assigning responsibility for care.

Concern over the loss of democratic procedure in the functioning of the Council and a desire to obtain a balance between lay and professional representation in the Council delegate body, brought about another revision in the constitution in 1946-1947. Each organization was classified as either an "operating" agency, one which operated a definite program in the health and welfare field, or a "supporting" organization, one which had an interest, but which operated no service program of its own. Each organization, regardless of type, appointed two delegates to represent it as before. However, sub-divisions and bureaus were limited to only one delegate under a new provision. Although no explanation

appears anywhere in the various minutes, the revision though extending membership, limits the role of the delegate body in deciding who is to become a member. Whereas, under the previous revision, all membership voted by the Executive Committee were to be confirmed by the delegate body; the Council delegates were to be consulted only in cases of supporting clubs or organizations. Again attempting to avail itself of the personnel available in the area, the constitution provided for "advisory" members who were employees of State departments, and whose duties were concerned with health, welfare or recreational activities. These were to be elected by the Executive Committee, but no department was to be represented by more than three delegates. Greater participation was to be achieved by the delegates by requiring a minimum of four meetings during the year to be devoted to business. It was hoped that this would lead to more policy formation by the delegate body, and so strengthen the relationship and understanding among agencies.

Other accomplishments of the year included the employment of an assistant to the Chest executive secretary, who was to devote most of his time to the Council, and the completion of a study of the personnel of welfare and health agencies. This study contributed a job classifications schedule, a suggested minimum and maximum salary range for each classification, and other suggestions for personnel

policies. A directory of the social service resources was completed and distributed during this year. Under the sponsorship of the Membership Committee of the Council, a Social Worker's club was formed for the purpose of bringing health and welfare workers into closer working relationship with the Council.^{1.}

A committee created to study the need for a rehabilitation service in the community finished its study, made its recommendations and then saw to it that the Curative Workshop, Inc., for service to persons handicapped by disease or accident,^{2.} was established.

In 1947-48 a sub-committee, having completed a study of the need for a central information and referral service, concluded that it was not practical to set up a Center as such, but did establish such a service through the installation of another phone in the Chest-Council office, with an extension to the intake worker at the Family Service Agency. Another committee, responsible for making the community more aware of the social services available to it, ran a series of very successful meetings designed to describe more fully the health, welfare, and recreational services of the community. This group's work was put on an every-other-year basis.

-
1. This was in lieu of direct membership for each worker which had been recommended a few years earlier.
 2. This agency has been in the planning and promotional stage until 1950. It is operating as a Chest supported organization in 1951.

After almost two years of work, a study of the legal protective services for children, concerning the Probate Court, was completed in 1948-49. The recommendations arising from the study have proved very useful to the Court, and many of them have been acted upon.

At this time the Council had 214 delegates and ninety-two organizations were affiliated with it. The Council took steps to assure representation from out-lying towns and communities by requesting the community councils of these places to send representatives to the Council, and also by appointing delegates-at-large from the out-county areas.

In the year ending in June, 1950, the Council, through its Membership Committee, again became concerned about its membership. The questions considered were whether membership should be all-inclusive as present policy encouraged, whether organizations should pay membership fees, and whether inactive organizations and individuals should be dropped? The Committee decided that there should be no charge for membership, that membership should continue to be as inclusive as possible, and that more effort should be put into getting interested delegates.

During 1950, the Council's Mental Health sub-committee became the, "Ingham County Chapter of the Michigan Society for Mental Hygiene," and continued its program of public

education. The duties of the research and Social Planning Committee, which had been, more or less, those of an administrative committee setting priorities for projects, were changed to include more research and statistics. It sought to secure regular statistical reports from member agencies, and to assist committees in their research projects. It has recommended the hiring of a full-time research assistant. Since interest in displaced persons in the community increased, a committee was formed to study and make recommendations concerning them.

Recognizing that there were definite lacks and faults in the Council structure, a Reorganization Committee was created in 1950, to suggest a reorganization plan. Specifically, the reasons for the need of change as presented were: (1) That the Council should become more autonomous of the Chest, (2) That greater and wider participation of members was necessary, and (3) that a more efficient organization was desirable (more action, less talk). To accomplish these aims, a new constitution was drafted. On January 18, 1951, this proposed constitution was presented to the delegate^{1.} body for their opinions. Discussion of the constitution was free, though limited chiefly to a few people who were

1. This is the first recorded instance of the delegate body being given an opportunity to participate in the mechanics of framing a constitution.

well informed, any suggested changes were considered by the Reorganization Committee, and were for the most part approved. The new constitution was formally adopted at a special meeting of the delegate body preceding the regular monthly dinner meeting on February 15, 1951.^{1.} The major changes in the new constitution were: (1) replacement of the executive committee by a Board of Directors, (2) the election of officers by the Board from its own membership, (3) the change in make-up and function of the executive committee of the Board of Directors, and (4) the proposed three main functional divisions of the Council. It is interesting to note that these divisions, namely that of Family and Child Welfare, Group Work and Recreation, and Health, were almost exactly the same as those set up in the 1936 constitution.^{2.} The functions of the divisions under the new constitution, however, are well defined, and most of the activities of the Council will be carried out within them.

This new divisional structure created a tremendous job of reclassification of organizational and individual members, which task was undertaken by the membership committee.^{3.} Organizations were first classified as Red Feather Agencies, Other Private Agencies, Public Agencies, or other Organizations.

1. Copy of new constitution on pp. 72 in the appendix.

2. See page 5.

3. Activities of this Committee are recorded in detail, appendix pp. 35.

The next step was classification according to divisional interest, which was accomplished through the use of formal^{1.} application forms. Although many organizations were members of long standing, no formal applications or standardized information on member organizations had been kept in the past. When the committee completed the classification, there were 100 organizational members, 16 of whom were new members, and a total delegate body of 228. An application form for members-at-large was also developed, and 52 of the total delegate body are members-at-large.

Among the accomplishments of the Council in 1950-51 were: (1) The reorganization of the Council, and adoption of a new constitution. (2) The addition of sixteen organizations to membership. (3) Establishment of a Volunteer Bureau. (4) Establishment of a Speakers' Bureau. (5) The recommendations for a change in housing, enlarged facilities and an increase in staff for the Community Day Care Center, have been carried out. (6) Completion of a salary study, and recommendations for increases in ranges for all positions, and (7) Other Council committees are currently studying Friend of the Court services, care and education of mentally-handicapped children, mental health needs and resources, and programs for the aged.

1. See copies pp. 66 appendix.

In 1951, the United Community Chest of Ingham County purchased two buildings, which house nearly all of the red feather services. This is probably the greatest step of progress in the entire history of the Chest and Council.

The Ingham County Council of Social Welfare has grown from a small Community Council to a large and powerful body which is ever striving to meet the needs of the large community it serves.

I recognize that there may be questions raised in the mind of the reader over certain points touched in the history. Having only the use of minutes has its limitations in attempting to do a study of this kind, since they are necessarily sketchy. It was sometimes difficult to follow through on any particular subject, despite the interest it may have aroused. Generally, for the more recent years, it was possible to seek answers from people who were involved with the council, but this was not possible for the earlier periods. Therefore, the history, while detailed, does not include all the significant happenings of the Ingham County Council of Social Welfare.

THE INGHAM COUNTY COUNCIL OF SOCIAL
WELFARE IN COMPARISON WITH
OTHER MICHIGAN COUNCILS

THE INGHAM COUNTY COUNCIL OF SOCIAL
WELFARE IN COMPARISON WITH
OTHER MICHIGAN COUNCILS

This comparison is intended to cover only the membership aspects of Michigan Councils. It is hoped that through the comparison the good and bad points in the membership policy of the Ingham County Council of Social Welfare will be clarified to the reader.

As stated in "the Problem", the Councils chosen for this comparison were utilized because of the availability of information and the similarity they bear in size and scope to the Ingham County Council of Social Welfare.^{1.}

MEMBERSHIP IN THE
INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

Article IV, on membership, in the revised constitution of the Ingham County Council of Social Welfare reads as follows:

"Section (1) Membership shall be composed of organizations, departments of government, and individuals.

Section (2) Every member agency of the United Community Chest of Ingham County shall be eligible for membership in the Council.

1. The Problem, p. 2.

- Section (3) Other organizations and departments of government engaged in health, welfare, group work or recreation may become members by a majority vote of the Board of Directors.
- Section (4) Subdivisions and/or bureaus of both public and private agencies may become members by a majority vote of the Board of Directors.
- Section (5) Clubs and organizations having a special interest in health, welfare, or recreation may become members of the Council by a majority vote of the Board of Directors.
- Section (6) The Board of Directors may elect to Council membership for the current year representative citizens who shall be known as members-at-large. At any time, the members-at-large shall not exceed one-third of the number of delegates."

It is evident that the only real criterion for membership in the Council is interest in health, welfare, or recreation, as indicated in Section (5) above. On this basis, the Ingham County Council Welfare has become a broad over-all Community Council rather than a more or less restricted body such as we find in many Councils of Social Agencies. It is true that professional social work agencies still are the core of the Council, but representation has been gained from nearly every other organization even remotely related with some aspect of Social Work in the community.^{1.}

The provision in Section (6) of the above article, that one-third of the total number of delegates may be

1. Membership List, Appendix pp. 69.

members-at-large allows room for addition of both professional and lay participation which might otherwise be missed. There has been some controversy over the question of the member-at-large, representing his own view, having equal voting power with the delegate who theoretically^{1.} represents the views of his whole organization. The majority of the delegates seem to feel, however, that a member-at-large, if he is expected to participate in the activities of the Council, should have the power of referendum, and that most delegates act as individuals at Council functions rather than as representatives of their organizations.

Article V of the revised constitution on delegates reads as follows:

"Section (1) Each member agency or organization shall annually appoint two delegates to represent it.

Section (2) One such delegate shall be a member of the governing board not receiving compensation, and the other shall be the paid executive officer of the organization or department they represent. Exceptions may be made in the case of agencies or departments so organized as to make it impossible to comply with this provision."

Section (2) of this article makes it evident that a relatively large percentage of the organizational representatives will be agency executives. It also clearly states that board members should comprise at least fifty percent of this representative body. This should give the Council a well balanced delegate body as far as organiza-

1. See Revised Constitution Article VI., Index pp. 74.

1.
tional representation is concerned.

MEMBERSHIP IN THE FLINT COUNCIL OF SOCIAL AGENCIES
(Organized in 1940)
AS COMPARED WITH
THE INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

Article II on Membership in the By-Laws of the Flint
Council of Social Agencies reads as follows:

"Section (1) Membership shall be composed of any social welfare, charitable or similar organization or related departments of government who shall become members upon their application to the Executive Committee and presentation of properly accredited delegates.

Section (2) Individuals interested in these activities shall also become members upon invitation of the Executive Committee as hereinafter provided."

On the surface, membership in this Council looks to be as broad as that of the Ingham County Council, but in actual practice it is not. A criteria for organizational membership in the Flint Council of Social Agencies, which is not stated in the By-Laws, is that, "the organization must operate a program related to health, family and child
2.
welfare, or recreation. It is probable that this

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1. Detailed record of activities of current Membership Committee, Appendix pp. 35.
 2. Information obtained through an interview with Teresa Farrell, Assistant Executive Secretary of the Flint Council of Social Agencies.

narrows the representation since the Flint Council in a city of 150,000 population has only seventy-eight organizational members while the Ingham County Council in a city of 110,000 has one-hundred organizations represented. From a review of the membership lists of the two Councils the most outstanding difference appears to be the lack of service clubs and out-county representation in the Flint Council.^{1.} One of the goals of the Flint Council is to expand to county-wide operation, but this as yet has not been achieved.

Articles III, IV, and V, of the By-Laws of the Flint Council of Social Agencies on Delegates, Individual Members, and Votes read as follows:

"ARTICLE III - DELEGATES

Section 1. Each organization or department of government becoming a member may appoint two delegates to represent it.

Section 2. Wherever possible, one delegate shall be a board member and the other shall be the executive officer of the member organization or department.

ARTICLE IV - INDIVIDUAL MEMBERS

Section 1. From time to time the Council may elect to its own membership to serve for the current fiscal year, individuals on recommendation of the Executive Committee by a majority vote of the delegates present and voting.

1. Flint Council of Social Agencies membership list, Appendix pp. 70.

Section 2. At any time such individual members of the Council elected in this manner shall not exceed 15 per cent of the number of delegates from organizations.

Section 3. In addition to individual members provided for in Section 1 and 2, election of an individual to the Executive Committee shall carry individual membership in the Council for the term of his office on the Executive Committee.

ARTICLE V - VOTES

Section 1. Each delegate and individual member shall have one vote upon any action before the Council at meetings thereof."

The only observable difference between these articles and the corresponding articles in the Ingham County Council Constitution is that individual members, or members-at-large, in the Flint constitution may not exceed 15 per cent of the delegates from organizations, while in the Ingham County Council one-third of the total delegate body may be members-at large.

MEMBERSHIP IN THE COUNCIL OF SOCIAL AGENCIES OF GRAND RAPIDS AND KENT COUNTY (Organized in 1938) AS COMPARED WITH THE INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

Article III of the constitution of the Council of Social Agencies of Grand Rapids and Kent County on membership, reads as follows:

"Section 1. Agencies, departments and divisions, clubs and other organizations, doing distinctive social work, both public and private, may become members upon recommendation of the Eligibility Committee and approval of the Board of Directors of the Council.

Section 2. Each organization participating as an agency member in the Community Chest of Grand Rapids and Kent County shall automatically be a member of this organization.

Section 3. Individuals whose interest in social work is indicated by their activity in the social service field may upon recommendation of the Eligibility Committee and approval of the Board of Directors of the Council become members of the Council for the current year. Such individual membership shall be limited to 25% of the entire membership."

It is evident that the Grand Rapids and Kent County Council follows the organizational plan of a Council of Social Agencies. The organization must be doing, "distinctive social work," as an eligibility requirement for membership. This differs widely from accepted practice in the Ingham County Council which has, "interest in the objectives of the organization," as the only criterion for membership. Another minor difference between the two Councils may be noted in section three of the above article, this being, that only twenty-five per cent of the entire membership may be individual members in Kent County while in Ingham County one-third may be members-at-large.

Article IV of the Grand Rapids and Kent County constitution reads as follows:

"Section 1. Each member as defined in Sections 1 and 2 of the preceding Article shall be represented by two delegates to the Council, and with the exception of the public agencies, one preferable to be the Executive Secretary and the other a member of its Board or governing body, preferably its president or presiding officer.

Departments or divisions of agencies operating without a board or committee may be represented by one delegate. Such delegates are to serve one-year terms and shall be selected by the member which they represent preceding the annual meeting of the Council. In case any regular delegate is unable to attend a meeting of the Council, a substitute delegate appointed by the member may attend and act for such delegate.

Section 2. Individual members of the Council shall represent themselves as delegates-at-large."

The chief differences between the above article and corresponding provisions in the Ingham County Council constitution are that divisions of agencies operating without a board or committee, may be represented by only one delegate in Kent County, while in Ingham County they may be
1.
represented by two, and that there is provision for substitute delegates in the Grand Rapids and Kent County constitution. The possibility of designating alternate delegates in the Ingham County Council has been discussed, but the feeling that this would result in, "passing the buck," and general lack of interest has always prevailed. In the Grand Rapids and Kent County Council, "each delegate or qualified alternate and delegate-at-large is entitled to
2.
one vote."

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1. Formerly such divisions of agencies and departments were represented by only one delegate in Ingham County.
 2. Council of Social Agencies of Grand Rapids and Kent County, By-Laws, Article III.

MEMBERSHIP IN THE MUSKEGON COUNTY COMMUNITY COUNCIL
(Organized in late Thirties--
No definite date available)
AS COMPARED WITH THE
INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

Article III, on membership of the constitution of the
Muskegon County Community Council reads as follows:

- "1. Shall consist of both organization representatives and interested individuals; an active roll of members should be kept at all times.
2. Organizations shall be represented by three individuals selected by their respective organizations.
3. Any citizen who expresses an interest in community planning and progress, upon executing an application and payment of annual dues in advance for the ensuing year, may become a member of the Council upon approval of the membership committee.
4. Each member of the Council shall be entitled to one vote.
5. Members may be dropped from the Council for non-attendance by appropriate action of the Council at any regular meeting."

The only observable difference between the above article and corresponding articles in the constitution of the Ingham County Council is that organizations are to be represented by three delegates rather than two. Interest in the objectives of the Council seems to be the basic criterion for membership in the Muskegon Council. There is no stipulation contained in the constitution of the Muskegon Council concerning the number of members-at-large. Another interesting observation is that the Muskegon Council

has provision for payment of dues. It is the only constitution in this sample which contains such a clause.

The Ingham County Council has discussed the possibility of charging a membership fee, but here again, it has been turned down because of such arguments as, "it will discourage members from joining, members will drop out, and this organization must be kept as broad and free of financial involvement as possible in order to achieve its objectives."

MEMBERSHIP IN THE ANN ARBOR COUNCIL OF SOCIAL AGENCIES
(Organized in 1933--Operating under
this constitution since 1945)
AS COMPARED WITH
THE INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

Article III of the Ann Arbor Council of Social Agencies Constitution reads as follows:

- "Section 1. Membership shall be composed of governmental and voluntary health and welfare agencies, other organizations concerned with health and welfare problems, and individuals.
- Section 2. Any eligible organization may apply for membership and may be admitted by vote of the Board of Directors, at least thirty days prior to the annual meeting, the organizations entitled to delegates for the ensuing year.
- Section 3. The Board of Directors may appoint not more than twenty representative citizens as individual members of the Council during his term of office.¹

1. There seems to be a grammatical error here, but it is a direct and accurate quote from the constitution.

- Section 4. All delegates shall serve until the adjournment of the annual meeting closing the term for which they are designated or until their successors have qualified.
- Section 5. Individuals elected to membership shall serve until the adjournment of the annual meeting closing the term for which they are appointed.
- Section 6. The Mayor of Ann Arbor shall be ex-officio member of the Council.
- Section 7. Any member organization may resign from membership in the Council upon written notice to the Board. Any member organization may be dropped from membership in the Council by a two-thirds vote of those present at a meeting of the Council, provided that the proposed action shall have been read at a previous meeting of the Council and provided that the proposed action shall have been communicated in writing to the official head and the executive of the given organization at least thirty days before such action is taken.*

The chief differences between the above article and the corresponding articles in the constitution of the Ingham County Council of Social Welfare are, (1) that the Ann Arbor constitution provides for only twenty individual members, while in Ingham County members-at-large may equal one-third of the total delegate body; and, (2) that in Ann Arbor the mayor of the city is automatically an ex-officio member of the Council.

It is interesting to note the procedure provided in Section (7) for elimination of organizational members. In interviewing the Executive, Miss Faye Portner, I found that they have a considerable number of organizations who aren't participating listed as members. The provision for eliminating an organizational member has never been utilized.

The articles concerning delegates and voting in the Ann Arbor constitution are essentially the same as those in the constitution of the Ingham County Council.

MEMBERSHIP IN THE COUNCIL OF SOCIAL AGENCIES OF
KALAMAZOO COUNTY AS COMPARED WITH THE
INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

Articles III, IV, and V of the constitution of the Council of Social Agencies of Kalamazoo County, concerning membership reads as follows:

"ARTICLE III - GENERAL MEMBERSHIP

Section 1. The general membership of the Council shall be composed of health and social welfare organizations, departments of government, civic, industrial and labor organizations, and individuals.

Section 2. The general membership shall be accepted upon nomination of the Executive Committee and approved and admitted to membership by a two-thirds vote of the membership present.

ARTICLE IV - DELEGATE MEMBERS

Section 1. Each health and social welfare organization and department of government admitted to membership shall appoint one delegate as representative. Wherever possible, the delegate shall be a member of the board of directors of said health and welfare organization or department of government.

Section 2. Civic, industrial, and labor organizations shall appoint one delegate as representative. This representative may be appointed by the organization from other than its officers or executive committee, in order to secure continuity of membership in the Council.

ARTICLE V - INDIVIDUAL MEMBERS

Section 1. The Council, upon nomination by the Executive Committee and approval by the membership, may elect to its membership individuals who have no organizational affiliation but have manifested interest in the health and welfare of the community and the work of the Council.

Section 2. Staff workers of health and social welfare organizations and departments of government, upon nomination by the Executive Committee, may be admitted to individual membership."

It is interesting to note, that the Kalamazoo Council provides for only one delegate to represent organizations. This delegate is to be a member of the board of directors rather than an executive officer of the organization. There is, however, in the Kalamazoo constitution, provision for staff workers of Health and social welfare organizations and departments of government to become members upon the nomination of the Executive Committee. The Kalamazoo Council does not limit the number of individual members and these individual members have the same voting power as delegates. With the exception of the difference in delegate representation and the provision for no set number of individual members the Kalamazoo plan follows that of Ingham County quite closely.

MEMBERSHIP IN THE YPSILANTI COUNCIL OF SOCIAL AGENCIES
(Organized in 1939)
AS COMPARED WITH THE
INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

Article III, concerning membership of the constitution of the Ypsilanti Council of Social Agencies reads as follows:
"The Council of Social Agencies shall consist of Individual and Institutional Members.

Individual Members - any resident of the community agreeing to give service through this organization may, upon approval of the Executive Board of the organization, become an Individual Member.

Institutional Members - any organization or agency, public or private, interested in the object of this organization may, upon approval of the Executive Board, become institutional members. Each institutional member will be represented by a delegate chosen by the Governing Board of the Institution. An institutional member need not participate in joint financing, but all agencies participating in joint financing will be Institutional Members."

Ypsilanti, similar to Kalamazoo, has provision for only one delegate from each organization. There is no limitation on the number of individual members in Ypsilanti either. With the exception of these two things, the Ypsilanti plan is essentially the same as that of Ingham County.

SUMMARY

Differences, for the most part, in the membership policies of the Councils studied, were slight. The Ingham County Council of Social Welfare is a little broader than

most in that it has, "interest in the objectives of the organization," as its only criterion for membership. This line of thought is born out by Community Chests and Councils, Inc., in the sample constitution and by-laws contained in the pamphlet, "Health and Welfare Planning in the Smaller Community." Article III, Section 2 of this document reads as follows: "Any department of government or any organization active or interested in the health and welfare program of the city and in agreement with the principles and purposes of the Council may become a member." This document does not limit the number of members-at-large as the Ingham County Council and most of the other Councils studied do. Another difference between this document and the Ingham County Council of Social Welfare constitution, is that in the Ingham County Council only the Board of Directors is responsible for voting in members, while Community Chests and Councils recommends a two-thirds vote of the delegates and members present at any Council meeting. This might be a basic criticism against the Ingham County Council since two of the other six Councils studied also have this provision. The Ingham County Council formerly voted on new members in this manner but the provision was changed in the recent revision.

This sample of seven Councils is hardly broad enough to determine trends, however, I will venture a guess that

Councils across the country will be ever expanding to include all interested organizations who have something to contribute toward their cause. Members of the Ingham County Council of Social Welfare, I believe, feel that members are their strength, and that the broader the representation with an interest channeled into the fields of health, welfare, and recreation the better. The majority of the Councils studied are expanding along similar lines.

APPENDIX

A PROCESS RECORD OF THE ACTIVITIES
OF THE MEMBERSHIP COMMITTEE OF THE
INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

1951

Mr. John Anas, 1st Vice-President of the Council, was appointed Chairman of the Membership Committee, with the advice and consent of the Executive Committee and the staff.

Mr. Anas is the owner of the Karmelcorn Shop here in the city, is a Y.M.C.A. Board member, and is very active in Council and civic affairs. He is young, enthusiastic, and sincere in his efforts to do a good job at anything he attempts.

1-8-51

Mr. Anas was given the recent records of the activities of the Membership Committee in order that he might familiarize himself with them before our first meeting. At this time, a meeting was set, at which Mr. Anas, Mr. Hicks, Mr. Katz, and Mr. Dickinson were to be present. It was planned to make a list of the potential committee members for Mr. Anas to contact. The meeting was set for 1:30 p.m., in Mr. Katz's office, on February 12th.

1-12-51 Meeting: (Mr. Anas, Mr. Hicks, Mr. Katz, and Mr. Dickinson)

This meeting was very informal, since all were well acquainted.

(I had known Mr. Anas through my activities in the Chest campaign.) Mr. Anas brought along a sample of his Karmel-corn, which we all enjoyed. We talked first about what the duties of a Membership Committee are, and how they could be carried out. This was done chiefly to find out where Mr. Anas was in his thinking, so we could begin at this point. We found he had not gone over the records too carefully, so I briefed him on what I thought the immediate duties of the committee would be; Mr. Katz and Mr. Hicks also brought their thinking into the discussion. After airing our thoughts on Membership Committees, generally, we got down to the more immediate task of choosing a slate of possible appointees to the present committee. The delegate card file was first gone over very carefully, and each possible person was listed. In choosing this slate, we tried to equalize the sexes, professional and lay representation, and get all geographic areas, as well as fields of social work represented. The resulting list contained 36 names. From this list, approximately 12 names were chosen, taking into consideration representation and ability and willingness to do the job. Mr. Anas was to contact these people and try to enlist their support as members of the committee. Mr. Anas participated very freely in all of the discussion, and was exceedingly helpful in choosing the slate of possible people for the committee. He knows nearly everyone in the Council, and is

able to evaluate what they can do. The first meeting of the Membership Committee was tentatively set for Friday, January 26th.

1-19-51 (Phone conversation - Mr. Anas)

Mr. Anas apologized for not having much to report, but said that he had Rabbi Friedman's word that he would serve on the committee. I explained that I was writing a letter confirming the appointment of the committee members, and giving notice of the first meeting; that I would like to include a list of the members of the committee, so that each member would know with whom he was expected to work. Mr. Anas thought this was a good idea, and stated that he would call me Monday, the 22nd, with a list. We had decided to have a luncheon meeting, and Mr. Anas was to look into the possible places for such a meeting. He had no report to make on this, but stated that he would also check possible meeting places before the 22nd.

1-22-51 (Phone conversation - Mr. Anas)

I waited until 4:30 p.m. for Mr. Anas to call, then decided it was best to call him. He apologized for not calling, but very gracefully explained that he had been so busy, that it had slipped his mind. He had been successful in appointing four more members to the committee. They were Mrs. Wallace Finch, Miss Doris Curran, Miss Shirley Anderson, and Capt. Hugh Turner. This gave us a total of six members,

including Mr. Anas, which we considered insufficient. We decided to move the meeting up to Wednesday, January 31st. Mr. Anas had not had a chance to check on eating places, but would do so before Wednesday, the 24th. I was to call him on the 24th. I felt it would be wise to reverse the initiative in phone contacts, since Mr. Anas is busy, and very embarrassed when he forgets.

1-24-51 (Phone conversation - Mr. Anas)

Mr. Anas checked all possibilities for eating, and we reviewed them. We decided to meet at the new Y.M.C.A., even though the price was a little steep, because we felt many would be interested in seeing the new building. I was to call Mr. Anas on Friday, to get the rest of the list of members appointed.

1-26-51 (Phone conversation - Mr. Anas)

Mr. Anas gave me the list of those members he had appointed thus far, which consisted of Rabbi Friedman, Doris Curran, Shirley Anderson, Mrs. Wallace Finch, Capt. Hugh Turner, and Mr. Loy LaSalle. Mr. Anas was to come to our office to discuss the agenda on Monday, the 29th, at 4:00 p.m. I was to write the letters confirming appointments and giving notice of the meeting and mail them so that committee members would receive them 3 days preceding the meeting.

The representation of the committee at this point, was as follows:

Rabbi Friedman-----	Shaarey Zedek Congregation (Professional)
Doris Curran-----	Y.W.C.A. (Professional)
Mrs. Wallace Finch-----	Y.W.C.A. (Lay)
Shirley Anderson-----	Girl Scouts (Professional)
Capt. Hugh Turner-----	Salvation Army (Professional)
Mr. Loy LaSalle-----	Board of Education (Lay)
John Anas-----	Delegate-at-large (Lay)

1-29-51 (Meeting: Mr. Anas, Mr. Katz, Mr. Dickinson)

A sample agenda had been prepared and was discussed; with several minor changes, it was adopted. The discussion again was chiefly to find out what Mr. Anas thought about the items on the agenda, and make sure he understood the feelings we had. It was our feeling that some kind of application form or registration card was the answer to many of our problems. Mr. Anas agreed with our thinking. In reviewing the list of committee members, it was decided that two or three more names should be added to the list. We wanted the out-county area and more layment represented on the committee. Mrs. Paul Van Sickle, a lay person representing the Miller Road Commercial Council, was suggested. Mr. Katz called her, since he knew her personally, and gained her consent to serve as a member. She had recently been very ill, however, and would be unable to attend the first meeting. Several other names were suggested, and Mr. Anas said he would contact one or two of them. He left with

a copy of the agenda, and well prepared for the coming meeting.

1-31-51 (Meeting: Membership Committee)

All members were present, with the exception of Mrs. Van Sickle, who had been ill. Mr. Katz and I arrived a little late, due to unavoidable circumstances, so everyone was well acquainted by the time we arrived. Mr. Katz knew all of the members of the committee, but Mr. Anas introduced me to those I did not know. (Mr. LaSalle, Miss Anderson, and Mrs. Finch) Conversation was free and easy through-out the meal. Capt. Turner had forgotten about the meeting, so I called him. He expressed regret that he had forgotten, and came to the business meeting immediately following the luncheon. In my report I explained what my function with the committee would be. I had the feeling that I was accepted in my capacity as a student worker, without question. Every member of the committee entered the discussion at one point or another.

Rabbi Friedman was concerned over the matter of representation, and was inclined to push his point of view. I gained the impression that the Rabbi is a man who believes in perfection down to the smallest detail. I feel he will be very helpful in the future in working with just such details, but we must be careful that he does not concentrate our attention on details to the extent that we do not see the over-all

picture. He, I feel, will be the man who takes it upon himself to see that what is done, is well done.

Miss Anderson appears to be our woman of action, and Mr. LaSalle, the man. They are good thinkers, and bring the discussion to a point of a decision one way or another.

Miss Curran did not participate often, but did some very careful thinking about what she did say. Mrs. Finch participated only in agreeing or disagreeing with what others said. She may not feel quite as free as the others, since she is the only lay woman represented. She, however, is very friendly, and sincere in her attitude, and I am sure will be helpful.

Capt. Turner arrived late and participated very little, but this was because he did not actually know what was going on. I am sure he will be of great help to us in the future.

Mr. Anas did a fair job of moderating. The discussion was free, and he let it go its merry way, rather than inserting too much direction. Although the agenda was not followed very closely, most of the points on it were at least touched. Mr. Anas may need a little prodding to direct the future meetings in a manner that will get the things desired accomplished. However, I feel that perhaps it was a good idea to let the discussion take its own course at this first meeting. The chief trouble was that Mr. Anas terminated the meeting promptly at 1:30 p.m., leaving much of the discussion up in the air. He had not informed us that he intended to do this.

If he had, we might have planned the meeting a little differently. It will be wise to check with him on this in the future.

The Committee did take definite action on the application for membership by the East Lansing Mother's Club, which I had investigated quite thoroughly. The next meeting is set for Wednesday noon, February 14th, at the 1861 House.

INGHAM COUNTY COUNCIL OF SOCIAL WELFARE
LANSING 15, MICHIGAN - TELEPHONE 4-4486

SAMPLE MEETING NOTICE

To: Membership Committee Members

The next meeting of the Membership Committee will be held on Thursday, April 26th in the "1861 House" at 12:00 Noon.

The agenda will include a review of the follow-up procedure on the organizational applications, compilation of a list of names for members-at-large and discussion of a sample delegate manual.

The minutes of the previous meeting on April 3rd are enclosed.

Sincerely yours,

John Anas, Chairman
Membership Committee

Membership Committee Meeting

January 31, 1951

A G E N D A

1. Mr. Anas - Introductions
2. Brief description of what the committee has done in the past. (Mr. Dickinson)
3. Bringing the delegate body up to date.
4. Possibility of using application forms.
5. Additional members, and how to get them.
6. Divisional membership.
7. Possibility of having membership fees.
8. Action on the East Lansing Mother's Club application.
9. Meeting time, place and frequency?
 - a. Where do we go from here?

Minutes of Meeting
Membership Committee
January 31, 1951 - 12:00 noon
Y.M.C.A.

Present: Mr. Anas, Miss Anderson, Miss Curran, Mrs. Finch,
Rabbi Friedman, Mr. LaSalle, Mr. Turner, Mr. Katz
and Mr. Dickinson

Mr. Anas called the meeting to order and asked for a report on the past activities of the committee from the secretary.

This report consisted of a review of the important contributions the membership committee has made in the past and an analysis of the methods used.

Rabbi Friedman made the suggestion that a definite check be made on representation at the Council dinner meetings. It was suggested that since we have a record of those who attended recent meetings, a systematic check be made of agency representation at these meetings. This will give us an indication of which delegates are regularly participating in Council activities.

Rabbi Friedman expressed the feeling that we have too much professional representation in the Council. He felt that professionals would naturally be interested and attend meetings but that agency representatives should both be laymen.

The possibility of using application forms or registration cards was discussed. It was generally agreed that some form containing necessary information should be worked out. The secretary is to prepare sample forms for discussion at the next meeting.

Mr. Anas brought out the possibility of having three delegates from each agency as a means of broadening lay participation. It was discussed pro and con, but no consensus of opinion was reached.

The secretary read the letter of application for membership in the Council from the East Lansing Mothers' Club. After discussing the activities of the Club, it was decided that their goals were in accord with those of the Council and that the application should be referred to the Executive Committee with the recommendation that the Club be accepted as a member agency.

It was decided that Wednesday luncheon meetings would be most convenient for everyone. The next meeting was scheduled for Wednesday, February 14th, at the "1861 House".

Adjournment.

Respectfully submitted,

JED:abb

Joseph E. Dickinson

2-7-51 (John Anas - phone conversation)

Mr. Anas called, asking me to go to lunch. I had already eaten, but suggested we have lunch together on Friday, to talk over the previous meeting and set up an agenda for the next meeting. Mr. Anas was not sure he could make it, but is to call on Friday, February 9th.

2-9-51 (Luncheon with Mr. Anas)

Mr. Anas called, telling me where to meet him for lunch.

I took all the materials I had prepared for the coming meeting, and also the minutes of the previous meeting. During the meal, we discussed the participation shown at the previous meeting. Mr. Anas felt that Rabbi Friedman had dominated somewhat, but that his thinking was good. We went over the application forms, and the study of delegate participation I had prepared. Mr. Anas made several suggestions which I was to discuss with Mr. Katz. We planned the agenda for the next meeting, and decided on our approach to the various topics. Notices of the meeting had been mailed previously.

2-14-51 (Meeting: Membership Committee)

The meeting was informal, and discussion of points on the agenda began, at the direction of Mr. Anas, as soon as all were present. Rabbi Friedman raised several questions which were answered by Mr. Katz. A considerable portion of the time at both the first and second meeting was spent in clari-

fying questions on technicalities, which the Rabbi raised. Participation was free, and the committee did a beautiful job of tearing apart the application forms which had been previously prepared. They were changed in accordance with the desires of the committee, and are far better forms, because of this. The committee members, as a whole, are good thinkers, and willing to present their ideas in order that the best plans may be evolved.

Mrs. Finch entered into the discussion more freely than she had previously. I think she has become acclimated as a lay woman among professionals, and realizes that her opinions are of great value to the committee.

Miss Curran and Miss Anderson both gave freely the impressions of agency executives, to forms in general, and to these forms in particular. They were very helpful in revising them.

It is interesting to note that when the question of to whom the forms should be sent arose, Mrs. Finch immediately said the President of the Board, while Miss Anderson (the professional) immediately said the Executive of the agency. After some discussion, the President of the Board was decided best. The immediate response, however, I felt was indicative of the difference in thinking between lay and professional. Mr. Anas again allowed the discussion to take its course. We did, however, cover all important items on the agenda.

I think his non-directive technique may have something to do with the freeness with which committee members participate. I felt the meeting accomplished its purpose, and a lot of good thinking was aired. All in all, the committee is moving, and we will produce the desired results by the time of the annual meeting (of this I am confident).

Mr. Anas has expressed a rare and admirable interest in the work which is done in most instances by the professional secretary. Mr. Anas wants not only to have a hand in the planning, but wants to help with the work of drafting, letters, application forms, etc.; I have assumed the role of Secretary, and have answered correspondence etc., by only consulting Mr. Anas. I feel that he resents this, and wants his own wording and thinking written into these letters. This certainly is his right, and I fully appreciate his desire to help. He will work very closely with me in all matters in the future, and if he so desire, he can carry the load, and I will act as consultant. This sort of reversal is the ideal in community organization, which is too seldom achieved.

Membership Committee

Ingham County Council of Social Welfare

February 14, 1951, 12:00 Noon

"1861 House"

A G E N D A

1. Minutes of previous meeting.
2. Current Correspondence.
3. Report on the East Lansing Mother's Club.
4. Discussion of sample application forms.
5. Additional business.
6. Adjournment.

MINUTES OF MEETING
MEMBERSHIP COMMITTEE
February 14, 1951; 12:00 Noon
"1861 House"

Present: Mr. Anas, Miss Anderson, Miss Curran, Mrs. Finch,
Rabbi Friedman, Mr. Katz and Mr. Dickinson.

Motion by Rabbi Friedman, seconded by Miss Curran, that the minutes of the preceding meeting be approved as mailed with the change in wording suggested by Mr. Katz. Carried.

The letter from Esther L. Belcher, requesting that she be placed on the delegate list as the second delegate from the department of Public Instruction, was discussed. Motion by Miss Curran, seconded by Mrs. Finch, that the request be granted. Carried.

It was reported that the Executive Committee has approved the favorable recommendation of the membership committee on the application of the East Lansing Mothers' Club.

Rabbi Friedman expressed the feeling that the differentiation between the terms "delegate" and "member" should be clarified in the constitution and also that there should be a distinction between delegates-at-large and agency delegates as to voting power. His thinking was that an agency delegate who represents a large number of people should have more voting power than a delegate-at-large who represents only himself.

The possibility of restricting voting to agency delegates was discussed. It was the feeling of the committee that a person who is expected to participate in Council activities, investing both time and effort, should have the right to vote.

Rabbi Friedman was of the opinion that there were no real rules and regulations concerning membership in the Council. Mr. Anas brought out that the Membership Committee did have the power to remove members. Rabbi Friedman felt that the basis for removal should be defined.

The possibility of setting up definite attendance rules for membership was discussed. The difficulty of determining anything by attendance records under the new divisional set-up was explained. The Council as a whole may not meet frequently enough to make attendance records at such meetings be representative of general participation in Council activities.

Rabbi Friedman made a motion that the committee recommend that the proposed constitution be amended to read that at least eight monthly meetings including the annual meeting be held by the Council as a whole. The motion was received with no formal support, but it was the feeling of the group that the present number of general meetings should not be cut.

The sample application forms were discussed and revised. The agency form was divided into two separate forms, one being an application for membership and the other a card designating delegates for a yearly period. It was decided that the agency forms should be sent to the president of the Board and that he should be the person to decide who would fill them out.

Motion was made by Mrs. Finch, seconded by Rabbi Friedman, that the agency forms be drawn up as revised and that they be sent to the Board presidents of the agencies. Carried.

Motion by Rabbi Friedman, seconded by Miss Anderson, that the form for delegates-at-large be drawn up as revised. Carried.

It was decided that the secretary should draw up the revised forms and proposed accompanying material. When these are prepared another meeting will be called. All recommended material is then to be presented to the Executive Committee for their approval.

Adjournment.

Respectfully submitted,

Joseph E. Dickinson

2-28-51 (Meeting: With Mr. Anas at my request.)

I had revised the application forms in accordance with the recommendations at the last meeting of the committee and drafted my version of what the accompanying letters should contain. Using the letters I had prepared, we very carefully began to draft the final letter, including the ideas Mr. Anas brought out. After considerable discussion, I sensed that Mr. Anas would like time to work on the letters in privacy, therefore, I suggested that he take them and work on them over the weekend. He seemed to like the idea, and we went on to discuss more pressing matters. We jointly prepared the notice of the next meeting on Wednesday, March 7th, and Mr. Anas asked to sign each one individually. We then prepared the plan of action for the remainder of the year. We decided to meet on Monday, the 5th, to make the final draft of the letters to accompany the application forms. I was to prepare the material to be enclosed with the letters for his approval on the 5th. Feeling that Mr. Anas wanted to have a hand in each step, I consulted him on every detail, asking whether he wanted to take care of it, or preferred that I do it. I think Mr. Anas appreciates this approach, and will be more helpful because of it. His desire for a personal touch is strongly indicated by his request to personally sign notices of meetings.

3-5-51 (Meeting with Mr. Anas)

Mr. Anas came late, leaving us only about a half hour in which to work. We went over the letters and decided how we would word them for the approval of the committee. We also went over the priorities which the committee would be requested to act upon at the next meeting.

3-7-51 (Meeting: Membership Committee)

Attendance was rather poor. The notices were sent late, and that may have accounted for some of the lack of attendance.

Rabbi Friedman raised further questions on the application forms, but they were quickly clarified. He is a good thinker, and predicted trouble with the question "What are your requirements for membership?" on the organizational form. He may be right. There was a considerable amount of written material to be read and revised or approved, so the business moved rapidly. The material had been carefully prepared, so that very few changes were suggested. The members seemed interested in the proceedings, and were very helpful in suggesting how our aims might be accomplished.

PROPOSED PLAN OF ACTION FOR THE REMAINDER OF THE YEAR

March 7 (Meeting)

Final revision and approval of the application forms and accompanying material.

March 12 (Meeting of Executive Committee)

Mr. Anas will report our activities to the Executive Committee and hopefully get approval of the forms and proposed plan of action.

March 15

Mailing of all application forms and accompanying material.

March 15 (Council Dinner Meeting)

Mr. Anas will report on our plans to the delegate body. (Our thinking is that they will be given verbal notice the night before they receive the forms.)

March 28

Follow-up letter mailed for those who have not returned forms.

April 9 - 14

Personal contact follow-up for those who still have not replied.

It will be necessary for the committee to decide who the prospective organizational members and delegates-at-large are, before those letters can be mailed.

The committee must also strive to improve the attendance record of present members.

Membership Committee Meeting

"1861 House", 12:00 Noon

March 7, 1951

A G E N D A

1. Minutes of previous meeting.
2. Report on application activities (Mr. Dickinson).
3. Application forms (Final approval).
4. Accompanying letters and information for forms.
 - a. What information shall accompany each letter?
 - b. When do we send them?
 - c. How do we follow up?
5. Explanation of next steps. (Report to the Executive Committee and to the delegate body).
6. Proposed plan of action for the remainder of the year.
7. Review list of prospective organizational members (if there is time).
8. What is our next step?
9. Adjournment.

Minutes of Meeting
Membership Committee
Ingham County Council of Social Welfare
March 7, 1951
1861 House

Present: Mr. Anas, Miss Anderson, Mrs. Finch, Rabbi
Friedman, Mr. Katz, and Mr. Dickinson.

Motion by Miss Anderson, support by Mrs. Finch, that the
minutes of the last meeting be approved as mailed.
Carried.

The Secretary reported that the Pilot Club and the Women's
Club House Association are planning to apply for member-
ship in the near future. The Lansing Group Workers' Assoc-
iation has mailed their application and appointed a delegate.
Mr. Anas was given authority to make a recommendation to the
Executive Committee that this application be considered
favorably at the next meeting of the delegate body.

The following items were reviewed and approved with some
revision:

1. The Member-at-Large Application Form.
2. The Organizational Application Form.
3. The Delegate Registration Card.
4. The letters to accompany the above forms.
5. An Organizational Chart
6. A summary of the Council's activities and
objectives.

Mr. Anas reported that he would present the prepared mater-
ial to the Executive Committee at their next meeting and
also make a report on the membership committee's activities
at the March Council dinner meeting.

A plan of action for the remainder of the year, prepared by
Mr. Anas and Mr. Dickinson, was distributed for consideration
at the next meeting.

Respectfully submitted,

Joseph E. Dickinson
Secretary

JD:mg

The organizational application forms and the prospective organizational forms were sent on March 16th, to be returned not later than March 27th. On April 2nd, only 36 of the 94 applications to member organizations had been returned. Six of 26 applications to prospective organizational members were in.

3-28-51 (Phone conversation - Mr. Anas)

I called Mr. Anas to set a date for the next meeting of the Membership Committee. Tuesday, April 3rd, was decided upon and the notices were to be sent on 3-28-51.

4-2-51 (Meeting with Mr. Anas.)

The Agenda for the meeting on Tuesday, the third, was set up. We discussed each item and planned how we would divide up the work in the following up of the application forms which had not either been turned in or promised.

4-3-51 (Meeting: Membership Committee)

Mr. Anas, Miss Anderson, Miss Curran, Mrs. Finch, and Mr. Turner were present. They all seemed to be interested in the response to the application forms. They all were willing to take responsibility for following up some of the forms which had not been turned in. The thinking of the committee is good. Such things as name cards at meetings, and a Reception Committee for dinner meetings, were suggested and discussed.

Membership Committee

Ingham County Council of Social Welfare

April 3, 1951 - 12:00 Noon

1861 House

A G E N D A

1. Minutes of previous meeting.
2. Report on the progress with organizational application forms - Mr. Dickinson.
3. Action on prospective agency member applications.
4. Assignments for personal contact with agencies who have not returned the forms.
5. The question of what will be done with regard to new delegates' attendance at meetings:
 - a. Shall we have a welcoming committee at the meeting?
 - b. Shall we make personal invitations by phone?
6. Setting a deadline for organizational forms.
7. Additional business.
8. Adjournment.

Minutes of Meeting
Membership Committee
April 3, 1951; 12:00 noon
"1861 House"

Present: Mr. Anas, Miss Anderson, Miss Curran, Mrs. Finch,
Captain Turner, and Mr. Dickinson.

Motion by Miss Anderson, seconded by Captain Turner, that
the minutes of the preceding meeting be approved as mailed.

The secretary reported that forty of the one hundred three
application forms sent to member organizations had been
completely filled out and turned in. Many of the remaining
sixty-three organizations gave verbal promise that they
would have them in soon. Six of the twenty-six prospective
organizational application forms were returned.

The committee expressed the feeling that the prospective
organizational application forms should not be pushed. The
intent of the form had been to extend a membership invita-
tion to those organizations; therefore, it was felt that if
the organizations were really interested, they would apply
of their own accord.

The membership applications of the Pilot Club, the Ingham
County Society for Crippled Children and Adults, the Mich-
igan Crippled Children's Commission, the Michigan State
Pharmaceutical Association, the Michigan Hospital Service
and the Women's Clubhouse Association were carefully eval-
uated.

Motion by Miss Curran, seconded by Mrs. Finch, that these
six applicants be favorably recommended to the Executive
Committee for membership. Carried.

The committee felt that a group should be appointed to help
new delegates feel more at home in attending meetings. Mr.
Anas appointed Miss Anderson, Miss Curran and Mrs. Finch to
serve as a welcoming committee. If any of the new organi-
zational membership applicants should send representatives
to the April 19th dinner meeting, they will be met at the
door by a member of this committee.

The possibility of using lapel name cards to facilitate free and easy communication at meetings was discussed. The committee felt that this would be a good idea, but decided that it should be reconsidered at a later date.

Thirty-five organizations had neither turned in the application forms nor promised to do so as yet. Committee members were assigned to contact these groups and see that they turn in the forms before April 13th.

Adjournment.

Respectfully submitted,

Joseph E. Dickinson

4-9-51 (Phone conversation - Mr. Anas)

I called Mr. Anas to inform him of the slow return of organizational application forms. He suggested that I call personally on as many organizations as possible, to see why they had not turned in the forms. At the previous meeting, the committee members had divided up the organizations that had not turned in the forms, for individual follow-up, but they hadn't much luck.

4-11-51 (Called each member of the committee)

With exception of Mrs. Finch, each member of the committee wished me to take over some of their organizations for follow-up. All in all, their efforts had not been too successful, so I agreed to follow up on a large number of organizations.

4-16-51 (Phone conversation - Mr. Anas)

I called Mr. Anas to arrange a meeting between he and I to plan the agenda and other details of the next meeting. The meeting was arranged at 4:00 p.m., in the Council office, on Wednesday, the 18th.

4-18-51 (Meeting with Mr. Anas)

We wrote the notice of the meeting and drafted the agenda. Mr. Anas seems to rely more and more on me for preparing material. I make it a point to ask whether he wishes to do it or would rather I should, in everything. In the beginning he wanted a hand in everything, and I gave it

to him, but as the duties became more pressing, he didn't have time. I have been trying to foster his desire to delve into the mechanics of the organization, but he, as most others, has begun to rely almost too much on the professional staff person. The notices of the next meeting on April 26th, were to be mailed on Thursday, the 19th.

4-26-51 (Meeting: Membership Committee)

Attendance was very poor at this meeting, only three members of the committee expressed sentiments of being fed up with the organizational membership application follow-up, and wanted to turn the whole thing back to the Council staff. (This was, for the most part, done.) They were helpful in limiting the prospective member-at-large list, but left the final limitation to the Council staff.

The three who attended this meeting were the core of the committee. They carried the load all the way along. Mrs. Finch turned in the best and hardest work in the follow-up. Miss Anderson was also a hard worker, and attended all the meetings. Mr. Anas was the hub of all committee activities, and for the most part, did a fine job. With the mailing of the minutes of this meeting, the committee was dismissed. The goal of the committee was achieved, one hundred organizations are now represented, and the delegate body is larger than it has ever been in the past.

Membership Committee

Ingham County Council of Social Welfare

April 26, 1951; 12:00 Noon

"1861 House"

A G E N D A

1. Minutes of previous meeting.
2. Report on progress with organizational application forms - Mr. Dickinson.
3. Action on prospective organizational member applications.
4. Re-assignment for personal contact with organizations which have not returned the forms.
 - a. Set a new deadline for completion.
5. Compilation of the final list of names for members-at-large.
 - a. Set a deadline for return.
6. Discussion of the sample delegate manual.
 - a. Definite recommendations.
7. Discussion of procedure for receiving representatives of new member organizations at the Annual Meeting.
8. Additional business.
9. Adjournment.

Minutes of Meeting
Membership Committee
Ingham County Council of Social Welfare
April 26, 1951: 12:00 Noon
"1861 House"

Present: Mr. Anas, Miss Anderson, Mrs. Finch, Mr. Schramm, Mr. Katz, and Mr. Dickinson

Motion by Mrs. Finch, seconded by Miss Anderson, that the minutes of the preceding meeting be approved as mailed. Carried.

The secretary reported that only seventy of the one-hundred and three organizational membership application forms, and nine of the twenty-six prospective organizational membership forms mailed, has been returned to date.

The membership applications of the Lansing Association of Women's Clubs; the Lansing Chapter of the United Cerebral Palsy Association, and the Ingham County Chapter of the National Foundation for Infantile Paralysis were discussed. Motion by Miss Anderson, seconded by Mrs. Finch, that the three applicants be favorably recommended to the Executive Committee for membership. Carried.

A list of prospective members-at-large was reviewed. The committee made many new suggestions, and also aided in limiting the list to the required number. Final authority for limiting the list and carrying through on the application, was delegated to the Council staff.

The material for the new delegate manual was carefully evaluated by the committee, and Mr. Schramm was commended for his effort in preparing it.

Adjournment.

Respectfully submitted,

Joseph E. Dickinson

INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

MEMBER-AT-LARGE APPLICATION

Name _____

Address _____ Phone _____

Occupation _____

Employer _____

Which of the following apply to you:
(please check)

- ☐ Board Member of an Agency
- ☐ Agency Worker
- ☐ Club Officer of Civic or Service Organization
- ☐ Club Member
- ☐ Interested Citizen
- ☐ Other (specify) _____

Why do you wish to become a member of the Council of Social
Welfare? _____

Please indicate your primary field(s) of interest (please check)

- ☐ Family and Child Welfare
- ☐ Recreation and Group Work
- ☐ Health
- ☐ Other (specify) _____

Signature _____

Date _____

the first of these is the fact that the system is not a simple one, but a complex one, in which the various parts are interrelated and interdependent. The second is that the system is not a static one, but a dynamic one, in which the parts are constantly changing and evolving. The third is that the system is not a closed one, but an open one, in which the parts are constantly interacting with the environment. The fourth is that the system is not a linear one, but a non-linear one, in which the parts are constantly interacting with each other in a non-linear fashion. The fifth is that the system is not a deterministic one, but a probabilistic one, in which the parts are constantly interacting with each other in a probabilistic fashion. The sixth is that the system is not a simple one, but a complex one, in which the parts are interrelated and interdependent. The seventh is that the system is not a static one, but a dynamic one, in which the parts are constantly changing and evolving. The eighth is that the system is not a closed one, but an open one, in which the parts are constantly interacting with the environment. The ninth is that the system is not a linear one, but a non-linear one, in which the parts are constantly interacting with each other in a non-linear fashion. The tenth is that the system is not a deterministic one, but a probabilistic one, in which the parts are constantly interacting with each other in a probabilistic fashion.

INGHAM COUNTY COUNCIL OF SOCIAL WELFARE
ORGANIZATIONAL MEMBERSHIP APPLICATION

Name of Organization _____

Address _____ Phone _____

Paid Executive (if any) _____

Official Title _____

President _____ Phone _____

Address _____

Purpose and objectives of Organization _____

Membership Requirements of Organization _____

Please indicate the organization's primary field(s) of operation or
interest (please check).

☐ Family and Child Welfare☐ Recreation and Group Work☐ Health☐ Other (specify) _____

Title _____ Signature _____

Date _____

THE STATE OF NEW YORK IN SENATE

January 1, 1901.

REPORT
OF THE
COMMISSIONERS OF THE LAND OFFICE
IN RESPONSE TO A RESOLUTION PASSED BY THE SENATE
JANUARY 1, 1899.
ALBANY:
J. B. LEECH, STATE PRINTER.
1901.

ALBANY:
J. B. LEECH, STATE PRINTER.
1901.

ALBANY:
J. B. LEECH, STATE PRINTER.
1901.

1901.

SUMMARY OF INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

ACTIVITIES AND OBJECTIVES

The Council of Social Welfare is organized for the purpose of offering a common meeting ground for representatives of social agencies and other organizations as well as interested citizens for the consideration of social welfare problems. It is a voluntary federation of these organizations and individuals for the express purpose of the:

1. Coordination of health, welfare, and recreational programs throughout the community in order to help eliminate duplication and discover unmet needs.
2. Promotion of group thinking and planning in order to secure facts which will improve standards and develop a better community-wide understanding of needs and the work of public and private agencies and organizations.
3. Action, through understanding and not through force, to provide for the orderly development of a more effective program for the health and welfare of the community.
4. Clearing and making recommendations on contemplated projects in the community in order to avoid duplication and to ascertain if the proposed project is needed in the light of existing resources.
5. Operation of common services such as the Central Clearing House, Volunteer Bureau, Information and Referral, Speakers' Bureau.

Council activity is carried on through committees. Active committees at the present time are: Program, Volunteer Bureau, Research, Membership, Health, Public Relations, Family and Child Care, Group Work and Recreation. Sub-committees are: Mental Health, Rehabilitation, Protective Services, Community Referral, Council Forecasts, Speakers' Bureau, Know Your Social Services, Directory, Central Clearing House, Information & Referral. The general delegate body meets monthly.

The Ingham County Council of Social Welfare is a Red Feather Service.

March 1, 1951

MEMBER ORGANIZATIONS, INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

RED FEATHER AGENCIES

Boy Scouts
Catholic Social Serv.
Child Guidance Clinic
Community Day Care Cen.
Curative Workshop
Family Service Agency
Girl Scout Council
Lincoln Community Cen.
Mich. Children's Aid
Salvation Army
Visiting Nurse Assn.
Volunteers of America
YMCA - City
YWCA - City
YMCA - College
YWCA - College

OTHER PRIVATE AGENCIES

American Red Cross
Cancer Detection Cen.
Mich. Hospital Service
St. Lawrence Hospital
Sparrow Hospital
TB & Health Society
Soc. for Crip. Ch. & Adults
PUBLIC AGENCIES

Ingham County

Bureau of Social Aid
Children's Services
Council of Vet. Affairs
Dept. of Social Welfare
Friend of the Court
Foundation for Polio
Probate Court
Supt. of Schools
TB Sanatorium
Rehab. Dept.
Vocational Rehab.

Lansing

Board of Education
Adult Education
Guidance & Placement
Veteran's Institute
Visiting Teachers
Ing. Co. Health Dept.
Recreation Dept.
Cerebral Palsy Assn.

Michigan

Crippled Child. Comm.
Dept. of Corrections
Dept. of Social Welfare
Boys' Vocational School
Children's Division
Mich. Children's Inst.
Public Assistance.

Mich. cont.

Services for the Blind
School for the Blind
State Employment Service
Vocational Rehab.
Michigan State College
Dept. of Sociology
Dept. of Social Service
Inst. Coun. & Guidance
Psychology Clinic
United States
Social Security Adm.

OTHER ORGANIZATIONS

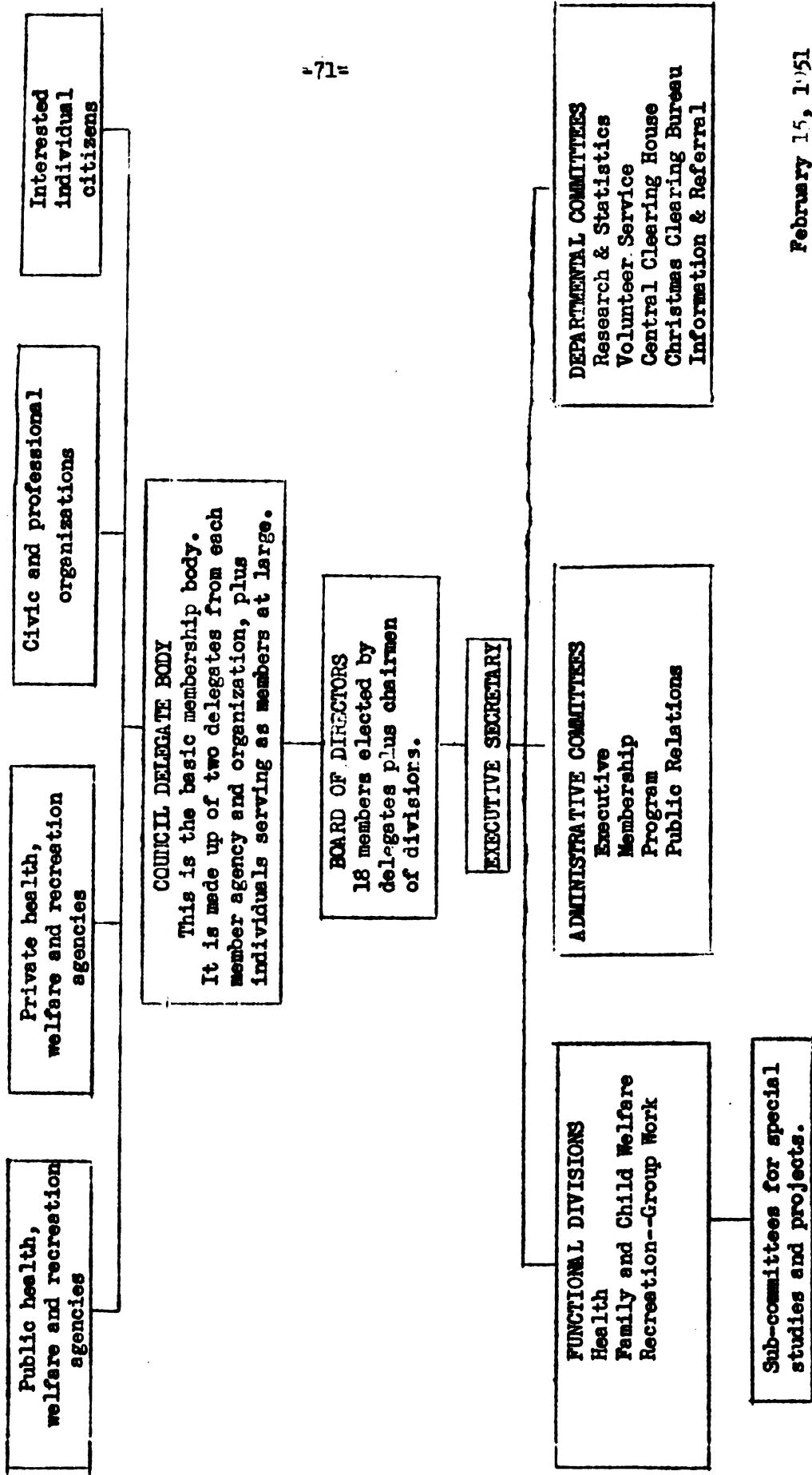
Altrusa Club
Am. Assn. Social Workers
Am. Assn. Univ. Women
Am. Leg. Child Care Com.
American Veterans
Assn. Cath. Business Wom.
Bus. & Prof. Women's Club
College Wom. Vol. Service
Disable Am. Veterans
E.L. Child Study Club
E.L. Mother's Club
Exchange Club
Holt Community Council
Ing. Co. Medical Society
Ing. Co. Service Council
Jewish War Veterans
Jewish Women's Aid
Jr. Chamber of Commerce
Junior League
Kiwanis Club
Lansing Association for
Mentally Handicapped Child.
Lansing Chamber of Commerce
Lansing Child Study Club
Lansing Dist. Nurse Assn.
Lans. Dist. Prac.Nurs. Assn.
Lans. Group Work Assn.
Lans. Ministerial Assn.
Lans. P T A Council
Lans. Safety Council
Lans. Assn. of Womens Clubs
Lans. Soc. for Better Hear.
Lions Club
North School Community Coun.
Optimist Club
Rotary Club
Service Aides
Shaarey Zedek Congregation
Social Workers Club
Women's Clubhouse Assn.
Zonta Club

MEMBER AGENCIES
FLINT COUNCIL OF SOCIAL AGENCIES

American Association of Social Workers, Flint	Gen. Co. Health Dept.
American Association of University Women	Gen. Co. Medical Assn.
American Red Cross, Co.Ch.	Gen. Co. Probate Court & Children's Services
American Federation of Lab. Board of Education	Gen. Co. School Supt.
Boy Scouts of America	Gen. Co. Tuberculosis Assn.
Business & Prof. Women	Girl Scouts of America,
C. I. O.	Goodwill Industries
Cancer Society	Hurley Hospital
Catholic Soc. Serv. Bu.	Immigration & Naturalization Services
Chamber of Commerce	Industrial Mutual Assn.
Child Study Forum	International Institute
Child Welfare Society	Junior Chamber of Commerce
Clara Elizabeth Fund for Maternal Health	Junior League
Donald Whaley Memorial Home	King's Daughter Home for the Aged
Family Service Agency	Lapeer State Home & Trng. Sch.
Flint Child Guidance Clinic	League of Catholic Women
Flint Community Chest	League of Women Voters
Flint Community Music Assn.	M. C. A. S.
Flint Community Players	Mich. Dept. of Corrections
Flint Council of Church Women	Mich. Dept. of Social Welfare
Flint Council of Churches	Mich. School for the Deaf
Flint Council of P. T. Assn.	Mich. State Vocat. & Rehab. Dept.
Flint Dept. of Public Health	Mich. Unemployment Comm.
Flint District Nurses Assn.	Mott Foundation
Flint Institute of Arts	Mott Visiting Teachers
Flint Jewish Com. Council	Orthopedic Clinic
Flint Ministerial Assn.	Quota Club
Flint Park Board	St. Joseph Hospital
Flint Police Dept.	St. Paul Episcopal Church, S.S.D.
Flint Public Library	Salvation Army
Flint Youth Bureau	U of M Social Science Project
Gen. Co. Agric. Ext. Serv.	Urban League
Gen. Co. Bar Assn.	Veteran's Counseling Center
Gen. Co. B.S.A.	Visiting Nurse Assn.
Gen. Co. Chap. of Mich. Soc. for Crip. Child. and Disabled Adults	Women's Hospital
Gen. Co. Dental Assn.	Y.M.C.A.
Gen. Co. D.S.W.	Y.M. Boys Farm
Gen. Co. Friend of the Court	Y.W.C.A.
	Zonta Club

INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

ORGANIZATION CHART



INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

CONSTITUTION

ARTICLE I

NAME The name of this organization shall be THE
INGHAM COUNTY COUNCIL OF SOCIAL WELFARE.

ARTICLE II

LOCATION The organization's activities shall be con-
fined to the County of Ingham but it may
cooperate and assist in any social welfare
project or movement originating elsewhere.
Any offices maintained shall be within said
County.

ARTICLE III

OBJECTIVES The objectives of this organization shall be:

- Section (1) To promote cooperation and community planning
by citizens and civic, educational, health,
character-building, and social welfare agen-
cies.
- Section (2) To promote high professional standards, econ-
omy and efficiency in all social welfare
agencies; to prevent duplication of effort;
and to encourage coordination of the work and
programs of these agencies.
- Section (3) To advise in the development of all public
and private agencies dealing with social
problems through the extension of existing
facilities and the formation of new services
as needed.
- Section (4) To provide an open forum for the discussion
of health, welfare, and recreational problems.
- Section (5) To conduct or cooperate in studies of social
conditions, needs and resources. To engage
in educational or publicity programs designed
to promote a better public understanding of
the social agencies and their work.
- Section (6) To operate appropriate common services for its
members and the general public.

ARTICLE IV

MEMBERSHIP

- Section (1) Membership shall be composed of organizations, departments of government, and individuals.
- Section (2) Every member agency of the United Community Chest of Ingham County shall be eligible for membership in the Council.
- Section (3) Other organizations, and departments of government engaged in health, welfare, group work or recreation may become members by a majority vote of the Board of Directors.
- Section (4) Subdivisions and/or bureaus of both public and private agencies may become members by a majority vote of the Board of Directors.
- Section (5) Clubs and organizations having a special interest in health, welfare, or recreation may become members of the Council by a majority vote of the Board of Directors.
- Section (6) The Board of Directors may elect to Council membership for the current year representative citizens who shall be known as member-at-large shall not exceed one-third of the number of delegates.

ARTICLE V

DELEGATES

- Section (1) Each member agency or organization shall annually appoint two delegates to represent it.
- Section (2) One such delegate shall be a member of the governing board not receiving compensation, and the other shall be the paid executive officer of the organization or department they represent. Exceptions may be made in the case of agencies or departments so organized as to make it impossible to comply with this provision.

ARTICLE VI

VOTING

- Section (1) Each delegate or member-at-large shall have one vote upon any motion before the Council.

ARTICLE VII

BOARD OF DIRECTORS

- Section (1) There shall be a Board of Directors which shall conduct the business of the Council under the general direction of the membership.
- Section (2) The Board of Directors shall be composed of 18 persons elected by the Council membership. At the first annual meeting following adoption of this Constitution, six persons shall be elected for terms of three years; six for terms of two years; and six for terms of one year. At each annual meeting thereafter, six persons shall be elected to the Board for terms of three years. No person shall serve more than two consecutive three-year terms.
- Section (3) Chairmen of the Divisions of the Council shall be ex-officio members of the Board with power of vote.
- Section (4) The Executive Secretary of the Council and the Executive Secretary of the United Community Chest of Ingham County shall be ex-officio members of the Board without power of vote.
- Section (5) At a regular meeting of the Board preceding the annual meeting by at least thirty days, a committee of five, but including not more than two members of the Board, shall be appointed to nominate the members of the Board for the ensuing year. Nothing herein contained shall be deemed to prevent nominations from the floor.
- Section (6) The officers of the Board shall be elected by a majority of the Board from its own membership. The officers so elected shall also serve as the officers of the Council.

- Section (7) The Board shall meet in regular session once a month, except during July and August. Special meetings may be called at any time by the President, or upon written request of five Board members, providing due notice is given to all Board members.
- Section (8) Nine members of the Board shall constitute a quorum.
- Section (9) Vacancies on the Board occurring between annual meetings shall be filled by the Board of Directors until the next annual meeting. The place of any member may be declared vacant by vote of the Board after three consecutive unexcused absences from regular Board meetings.
- Section (10) The Board shall appoint an Executive Secretary of the Council as provided in Article XIV, Section (2).

ARTICLE VIII

EXECUTIVE COMMITTEE

- Section (1) The Executive Committee shall consist of seven persons, the four elected officers and three others elected by a majority of the Board of Directors from its own membership.
- Section (2) The Executive Committee shall have authority to conduct the business of the Board between meetings in accordance with the rules and regulations and subject to approval by the Board.
- Section (3) Subject to the approval of the Board of Directors, the Executive Committee shall annually prepare and recommend a budget, and have responsibility for the finances and expenditures of the Council between Board meetings.
- Section (4) Four members shall constitute a quorum of the Executive Committee.

ARTICLE IX

OFFICERS

- Section (1) The officers of the Council shall be a president, first vice-president, second vice-president, and treasurer, who shall perform the duties usually pertaining to those offices.
- Section (2) The officers shall be elected by a majority of the members of the Board of Directors from among their own membership at the first Board meeting following the annual meeting; and they shall hold office for terms of one year, or until their successors have been duly elected and qualified.
- Section (3) The paid executive secretary shall serve as secretary of the Council.

ARTICLE X

CONSTITUTIONAL COMMITTEES

- Section (1) The constitutional committees of the Council shall be: Membership, Program, and Public Relations.
- Section (2) The chairman of each of the foregoing committees shall be appointed by the president and subject to the approval of the Board of Directors, and shall be responsible to the Board.
- Section (3) The chairman of each committee shall select the membership of the committee, subject to the approval of the Board of Directors.
- Section (4) Functions and activities of these committees shall be as follows:
- (a) The Membership Committee shall maintain a complete roster of the membership of the Council; it shall secure the election of new delegates from member agencies at the appointed time each year; it shall recommend the appointment of new agencies or individuals to membership where such appointments seem advantageous; it shall recommend the expulsion of members for lack of attendance or other cause, should the need appear.

(b) The Program committee shall be responsible for preparing programs for the discussion of social and health problems, needs or conditions at the general meetings of the Council. It shall recommend such programs to the Executive Committee and upon approval, shall arrange for securing discussion leaders or speakers, and make all arrangements necessary to the conduct of the meetings.

(c) The Public Relations Committee shall be responsible for interpreting the duties and functions of the Council and its member agencies to the general public. It shall direct and coordinate the Council bulletin, speakers' bureau, publicity, and educational meetings for the public.

ARTICLE XI

DIVISIONS

- Section (1) There shall be three main divisions of the Council: Family and Child Welfare; Health; and Recreation and Group Work.
- Section (2) Every member organization of the Council which carries on service in any one of these fields shall automatically be a member of the appropriate division. Other organizations and individual members of the Council may serve as members of the division at the request of the division or the Board of Directors.
- Section (3) Each division shall elect from its membership a chairman and secretary.
- Section (4) Each division shall hold at least one meeting per year at such time and place as designated by the Division Chairman and additional meetings of the Division and/or its sub-committees shall be held as often as is necessary to promote its program and projects.
- Section (5) Special meetings shall be called by the Division Chairman upon the written request of five delegate members of the Division, providing all members are duly notified.

ARTICLE XII

DEPARTMENTS

- Section (1) The Council shall provide certain services as needed for its member agencies and the general public; such as, a social service exchange; information and referral service; directory; research and statistics; Christmas clearing bureau; and a volunteer bureau.
- Section (2) Committees responsible to the Board of Directors shall be set up to carry out these services. The chairmen shall be appointed by the president subject to the approval of the Board.

ARTICLE XIII

OTHER COMMITTEES

- Section (1) Other committees may be created at any time by appointment of the president, subject to the approval of the Board of Directors.
- Section (2) The chairman of such special committees shall be appointed by the president subject to the approval of the Board of Directors, and shall be responsible to the Board.
- Section (3) The chairman of each special committee shall submit a list of the members of his or her committee for approval by the Board of Directors. Any agency whose work shall be affected by the programs or projects of any committee of the Council shall have an opportunity for representation on such committee.

ARTICLE XIV

CHEST-COUNCIL RELATIONSHIP

- Section (1) The Council shall continue as a member organization of the United Community Chest of Ingham County and shall conform to the Endorsement and Admission Regulations under which it was originally admitted to membership in the Chest. It shall annually submit a request to the budget committee of the Community Chest to participate in the budget of that organization.

- Section (2) The Board of Directors shall have the authority to appoint and fix the compensation of an Executive Secretary of the Council and other staff as needed, and enter into cooperative arrangements with the United Community Chest of Ingham County or other appropriate body regarding staff service and office facilities.
- Section (3) The Council shall hold itself ready to serve in an advisory capacity to the United Community Chest of Ingham County in any matters of health and welfare planning and services.

ARTICLE XV

THE OFFICIAL YEAR

- Section (1) The official year of the Council shall be the fiscal period June 1 to May 31.

ARTICLE XVI

MEETINGS

- Section (1) The annual meeting shall be held within 30 days after May 1st each year, at such time and place as the Board of Directors shall determine.
- Section (2) At suitable intervals during the business year, but not less than two times a year, including the annual business meeting, the president shall call a meeting of the official membership of the Council for business purposes.
- Section (3) Upon the request in writing of 15 delegates or members-at-large, the president shall call a special meeting at any time, providing due notice is given to all delegates.

ARTICLE XVII

QUORUM

- Section (1) When one-fifth of the member organizations or departments are represented by at least one delegate at any meeting duly called, they, together with such members-at-large as may be present, shall constitute a quorum.

ARTICLE XVIII

AMENDMENTS

Section (1) This Constitution may be amended by a majority vote of a meeting of the Council provided that the proposed amendment shall have been read at a previous meeting or submitted in writing to each delegate at least 30 days before action is taken.

Adopted February 15, 1951

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Minutes of the various committees and divisions of the
Ingham County Council of Social Welfare.

The constitutions of the Flint Council of Social Agencies;
the Council of Social Agencies of Kent County and Grand
Rapids; the Muskegon County Community Council; the Ann
Arbor Council of Social Agencies; the Council of Social
Agencies of Kalamazoo; and the Ypsilanti Council of
Social Agencies.

JOSEPH E. DICKINSON

SSV. 586

FINAL EXAMINATION

INGHAM COUNTY COUNCIL OF SOCIAL WELFARE

In analyzing the Council I will use the revised constitution as a base. Although this constitution has been officially adopted it doesn't actually go into effect until the annual meeting in May, 1951.

The Council of Social Welfare is organized for the purpose of offering a common meeting ground for representatives of social agencies and other organizations as well as interested citizens for the consideration of social welfare problems. It is a voluntary federation of these organizations and individuals for the express purpose of the:

1. Coordination of health, welfare, and recreational programs throughout the community in order to help eliminate duplication and discover unmet needs.
2. Promotion of group thinking and planning in order to secure facts which will improve standards and develop a better community-wide understanding of needs and the work of public and private agencies and organizations.
3. Action, through understanding and not through force, to provide for the orderly development of a more effective program for the health and welfare of the community.
4. Clearing and making recommendations on contemplated projects in the community in order to avoid duplication and to ascertain if the proposed project is needed in the light of existing resources.
5. Operation of common services such as the central clearing house.

Council activity is carried on through committees. Active committees at the present time are: Program, Research, Membership, Health, Family and Child Care, Volunteer Bureau, Public Relations, Group Work and Recreation. Sub-committees are: Mental Health, Rehabilitation, Protective Services, Community Referral, Council Forecasts, Speakers Bureau, Know Your Social Services, Directory, Central Clearing House, Information and Referral. The General Delegate body meets monthly to initiate plans and discuss recommendations of the various committees. *

The group of ultimate control is the membership of the Council. The membership is composed of 94 organizational members, each entitled to two delegates, and interested citizens known as members-at-large. The members-at-large must never exceed one-third of the total membership. At present the number of members-at-large is far below this figure and an attempt is being made to increase it.

The only qualification for organizational membership is interest in health, welfare, and recreation programs. Applications for membership are evaluated by the membership committee and recommended to the board of directors, which in turn, recommends the organization to the delegate body at a general meeting. The members then vote as to whether or not the organization shall be allowed membership. Once membership has been established the organization is requested to appoint or elect two delegates to represent it at all Council functions. One of these delegates is to be the paid executive, if any, of the organization, and the other a member of the governing board. Council activities are open to the general public, though only delegates and

* This is part of a summary I have written to accompany application forms.

members at large are allowed to vote. This has always been a loose rule, and those who attend vote as members. If a point of controversy should ever arise, however, the machinery for a valid membership vote is provided.

The Constitution provides that the board of directors shall elect each year the members-at-large. Here again, though this rule has not been in effect, I predict loose interpretation. Actually the membership committee will evaluate the member-at-large list in accordance with participation in Council activities, and recommend a slate to the board of directors which will be automatically approved. Qualifications for member-at-large are also merely interest in health, welfare, or recreation programs. The member-at-large who represents himself has the same voting power as the delegate who may represent hundreds. This is frowned upon by some, but it is generally agreed that a person should not be expected to put forth time and effort without some power to determine policy in the organization. It has been decided that no differential in voting power should be established at this time.

There are no membership fees. It is generally felt that a fee might discourage some worthwhile participation.

The members elect the board of directors to represent them in administering the program. This board appoints a four man nominating committee which presents a slate to the members at the annual meeting each year. This slate is usually accepted, but nominations from the floor are allowed. The board has 18 members and six are to be elected each year for a three year term, therefore, the board must rotate.

The Council is divided into three divisions, health, family and child welfare, and recreation. The chairman of each of these divisions automatically becomes a member of the board of directors, therefore, it is possible to have a 21 member board.

The board is chosen to be as nearly representative as possible and also to contain the skill necessary for it to function effectively. Whether the board members act as representatives of the membership or as individuals is questionable. By the same token it is questionable whether delegates act as representatives of their organizations or as individuals. This is a problem at all levels of democratic government.

The Board is responsible for all major policy decisions and is empowered to employ an executive secretary. It enters into a cooperative arrangement with the United Community Chest of Ingham County regarding staff service and office facilities. It prepares and submits a budget to the Chest each year, since the Council is a red feather agency and derives its entire budget from this source. It receives and evaluates division reports on activities, and in general, it directs all Council functions through the executive secretary.

The board has an executive committee of seven members which handles all routine matters between board meetings. The committee is composed of the Council officers and such other members as the board may choose to represent them.

As stated earlier, the board may employ an executive secretary, but they also shall enter into cooperative arrangements with the Chest regarding staff service and office facilities. This arrangement, as it stands at present, means sharing a portion of the executive

secretary's time and appropriation for salary with the Chest. (This also holds true for clerical personnel and office facilities) The executive secretary's salary is divided (60% Council, 40% Chest). Actually he spends only about 10% of his time for the Chest and this is during campaign. The time is returned by the Chest executive who gives about 10% of his time to the Council. The salary of the public relations secretary is divided 50-50 and his time is spent accordingly. The clerical staff salaries and functions are also divided but all in all the time and money situation evens out.

The role of the two top executives is not well defined and is set by mutual agreement. If the two individuals should have conflicting ideas some definition of function would be necessary. As the situation stands now, however, everything runs smoothly.

The executive secretary of the Council, as the name implies, acts as professional secretary to the Council as a whole and to each of its subdivisions. Each division is divided up into committees for specific purposes. These committees do the real work of the Council. The professional secretary acts as consultant director of activities to each of these committees. The committees are to combine their efforts in line with the divisional structure and make reports to the general membership through divisions.

The professional staff consists of the three persons mentioned previously, Executive Director of Chest and Council, Executive Secretary of the Council, and Public Relations Secretary of the Chest and Council. Theoretically the Executive Director is the senior staff person, but actually the Executive Secretary of the Council

holds the reins in Council direction. Committees concerned with budgeting and finance are assigned to the Executive Director, and committees concerned with public relations are assigned to the Public Relations Secretary, but the Executive Secretary of the Council supervises his delegation of authority in both cases. The Executive Secretary also supervises all functions of the clerical staff pertaining to the Council.

The Council is now in the process of establishing a Volunteer Bureau. In this endeavor, they are receiving financial assistance from the Junior League. It is hoped that through this bureau all volunteers can be registered. This registration will enable a greater enlistment of volunteers and, therefore, more and better service will be rendered to both the agencies and the public. At present, many agencies, including the Council have there own volunteers.

The Council makes use of volunteers in the monthly mailing of the Council house organ, "Council Forecast", and also in connection with the Christmas Clearing House. In the future, volunteers will be used in the Central Clearing House during campaign. This will enable the clearing house secretary to keep the service moving and accurate through the rush of campaign.

The clientele fo the Council of Social Welfare is composed of its member organizations and the general public. For the benefit of the member org nizations, and indirectly the general public, it operates such common services as the Central Clearing House and the Christmas Clearing House. More directly for the general public,

it operates an information and referral service and publishes a directory of social resources. It strives to improve practices and conditions in the fields of family and child welfare, health, recreation and group work.

This very briefly covers the areas with which administration is concerned. I will now attempt to analyze the interrelationships between these areas, as I see them.

The members of the Council will elect a board of directors to handle administrative matters in May, 1951. Does this mean that the board will then take the reins and run things according to the dictates of the delegate body? If the delegate body were well enough organized to propose specific action in one way or another this would probably be the case. Unless some big changes take place in the short period of time remaining, however, the general membership will allow the board of directors to run the whole show. Interrelationship between the old executive committee and the general membership has been limited, though this body also was elected by the members or segments of them. Making the general membership actively participate in policy formation and program planning is going to be a tough job. They take action now in committees and do some wonderful work, but when the new constitution was brought before the delegate body, very few other than members of the reorganization committee raised any questions. Perhaps channeling fields of interest into the divisional structure will make it possible for large segments of the membership to take unified action on a specific project. In the past, the many committees have been carrying on a dozen or more separate

projects at the same time, and none of them actually doing anything big.

Under new divisional set up, each division will be responsible for the program of at least one dinner meeting per year. At this time the division will report all its activities to the general membership. This will enable the members to know what each small segment of the Council is doing. The division chairmen, as stated earlier, will automatically be members of the board of directors, therefore, the board should receive periodic reports as to what each division is doing. This same purpose is achieved now by having all committee chairmen be members of the executive committee.

The executive secretary will continue to serve as secretary to all committees within each division and to the divisions themselves. He sees the over-all picture better than anyone else and is closely connected with each segment. Actually the members, who are in ultimate control, delegate the major share of this responsibility to the board of directors, and they in turn, delegate certain authority to the executive secretary. The executive secretary makes many decisions, but he is always responsible to the board for these decisions. The board also makes many decisions and theoretically they are responsible to the membership for these decisions. Major decisions of course are reviewed with the membership, but many things are necessarily done without this.

Through the central services the Council is in close contact with all agencies and with the public. They render clearing services which, although they are often criticized, are of great benefit to

the community. The information and referral service is quite widely used by both agencies and the public, ~~and~~ the Directory of Social Resources which is outdated, will be revised as soon as the new buildings are occupied.

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