

A STUDY OF MICHIGAN'S PROGRESS ACTIVITIES

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TABLE OF CONTENTS

	Page
ACKNOWLEDGMENTS	11
LIST OF TABLES	v
INTRODUCTION AND METHODOLOGY	1
 Chapter	
I. HISTORY OF THE BIG BROTHER MOVEMENT	10
PART I. OVER-ALL STUDY OF SEVEN MICHIGAN BIG BROTHER AGENCIES	
II. PRESENTATION AND ANALYSIS OF DATA	16
III. CONCLUSIONS	37
PART II. INTENSIVE ANALYSIS OF THREE MICHIGAN BIG BROTHER AGENCIES	
IV. DETROIT CHURCH YOUTH SERVICE, INCORPORATED	42
V. BIG BROTHERS OF LANSING, INCORPORATED	64
VI. BIG BROTHERS OF SAGINAW, INCORPORATED	81
VII. COMPARISONS AND CONCLUSIONS ON THREE AGENCIES .	101
VIII. GENERAL SUMMARY AND RECOMMENDATIONS	105
BIBLIOGRAPHY	109
 APPENDIX	
A. RECOMMENDED STANDARDS	110
B. QUESTIONNAIRE	111
C. SCHEDULE	117
D. DATA ON FLINT YOUTH BUREAU	120

LIST OF TABLES

Table		Page
1.	Professional Staff Members Employed, Seven Michigan Big Brother Agencies, 1953-1958 . . .	18
2.	Educational Degrees of Professional Workers in Seven Big Brother Agencies, 1958	19
3.	Experience in Years, Big Brother Workers, Seven Big Brother Agencies, 1958	20
4.	Active Big Brothers, Seven Michigan Big Brother Agencies, 1957	21
5.	Marital Status, Race, Religion, Active Big Brothers, Seven Michigan Big Brother Agencies, 1957	22
6.	Age Ranges, Big Brothers, Seven Michigan Big Brother Agencies, 1957	23
7.	Occupations, Active Big Brothers, Seven Michigan Big Brother Agencies, 1957	24
8.	Race, Religion of Little Brothers, Seven Michigan Big Brother Agencies, 1957	26
9.	Age Ranges, Little Brothers, Seven Michigan Big Brother Agencies, 1957	27
10.	Active Cases, Seven Michigan Big Brother Agencies, 1953-58	28
11.	Musical, Little Brothers and Big Brothers Combined, Seven Michigan Big Brother Agencies, 1958	29
12.	Frequency of Contacts Made by Big Brothers, Seven Michigan Big Brother Agencies, March, 1958	32
13.	Big Brother Contacts, Seven Michigan Big Brother Agencies, March, 1958	32
14.	Referrals Received, Six Michigan Big Brother Agencies, 1958	34

Table		Page
15.	Referrals, Six Michigan Big Brother Agencies, 1953	35
16.	Professional Staff Members Employed, Flint Youth Bureau, 1953-1953	120
17.	Marital Status, Race, Religion, Active Big Brothers, Flint Youth Bureau, 1957	120
18.	Active Cases, Flint Youth Bureau, 1953-1953 . .	121
19.	Number, Little Brothers and Big Brothers Compared, Flint Youth Bureau, 1957	121
20.	Frequency of Contacts, Flint Youth Bureau, March, 1953	121
21.	Referrals, Flint Youth Bureau, 1953	122

INTRODUCTION

Over-View of Big Brother Work

The Big Brother movement was started more than fifty years ago as an effort to give fatherless and neglected boys adult male companionship and guidance on an individual basis.

Big Brother work is based on the concept that boys need the stabilizing and helpful influence of a mature, responsible man. If a boy presents a problem that is related to the absence of a father or the ineffectual influence of a father, he may be considered for Big Brother service. The essence of Big Brother work is the establishment of a personal relationship between a volunteer adult male, the Big Brother, and the boy in need of such a father-substitute, the Little Brother. This relationship is often referred to as the "one man-one boy" formula.¹

The volunteer who serves as a Big Brother may represent any occupation, religion, race, or cultural group. He is supposed to be a man of good character who is interested in the welfare of others.

The Little Brother may represent any religion, race, or cultural group. He is generally between the ages of five and seventeen.

¹Recommended Standards, Big Brothers of America, Inc., St. Louis, Mo., 1956, p. 1.

Responsibility for the implementation and supervision of the one man-one boy relationship is vested in the professional staff of the Big Brother agency. The professional staff member is often a graduate from an accredited School of Social Work. Other staff members have had training related to social work, such as psychology, sociology, and education.

The professional staff member in the Big Brother agency utilizes the following methods in effecting Big Brother work: recruiting, screening, training, orientation, matching, and supervision.

Recruiting.--Recruiting is a process whereby certain communication media, such as radio and newspapers, are utilized to enlist volunteers for Big Brother work.

Screening.--Screening entails the evaluation of an applicant's acceptability for Big Brother work. This evaluation utilizes information from the application, from certain references, such as an employer or clergyman, and from personal interviews with the applicant. Often, other professions in the community, such as psychiatry, psychology, and religion, assist the Big Brother staff in this process.

Training.--After a volunteer is accepted for Big Brother work, he is asked to participate in a training program. He is informed and instructed as to the purpose of the agency and the nature of Big Brother work as it will relate to him.

Orientation.--Orientation is a process which involves the introduction of the prospective Little Brother to the Big Brother program and, eventually, the introduction to his Big Brother.

Matching.--Matching involves the assignment of a Big Brother to a Little Brother. Consideration is given to mutual religious, racial, cultural, and social factors.

Supervision.--Supervision involves the coordination between the staff member and the Big Brother. Through regular contacts the staff member is able to assist the Big Brother in maintaining the one-to-one relationship (one man-one boy relationship). Such assistance may be in the form of counseling, advice, or instruction.

Purpose of Study

The writers were motivated to undertake this study because of a mutual interest in Big Brother work. Two of them had had some previous contact with the movement. It also seemed that there would be practical value to such a study because there is very little literature or research available on the work of Big Brother agencies.

The authors undertook to investigate the nature of Big Brother work and to answer the following questions:

What is Big Brother work?

How is Big Brother work carried out?

Who is involved in Big Brother work?

What are the characteristics of those involved in Big Brother work?

Do the Big Brother agencies in Michigan utilize similar administrative methods in their work?

How does the work of Michigan Big Brother agencies compare with the recommended standards of the Big Brothers of America, Incorporated?

Related to the above questions was an interest in analyzing the relationship of the volunteer Big Brother to Big Brother work and to the professional staff worker. This interest was precipitated by the fact that the volunteer is the essence of such work. The unique combination of professional and volunteer service in Big Brother work is unlike the service offered by most other social agencies. Big Brother experience might show ways in which use of the social workers' professional skills could be extended, through selection and preparation of volunteers who, in turn, can render a direct service to a large number of clients.¹

¹Ben Lichtenberg, "On the Selection and Preparation of the Big Brother Volunteer," Social Casework, Oct., 1956, (Vol. 27, No. 8), p. 396.

METHODOLOGY

Agencies Involved

This study is limited to Michigan. The Big Brother agencies in Michigan involved in this study are as follows: Big Brothers of Dearborn, Detroit Church Youth Service, Flint Catholic Social Service Bureau, Big Brothers of Lansing, Big Brothers of Midland, Big Brothers of Oakland County, and Big Brothers of Saginaw. Information was also obtained from the Flint Youth Bureau but is not included in the tabulations because the figures from the Flint Youth Bureau are not comparable with those of any of the others. For example, the Flint Youth Bureau reports that it worked with six hundred eighty Big Brothers in 1957, whereas the combined total for all seven other agencies was only three hundred twelve. Such wide discrepancies cannot be accounted for simply by the size of the Flint Youth Bureau, but probably point to some differences in methods of recording and accounting. The precise nature of such differences could not be determined.

The one remaining Big Brother agency in Michigan at the time this study was initiated, Catholic Big Brothers of Detroit, was not studied. As stated in a letter from the supervisor of this agency, Catholic Big Brothers of Detroit was unable to participate in this study because of the

newness of the agency, a lack of personnel, and an inability to obtain sufficient data.

Division of Study

Methods

The authors divided this study into two parts.

Part I is an Over-All Administrative Study of Seven Michigan Big Brother Agencies. Part II is an Intensive Analysis of Three Michigan Big Brother Agencies.

The division of this study into two parts is related to the purposes of the study. The Over-All part was intended to be more general in scope. In this part the authors sought to present the nature of Big Brother work and those who effect this work, the characteristics of those involved in Big Brother work, the similarities or dissimilarities of the Big Brother agencies studied, and a comparison of these agencies to the recommended standards of the Big Brothers of America, Incorporated.

The data for Part I were gathered by means of a questionnaire which was sent to each agency.¹ The questions were structured in relation to the type of information desired. They were designed to elicit factual information, especially of a quantitative nature. Information for this section was also gathered from agency publications, annual

¹See Appendix B.

reports, and constitutions.

Part II, or the Intensive Analysis of Three Big Brother Agencies in Michigan, involved Detroit Church Youth Service, Big Brothers of Lansing, and Big Brothers of Saginaw. It is noted that these agencies were selected from the group of seven agencies studied in Part I. These three agencies were selected to provide an example of varied types of Big Brother settings. The agencies differ in size, location, sectarian or non-sectarian auspices, and whether they are independent agencies or part of a larger agency.

The authors believed that this more detailed analysis would further identify the nature of Big Brother work, how it is carried out, the philosophy underlying it, etc. The authors believed that the three Big Brother agencies studied would be illustrative of Big Brother work in Michigan. Similarities and dissimilarities of philosophy and procedure among these three agencies were investigated. Agency methods were compared to the recommended standards of the Big Brothers of America, Incorporated.

The information for Part II of this study was gathered by personal interviews with the Executive Directors of the respective agencies. The interviews were guided by a detailed schedule.¹ Because the authors were more interested at this point in philosophy and method of operation, rather than in

¹See Appendix C.

statistical data, open-end questions were used. Other sources of information were agency material and personal observation.

Format

In both parts of this study the writers have attempted to follow a certain order of presentation. Part I, or the Over-All Study, contains two chapters. The first chapter of Part I presents and analyzes the data collected from the seven Big Brother agencies studied. The second chapter presents conclusions regarding the over-all study.

Part II is made up of the individual studies. It includes a separate chapter for each of the agencies studied, giving the background and structure of that agency and an analysis of its work. These individual studies are followed by an over-all analysis and comparison of the three agencies.

Chapter VIII is a summary of conclusions and recommendations based on both Part I and Part II.

The authors felt a group responsibility for the conduct of this study. Certain areas required the collective thinking and activity of the group. Such areas were the Over-All Study, or Part I, and the chapters containing conclusions, implications, and recommendations. Some parts of the study were done individually. For example, each of the writers was responsible for interviewing, collecting, and presenting data from one of the selected agencies in the

Intensive Analysis of Three Michigan Big Brother Agencies.

Mr. Angell studied Big Brothers of Saginaw. Mr. Haley studied Big Brothers of Lansing. Mr. Beachnau studied Detroit Church Youth Service. Other areas of this study handled individually were: Introduction -- Mr. Beachnau and Mr. Haley; History of the Big Brother Movement -- Mr. Angell. Since all areas of the study are related, the authors coordinated their activities closely, and take collective responsibility for the project as a whole.

CHAPTER I

HISTORY OF THE BIG BROTHER MOVEMENT

The Big Brother movement came into existence on December 3, 1904. The initiation of this movement resulted from the efforts of a man whose work brought him in daily contact with the problems of youngsters who had gotten into trouble with the law, and for which there was only one solution: some form of incarceration. This man was Ernest K. Coulter, then clerk of the newly created Children's Court in New York City.¹

Background material seems in order so that an understanding may be gained of the social atmosphere from which the movement sprang. This country's first juvenile reformatory was built in New York in 1824.² Prior to this time all child offenders were detained in the same prisons and jails as adults. The State of Illinois was the pioneer in developing just methods for the handling of juvenile delinquents. In 1831 this state provided by law that for certain offenses the penalties for minors might differ from those for adults.³

¹"The Art of Friendship," Official Guidebook for Big Brothers, (Philadelphia: Big Brothers of America, Inc., 1954), p. 5.

²Big Brother Seminar, Lecture No. 1, May, 1945, p. 1.

³Ibid.

In 1861 the state capitol appointed a commissioner before whom children between the ages of six and seventeen might be heard on petty charges.¹ The commissioner had the authority to place these children on probation, to send them to the reform school, or to use any other method of punishment he saw fit. A few years later this work was transferred to the regular judge of the court.

In 1899, Illinois was again the pioneer when that state authorized the first juvenile court, in the city of Chicago.² This court was to consider cases of neglected, delinquent, and dependent children. The punishments to be meted out were prescribed not by criminal law but by equity. The juvenile court movement developed rapidly after the Chicago court was authorized. Twenty-two states had similar law within ten years.

It was during this era that authorities began to recognize that youthful offenders should be handled differently than the adult criminal. It was during this period that Mr. Coulter did something about the disturbing number of boys appearing and reappearing before the court. Through his untiring efforts, a group of forty men was enlisted from the roles of the Men's Club of the Central Presbyterian Church of New York. They discussed and rejected one procedure after

¹Ibid.

²Ibid., p. 2.

another, until it was finally decided that each man would concentrate on one boy, offering him his personal, friendly interest. The men agreed to work quietly for at least one year to test the one man-one boy formula before any publicity would be permitted.¹

The results of this experiment were encouraging. The boys responded very well to the initial application of the one-to-one relationship, and seldom did any of these boys again come into conflict with the law.²

During the years that followed, demands for similar service grew and necessitated recruitment of more volunteers. It also became necessary to establish a headquarters where the process of assignment of Big Brothers and follow-up work could be facilitated.

The organization was incorporated and the name "Big Brother Movement" formally adopted on October 1, 1909.³

Recognizing the significance and importance of religion in the personal treatment and guidance of boys, the Jewish Big Brother Organization was established in 1920.⁴ Similarly, Catholic Big Brothers, Incorporated, was set up in 1926.⁵

¹"Your Adventure in Friendship," A Guidebook For Big Brothers, (New York: Big Brother Movement, Inc., 1947), p. 3.

²Official Guidebook for Big Brothers, p. 7.

³Official Guidebook for Big Brothers, p. 4.

⁴"The Big Brother," (Cleveland: Jewish Big Brother Association), p. 2.

⁵"Give Us A Break," (Los Angeles: Catholic Big Brothers, Inc.), p. 1.

With the vast expansion of the movement, a need was felt to establish a National Association of Big Brother Organizations in the United States and Canada so that the experiences of the original agencies could be codified for the benefit of the new agencies being established. A study was launched in 1946 to determine the extent of this need. This study resulted in the formation of Big Brothers of America, Incorporated. This National Association enables the various organizations on the local level to cooperate more effectively for the general growth and advancement of Big Brother work in America; it provides information and guidance to new Big Brother organizations being formed and assists in creating and maintaining high standards of service.¹

The contribution that Big Brothers of America, Incorporated, has made to the Big Brother movement may be best described by listing the objectives of the National Organization. They are:

- "1. To expand Big Brother work by organizing new Big Brother groups;
- "2. To assist existing Big Brother agencies to expand their efforts;
- "3. To enable existing Big Brother agencies to work together more effectively;
- "4. To maintain mutually acceptable standards;

¹Official Guidebook for Big Brothers, p. 8.

- "5. To seek out and assist in the training of personnel for the staffs of existing and new Big Brother agencies;
- "6. To provide means of professional expansion to enable more men and women to make Big Brother work a career;
- "7. To explain through all channels of communication Big Brother aims to more men and women so that there will be an ever expanding interest in this work;
- "8. To increase financial support for Big Brother work."¹

During the subsequent fifty years since the inception of the movement, it has prospered and developed, and its services have been greatly extended. Today the program is directed toward a total adjustment of the boy, whereas in its early stage of development, efforts were confined almost exclusively to the boys referred by the Children's Court. The volume of preventive work has increased over the years until now the majority of the boys referred to Big Brother agencies have not come into conflict with the laws prior to their contact with a Big Brother agency.²

¹"The Big Brother Movement," (Philadelphia: Big Brothers of America, Inc., 1957), p. 10.

²Official Guidebook for Big Brothers, p. 10.

PART I

**OVER-ALL STUDY OF SEVEN MICHIGAN
BIG BROTHER AGENCIES**

CHAPTER II

PRESENTATION AND ANALYSIS OF DATA

Agencies

This chapter is concerned with seven Michigan Big Brother Agencies. These agencies, the year they were established, and the geographical area that they serve are as follows: Big Brothers of Dearborn, Incorporated, 1957, City of Dearborn; Detroit Church Youth Service, Incorporated, 1932, (Big Brother Program established 1940), City of Detroit including Hamtramck and Highland Park; Flint Catholic Social Service Bureau, 1941, (Big Brother Program established 1952), City of Flint and Genesee County; Big Brothers of Lansing, Incorporated, 1951, Ingham County, South edge of Clinton County, East edge of Eaton County; Big Brothers of Midland, Incorporated, 1955, Midland County; Big Brothers of Oakland County, Incorporated, 1954, Oakland County; and Big Brothers of Saginaw, Incorporated, 1953, City and County of Saginaw.

Affiliations

All agencies in this study are affiliated with Big Brothers of America, Incorporated, except Dearborn and Flint.

Although not officially organized at the initiation of this study, there now exists in Michigan an unchartered

State Federation of Big Brother Agencies. A primary purpose of this federation is to facilitate Big Brother work through increased cooperation, coordination, and communication among the individual agencies. The state federation will also provide assistance in the establishment of new agencies. All agencies in this study are members of this federation except Flint.

These agencies have affiliations other than with the State and National organizations. All except the Dearborn and Midland agencies are affiliated with local United Fund agencies. Dearborn and Lansing are closely associated with local public school systems. Dearborn receives partial financial support from the school system. Saginaw, Flint, and Detroit are members of the Michigan Welfare League. Flint is a member of the National Conference of Catholic Charities, the Catholic Charities of Michigan, and the Michigan Association of Children's Agencies. Detroit is affiliated with the Detroit Council of Churches and is a member of the National Conference of Social Welfare.

The data on affiliation was obtained through the questionnaire.

Characteristics of Professional Staff

The size of the Big Brother staffs varied from one to ten members. It is noted, however, that from 1953 to 1957, in every agency except Flint, there has been an increase

in the size of the professional staff. Table 1, shown below, shows the number of professional staff for the seven agencies from 1953 through 1958.

TABLE 1
PROFESSIONAL STAFF MEMBERS EMPLOYED,
SEVEN MICHIGAN BIG BROTHER
AGENCIES, 1953-1958

Agencies	Number of Professional Staff Members					
	1953	1954	1955	1956	1957	1958
Total	14	15	15½	19-19/20	22	24
Dearborn	0 ^a	0	0	1/5	1	1
Detroit ^b	4	4	6	8	9	10
Flint ^c	8	8	7	7	6	7
Lansing	1	1	1	1½	1½	2
Midland	0	0	0	1	1	1
Oakland County	0	0	½	1½	1½	1½
Saginaw	1	2	1	1	2	1½

^aAgency was not established in that year.

^bA family agency; not all of staff engaged in Big Brother work.

^cA family agency; not all of staff engaged in Big Brother work.

The educational characteristics of the professional workers in Big Brother agencies were considered. Table 2 shows that half of the professional workers held post-graduate

degrees. Forty-two per cent had Master's degrees in Social Work, and an additional eight per cent were students in Schools of Social Work. Two workers had Master's degrees in fields other than Social Work.

TABLE 2

EDUCATIONAL DEGREES OF PROFESSIONAL WORKERS
IN SEVEN BIG BROTHER AGENCIES, 1958

Degrees	Number	Per Cent
Total	26*	100.0
Master of Social Work	11	42.3
Bachelor of Arts	11	42.3
Student (M.S.W. Candidate)	2	7.8
Master of Arts (Sociology)	1	3.8
Master of Arts (Education)	1	3.8

*The difference between the total of 26 in Table 2 and 24 in Table 1 is due to the fact that a number of professionals are on a part-time basis.

Table 3 illustrates the length of experience of the professionals involved in Big Brother work. In the agencies studied, experience ranged from eight months to fifteen years. Two workers had experience exceeding seven years, but the majority of workers had three years or less experience in professional Big Brother work.

TABLE 3
EXPERIENCE IN YEARS, BIG BROTHER
WORKERS, SEVEN BIG BROTHER
AGENCIES, 1959

Years	Number of Workers
Total	23
0 to 3	15
4 to 6	6
7 to 9	1
10 to 12	0
13 to 15	1

Characteristics of Big Brothers

Another facet of this study was an attempt to investigate the characteristics of the Big Brother, such as his religion, marital status, race, age, and occupation. The questionnaire was structured so as to obtain this information.

The total number of Big Brothers active during 1957 in the agencies included in this study was three hundred twelve. Table 4 shows the distribution of these men according to each agency.

Table 5 indicates that eighty-four per cent of the Big Brothers were married, eighty-six per cent were white, sixty-eight per cent were Protestant, thirty per cent Catholic, and slightly less than two per cent Jewish.

TABLE 4
ACTIVE BIG BROTHERS, SEVEN MICHIGAN
BIG BROTHER AGENCIES, 1957

Agencies	Number
Total	312
Dearborn	23
Detroit	65
Flint	40
Lansing	59
Midland	22
Oakland County	44
Saginaw	59

It may be noted from Table 6 that in 1957 there was only one Big Brother under the age of twenty-one. There were twenty-three Big Brothers falling in the age range of fifty and over. The majority of the Big Brothers fell in the age bracket of thirty-one to forty years of age, with the age range of twenty-one to thirty being the next largest group. In the Lansing agency there was a relatively larger proportion of Big Brothers falling in the age range of "over fifty." There was also a sizable number of Big Brothers in the forty-one to fifty grouping in this agency.

A further identifying characteristic of the Big Brother was his occupation. Table 7 shows the percentage as well as the number of Big Brothers in various occupational groupings. More than half of all the Big Brothers were found

to be in the business and professional categories. Skilled and unskilled workers accounted for about one-fourth of the group; clerical workers for twelve per cent. The balance were scattered among civil service, farmer, student, and miscellaneous occupations.

TABLE 5

MARITAL STATUS, RACE, RELIGION, ACTIVE BIG BROTHERS,
SEVEN MICHIGAN BIG BROTHER AGENCIES, 1957

Agencies	Marital Status			Race			Religion			
	Total	Single	Married	Total	White	Negro	Total	Cath.	Jew.	Prot.
Total	312	33	279	312	269	43	312	95	5	212
Dearborn	23	3	20	23	23	0	23	7	0	16
Detroit	65	5	60	65	35	30	65	0	0	65 ^a
Flint	40	12	28	40	37	3	40	40 ^b	0	0
Lansing	59	6	53	59	56	3	59	7	4	48
Midland	22	1	21	22	22	0	22	4	0	18
Oakland County	44	5	39	44	41	3	44	16	1	27
Saginaw	59	1	58	59	55	4	59	21	0	38

^aServes Protestants only.

^bServes Catholics only.

As part of this study it was felt by the authors that it would be important to determine how long Big Brothers maintain their interest in the service. The Directors were

TABLE 6

AGE RANGES, BIG BROTHERS, SEVEN MICHIGAN
BIG BROTHER AGENCIES, 1957

Agencies	Age Range				
	Under 21	21-30	31-40	41-50	Over 50
Total	1	97	139	54	23
Dearborn	0	5	15	3	0
Detroit	1	30	20	9	5
Flint	0	14	25	3	0
Lansing	0	13	13	17	11
Midland	0	3	13	4	2
Oakland County	0	24	14	6	0
Saginaw	0	8	34	12	5

asked to choose any month in 1957 and to indicate, for Big Brothers assigned in that month, the number who were active three months later, six months later, nine months later, and one year later, following assignment. The statistics collected in this area revealed a very wide range, from no drop-outs in a year to a fifty per cent decrease. In one agency, information in this area was unavailable, and in three agencies there were so few assignments made that the statistics gathered therein were insignificant. By and large, however, the large majority of the Big Brothers tended to be active one year after they were initially assigned to a Little Brother.

TABLE 7

OCCUPATIONS, ACTIVE BIG BROTHERS, SEVEN
MICHIGAN BIG BROTHER AGENCIES, 1957

Occupation	No.	Per Cent
Total	312	100.0
Business	89	28.5
Professional	80	25.5
Skilled Worker	47	15.1
Clerical	37	11.9
Unskilled Worker	30	9.6
Civil Service	13	4.2
Miscellaneous	10	3.2
Student	3	1.0
Farmer	3	1.0

The Little Brother

Table 8 indicates the religious and racial characteristics of the Little Brothers in the seven Big Brother agencies studied. The authors included races other than Negro and White in the questionnaire, but the data gathered revealed that the agencies studied served only White and Negro clientele. Detroit departed from a general pattern in that over fifty per cent of the Little Brothers were Negro. Fourteen per cent of all boys being served by the seven Michigan agencies were Negro.

In the entire study there was only one Jewish Little Brother who came to the attention of a Big Brother agency. As Table 8 shows, the majority of Little Brothers were Protestant. With the exception of Flint and Detroit, Big Brother agencies tended to have a caseload containing approximately one-third Catholic Little Brothers to two-thirds Protestant Little Brothers. There was some variance in the Lansing and Oakland County agencies in that the Lansing agency served approximately twenty per cent Catholic Little Brothers and eighty per cent Protestant Little Brothers, whereas Oakland County served approximately fifty per cent Catholic Little Brothers and fifty per cent Protestant Little Brothers.

In studying the age range of the Little Brother, the authors classified the ages into two groupings: boys "twelve and under" and boys "thirteen and over." As Table 9 indicates, there was a majority of boys in the latter group. Three agencies, Lansing, Midland, and Oakland County, served a majority of boys in the older age range. Detroit and Saginaw had a heavier emphasis on the lower age range. The remaining two agencies, Dearborn and Flint, had fairly equal representation of the two groups.

Table 10 shows the active cases of the seven Big Brother agencies from 1953 to 1958. For purposes of this study a case is considered to be the one-to-one relationship. Every agency but one showed a yearly increase in the number

of cases served. The exception to this was Flint, which had a decrease of four cases in 1958.

TABLE 8

RACE, RELIGION OF LITTLE BROTHERS, SEVEN MICHIGAN
BIG BROTHER AGENCIES, 1957

Agencies	Race			Religion			
	Total	White	Negro	Total	Cath.	Jew.	Prot.
Total	353	303	50	353	111	1	241
Dearborn	25	25	0	25	7	0	18
Detroit	67	33	34	67	0	0	67 ^a
Flint	48	42	6	48	48 ^b	0	0
Lansing	68	65	3	68	9	0	59
Midland	38	38	0	38	9	0	29
Oakland County	47	44	3	47	16	1	30
Saginaw	60	56	4	60	22	0	38

^aServes Protestants only.

^bServes Catholics only.

Data gathered by the questionnaire indicated that the closing of cases in Big Brother agencies tended to be related to four major factors: unwillingness of Little Brother or Little Brother's family to continue service, a change in the Little Brother's family status (father returns, mother remarries, family moves, etc.), Little Brother outgrew program

TABLE 9

**AGE RANGES, LITTLE BROTHERS, SEVEN
MICHIGAN BIG BROTHER AGENCIES,
1957**

Agencies	Age Ranges	
	12 and Under	13 and Over
Total	136	217
Dearborn	15	10
Detroit	44	23
Flint	22	26
Lansing	16	52
Midland	0	38
Oakland County	1	46
Saginaw	38	22

because of age, or Little Brother had derived maximum benefits from the Big Brother service. The most common reason found for closing cases was a change in the Little Brother's family status, such as remarriage of the mother or the father's return to the home. Included in this change of family status was the possibility of the Little Brother's family moving. Another reason sometimes given for the closing of cases was discontinuance by the Big Brother because of moving or becoming too busy.

TABLE 10
ACTIVE CASES, SEVEN MICHIGAN BIG BROTHER AGENCIES,
1953-58

Year	Dearborn	Detroit	Flint	Lansing	Midland	Oakland County	Saginaw
	No. of Cases	No. of Cases	No. of Cases	No. of Cases	No. of Cases	No. of Cases	No. of Cases
Total	56	319	169	349	126	183	60 ^a
1953	0	18	11	9	0	0	-
1954	0	22	19	65	0	6	-
1955	0	42	27	65	3	16	-
1956	- ^b	50	32	64	22	21	-
1957	23	67	42	67	38	44	60
1958	33	120	38	79	63	96	-

^a1953 to 1957 and 1958 unavailable.

^bUnavailable.

Since the basic philosophy of Big Brother work is the one-to-one relationship, the authors felt that a comparison between number of Little Brothers and number of Big Brothers should be made. Table 11 shows this comparison. In all but three agencies the number of Big Brothers approximated the number of Little Brothers. In Flint, Lansing, and Midland, the number of Little Brothers was greater than the number of Big Brothers, indicating a departure from the one-to-one formula.

TABLE 11
NUMBER, LITTLE BROTHERS AND BIG BROTHERS
COMPARED, SEVEN MICHIGAN BIG
BROTHER AGENCIES, 1958

Agencies	No. of Little Bros.	No. of Big Bros.
Total	353	312
Dearborn	25	23
Detroit	67	65
Flint	48	40
Lansing	68	59
Midland	38	22
Oakland County	47	44
Saginaw	60	59

Administrative Procedures

Written Reports

Only three of the agencies studied required that the Big Brother make formalized written reports on a regular basis regarding the activities conducted, the progress of the relationship, and any other areas that the Big Brother feels would be helpful. The agencies that require this are Detroit, Flint, and Lansing.

Matching

An integral aspect of the Big Brother program, after

Big Brothers and Little Brothers have been accepted for service, is the matching of the Big Brother and Little Brother. All agencies believe that the matching of the Big Brother and Little Brother should be on a basis that will facilitate a positive and effective relationship. Varying criteria were used by the agencies studied. Graph 1 indicates the areas considered. The criteria used most generally were racial and religious factors. In descending order the following factors were considered and utilized: geographical location, personality, mutual interests, hobbies, comparative age, socio-economic, family size, cultural, intuition, and intelligence.

Frequency of Contact

An effort was made to learn of the frequency of contacts that all Big Brothers had with their Little Brothers during a given month. Tables 12 and 13 illustrate both the number of contacts made and the number of Big Brothers making these contacts. Table 12 gives a specific breakdown of these contacts, showing each agency. Table 13 presents an over-view of the combined contacts of all agencies. More than sixty-four per cent of all the Big Brothers had three or more contacts in the given month. There were, however, one hundred five Big Brothers (thirty-five per cent) who saw their Little Brothers twice or less during the given month.

TABLE 12

FREQUENCY OF CONTACTS MADE BY BIG BROTHERS, SEVEN MICHIGAN
BIG BROTHER AGENCIES, MARCH, 1958

Agencies	Number of Big Brothers by Frequency of Contacts in Month					
	Total	One	Two	Three	Four	Five or More
Total	295	44	61	71	95	24
Dearborn	28	3	5	4	16	0
Detroit	120	20	30	10	45	15
Flint	23	5	4	9	3	2
Lansing	52	7	8	10	20	7
Midland ¹						
Oakland County	72	9	14	38	11	0
Saginaw ²						

¹Unavailable²Unavailable

TABLE 13

BIG BROTHER CONTACTS, SEVEN MICHIGAN
BIG BROTHER AGENCIES, MARCH, 1958

No. of Contacts	Per Cent	No. of Big Brothers
Total	100.0	295
One	14.9	44
Two	20.7	61
Three	24.1	71
Four	32.2	95
Five or More	8.1	24

Community Relationships

The boys served by the Big Brother agencies in this study came from several referral sources, as indicated in Table 14. Most of the referrals came from parents of Little Brothers, social work agencies, and schools.

Table 14 indicates the number and per cent of referrals received by the six Big Brother agencies from various resources in the community. Sixty per cent of the referrals came from three sources: the juvenile courts, schools, and social work agencies. Fifty-one per cent of the referrals came from schools and social work agencies. This is viewed as an indication that the services offered are being utilized chiefly by personnel who are in a position to understand, utilize, and evaluate Big Brother services. It is also significant that twenty-seven per cent of the referrals came from the parents of Little Brothers. This is viewed as being constructive and positive in that parents learn of the service and seek the service of their Big Brother agency.

Table 15 reveals the referrals from six Big Brother agencies to other community resources. Three agencies did not make any referrals. Three agencies referred Little Brothers to other agencies, i.e., guidance clinics, schools, social work agencies, etc.

The questionnaire asked the Directors of the Big Brother agencies to comment on their community relationships

and on special problems with which they were concerned. All of them reported that their agencies enjoyed a positive relationship with the other agencies in the community. This was evidenced by the several agencies with which they worked and from whom they received referrals. Individual Directors have expressed the feeling that they see the Big Brother agency as part of a cooperative team, offering total welfare services to the community.

TABLE 14
REFERRALS RECEIVED, SIX^a MICHIGAN
BIG BROTHER AGENCIES, 1958

Referral Sources	Per Cent	Number
Total	100	252
Child Clinics	4	10
Juvenile Division, Police	3	6
Juvenile Division, Court	9	23
Parents	27	68
Schools	29	74
Social Work Agencies	22	57
Miscellaneous ^b	6	14

^aDetroit is excluded because available referral figures include other than Little Brothers.

^bIncludes friends of family, Health Department, Board members, etc.

TABLE 15
REFERRALS, SIX^a MICHIGAN BIG BROTHER
AGENCIES, 1958

Agencies	Referrals to Other Agencies
Total	27
Dearborn	8
Flint	2
Lansing	0
Midland	0
Oakland County	17
Saginaw	0

^aDetroit referrals could not be used because they included those other than for Big Brother service.

The questionnaire also revealed that the Directors of the Big Brother agencies in the study found difficulty in recruiting a sufficient number of Big Brothers. Because of this prevailing problem, the agencies of necessity must find ways to obtain Big Brothers. This invariably involved a recruitment program of one type or another. Various media were utilized. The active Big Brothers were found to be the major source of recruitment of other Big Brothers. Board members also contributed in this area. Mass communication via television, radio, and newspaper was commonly utilized. Speaking engagements by the executives and staff members were also found to be productive. Each agency may find that a

particular area was fruitful in recruiting Big Brothers, depending upon the community or the particular circumstances of the agency. Although recruitment of Big Brothers was an over-all problem, it was found that the primary difficulty lay in recruiting from racial, religious, and cultural minority groups. For example, difficulty has been experienced in tapping the Catholic, Lutheran, and Negro segments of the community.

CHAPTER III

CONCLUSIONS

The information in the Over-All Study indicates a general effort on the part of the Big Brother agencies in Michigan to meet national standards established by Big Brothers of America, with whom all but two of the agencies are affiliated. Michigan has more member agencies affiliated with the national organization than any other state.¹

Characteristics of the Professional Staff

Most of the Michigan agencies are relatively new. Their staffs are small. The data gathered show, however, that an annual increase in the size of the professional staff has taken place in each agency except Flint. This would seem to imply community acceptance of the work done by the Executive Directors and their staffs in the respective Big Brother agencies.

Professional staff qualifications are moving toward the recommended standards of the national agency, which list graduation from an accredited School of Social Work as the best training for a professional worker in a Big Brother

¹Speech by Mr. Hank Royce, Director of Programs and Services, Big Brothers of America, Inc., given at the Sixth Annual State Big Brothers Convention, April 18, 1959.

association.¹ Four of the seven agencies now have on their staff at least one member with a Master's of Social Work degree.

Characteristics of the Big Brother

Most of the Big Brothers come from the business and professional occupations, although there is some representation from all occupational groupings. The reason for the preponderance of business and professional groups may be that either these groups identify more with the Big Brother program or that recruitment is concentrated in this direction.

Characteristics of the Little Brother

The boys served by the Big Brother agencies studied represent various age groupings, races, religious faiths, and economic strata.² The ages of the Little Brothers served by these agencies are important in regard to the potential effectiveness of the service. It seems safe to assume that the potentialities for effectiveness are greater with younger boys. The figures indicate, however, that the number of Little Brothers in the younger age range (twelve and under) was fifty per cent less than the number who were thirteen and over. The Big Brother agencies studied thus tended to work with boys in the older age range. This was not true of all

¹See Appendix A.

²"Economic strata" included because of relevancy to Little Brother characteristics. Information obtained from interview used for Part II.

agencies, however.

The Big Brother agencies studied, in most instances, tended to adhere to the recommendation of the national office that a one-to-one relationship be provided the Little Brother. However, three agencies were departing to some extent from the recommended standards.

Administrative Procedures

The essence of Big Brother work on the practical level is the contact, over a period of time, between the Big Brother and the Little Brother. The Big Brother agencies in Michigan show a high degree of activity between the Big and Little Brothers. The over-all average contacts per month were well above the recommended minimum requirements set forth by the national office.¹

All the Big Brother agencies studied were in agreement as to which factors should be considered in matching Big Brothers with Little Brothers. The criteria which they used were compatible with those recommended by the national office.²

Community Relationships

The Directors of the agencies studied reported positive and effective relationships with the community and in the community. This evaluation was supported by the data, showing

¹See Appendix A.

²See Appendix A.

substantial numbers of referrals from schools and social agencies. On the other hand, the Big Brother agencies made very few referrals to other agencies.

All of the agencies reported a problem in recruiting Big Brothers to meet the demand for the large number of Little Brothers referred to them. All had active recruitment programs. It may be that the efforts were not in the right areas or not extensive enough. Additional needs and resources may be needed to facilitate an increase in Big Brother recruiting.

PART II

INTENSIVE ANALYSIS OF THREE MICHIGAN BIG BROTHER AGENCIES

This part of the study is the direct result of data gathered through interviews with the three directors of the agencies studied intensively.

Part II is related to Part I, but it is more intensive and studies philosophy and method of operation of Big Brother work reflected by the three agencies.

To complete this intensive analysis, each of the three authors took responsibility for the study of one of the three Big Brother agencies. Chapters IV, V, and VI present and analyze the data gathered regarding these agencies. Each chapter is a complete unit. Areas which overlap with portions of Part I were not excluded from these chapters. This enables the reader to view the program of each agency.

Chapter VII is a comparison of these three agencies. Included also in Chapter VII are conclusions based on the data presented in Chapters IV, V, and VI.

CHAPTER IV

DETROIT CHURCH YOUTH SERVICE, INCORPORATED

History

The establishment of Detroit Church Youth Service, Incorporated, dates back to 1932 when the Episcopal City Mission Society placed a part-time chaplain at the Wayne County Juvenile Court and Detention Home.¹ The chaplain's work consisted of counseling Protestant boys and girls admitted to the Detention Home, occasionally participating in the planning for cases handled by the court. In 1938 the Episcopal City Mission Society put this work on a full-time basis.

In 1940 this work was expanded by the chaplain by recruiting volunteer men and women to help him. There was an increasing number of referrals from the Court and the Detroit Police Department for help with boys and girls. The plan of using volunteer men and women was in some ways similar to the Big Brother Movement. The terms "Big Brother" and "Big Sister" were used to describe the men and women who were assigned by the chaplain as sponsors to the boys and girls. In 1942 this work was formalized with the title "The Protestant Big Brother

¹"Some Descriptive Notes on Church Youth Service," (Detroit: Church Youth Service, Inc., 1955), p. 1.

and Big Sister Service of Detroit." At this time the Community Chest (later: United Community Services) began giving financial assistance. During subsequent years an assistant chaplain and two women (workers) were added to the paid staff.¹

The operation, policies, and records of the various phases of the work were unified and centralized in 1950 under a new Executive Director. Plans were formulated to provide a more adequate casework service by increasing the number of professionally trained workers on the staff and by the increased use of accepted casework methods. Referrals from agencies other than the court and Police Department were encouraged. Chaplaincy work at the Detention Home was continued. This reorganization was implemented so that the agency's work could be on a more preventive basis and less of a supplementary court service. In 1955 the agency moved out of the court building but retained an office there for the staff chaplain. Because the principal function of the agency was to provide professional casework, the name of the service was changed from "Protestant Big Brother and Big Sister Service" to "Church Youth Service."² It was incorporated in 1952. Increased support from the United Community Services

¹Ibid.

²Ibid.

made it possible to increase staff positions from four in 1950 to thirteen in 1955.

Structure

In 1953 Detroit was admitted as an affiliate of the Big Brothers of America. In this same year work was begun on a broadening of the organizational structure. Plans were made to secure increased cooperation from all Protestant and Orthodox denominations by bringing the agency into the Detroit Council of Churches. It was felt that this would broaden the financial support of the work and encourage closer cooperation between the agency and the parish churches in the agency's work with children. An affiliation with the Detroit Council of Churches resulted in 1954.¹ Detroit became a service unit of the Council of Churches but continued to be a corporation with the operation remaining in the hands of its own Board of Trustees. The agency's budget is also separate from that of the Council of Churches.

The affiliation with Big Brothers of America, Incorporated, is viewed by the agency as being beneficial. The membership fee is one hundred dollars a year. The national Big Brother office sends its affiliates printed material covering various areas of Big Brother work. Such literature is helpful for publicity, especially during Big Brother week. The national office also sets up a National

¹Ibid.

Conference. A significant service offered by the national office is its assistance to smaller agencies or to communities in the process of establishing Big Brother agencies.

Detroit is also a member of the Michigan Welfare League, the National Conference on Social Welfare, and the United Community Services of Detroit. As noted in Part I of this study, this agency is also a member of the State Federation of Big Brother Agencies.

Financial Support

Until 1942 the Episcopal City Mission Society had paid all expenses of the agency's work. From that date increasing support has come from United Community Services. In 1955 Detroit's budget was divided into two parts. The smaller part, called the Church Budget, is for the salaries of the clergy and their related expenses.¹ The money raised for this budget comes from church groups and individuals. Last year fifteen thousand dollars was raised in this manner to support the Chaplaincy Service. Detroit Commandry No. 1 of the Knights Templar currently contributes for the support of one chaplain.

The larger budget, called the General Budget, covers all other agency expenses, including all office maintenance, salaries, and related expenses of the social work and clerical staff. This is paid entirely by the Torch Drive Funds through

¹Ibid., p. 2.

United Community Services. The Big Brother and Big Sister programs are paid for, entirely, by United Community Services. Approximately eighty thousand dollars was given to Detroit last year by United Community Services.

Organization

Before looking at the Big Brother program, specifically, it would seem necessary to examine the larger agency, structurally, of which it is a part. Because of Detroit's rather unique organization, this would seem especially appropriate. Although affiliated with the Detroit Council of Churches, Detroit operates autonomously. It has a Board of Trustees consisting of not less than twenty-four nor more than forty-five elected trustees. The Board is constituted as follows:

- "1. A representative of each of the major Protestant and Orthodox denominations, not less than twelve nor more than thirty-three.
- "2. A representative from each of eight organizations having special interests in the work: Police Youth Bureau, Women's Division of the Detroit Police, Wayne County Juvenile Court, Protestant Men of Detroit, United Church Women, Big Brothers, Big Sisters, and Detroit Council of Churches.
- "3. Seven trustees at large elected by the Board."¹

From the Board of Trustees there is designated an Executive Committee not to exceed fifteen members. This committee shall have and may exercise the powers of the Board of Trustees in

¹Ibid., p. 2.

the management of the business and affairs of the corporation, and may have power to authorize the seal of the corporation to be affixed to all papers which may require it.¹ Provisions are also made for standing committees to be selected from the Board of Trustees in the areas of nomination, operations, budget, finance, and public information. The members of the Board are not active, generally, in the work of the agency -- or of the Big Brother program. However, certain members do, upon occasion, help in various phases of the agency work. One of the Board members, for example, helps the Big Brother program in the area of recruitment of Big Brothers.

The agency, itself, is a Protestant agency offering three types of service: social casework, Big Brother and Big Sister service, and chaplaincy service. The basis and philosophy for the total agency operation is Christian casework. As its title implies Church Youth Service places a major emphasis on helping Protestant boys and girls who are experiencing difficulty at home, in school, or with the police. The parents or relatives of these children are also given assistance in helping the child resolve his difficulties.

Big Brothers and Big Sisters are assigned when a child needs a friendly, continuing relationship with an adult. The Big Brothers and Big Sisters are mature, Protestant, Detroit men and women who have an earnest desire to help youngsters.

¹ Ibid., p. 4

The Chaplaincy Service consists of two Protestant chaplains assigned to Wayne County Juvenile Court and Detention Home. The chaplain assures each child of the church's concern. They also interview and counsel children when they come to the Detention Home. Worship services are conducted every Sunday for children in the Detention Home.

A total staff of eighteen people administer the above-mentioned services. The Executive Director is responsible for the total administration of Church Youth Service. To assist him he has a Supervisor of Volunteers (Big Brothers and Big Sisters), two chaplains, a Casework Supervisor, eight caseworkers, and an office (clerical, etc.) staff of five persons.¹

Professional Staff

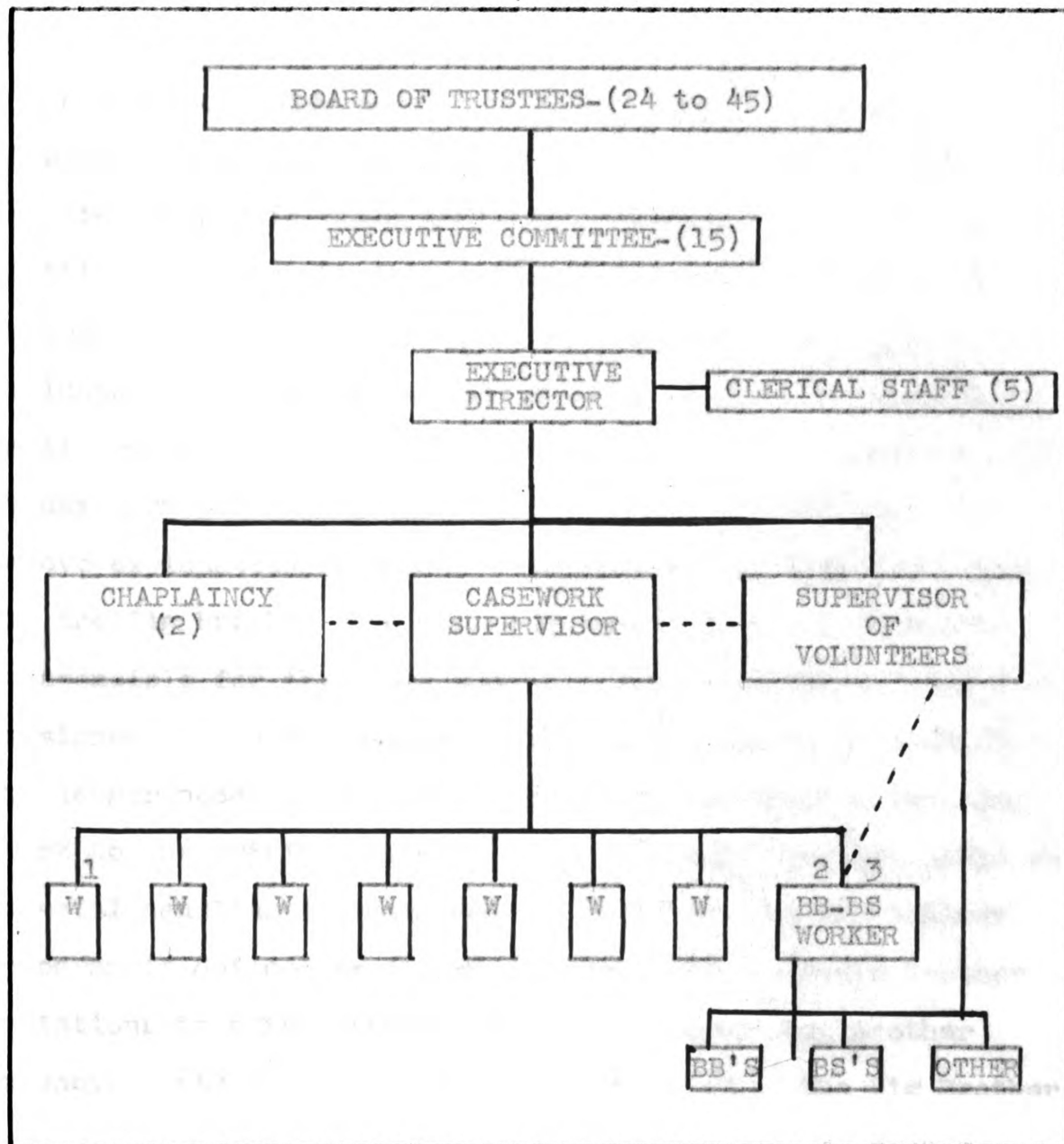
As indicated by the structural organization of Church Youth Service, Big Brother work is only a segment of the total service offered. Boys and girls with behavior problems (and their families) are referred from a variety of sources.² The agency workers offer casework service as indicated by the individual situation. During his contacts the worker is able to utilize all agency resources to facilitate the service. Should the client be a boy in need of male identification

¹See Chart 1.

²Referral information presented in Chapter II (Over-All Study).

CHART 1

ACTIVITY ORGANIZATION, CHURCH YOUTH SERVICE, INCORPORATED,
DETROIT, MICHIGAN, MARCH, 1959



¹W, abbreviation for Worker (caseworker).

²BB, abbreviation for Big Brother.

³BS, abbreviation for Big Sister.

Source: Mr. Jerome Nates, Executive Director, Church Youth Service, Inc., Detroit, Mich., March, 1959.

(along with other factors) the agency Big Brother program is utilized. From initial application for this service through active Big Brother-Little Brother activity, there is coordination between the original caseworker, the Casework Supervisor, the Supervisor of Volunteers, and the Big Brother caseworker. The Casework Supervisor accepts or rejects the Little Brother applicants and is responsible for matching the Big Brother-Little Brother combination. The Supervisor of Volunteers is responsible for recruiting, screening, and training of the volunteer Big Brother and Big Sister. After a Big Brother is assigned to a Little Brother, the Big Brother caseworker supervises them and is available if counseling is needed. The above explanation demonstrates the number of people involved in the Big Brother program, even though only one worker is responsible for the cases once assigned and active. Cases are assigned to the Big Brother worker when extensive casework is no longer needed. Provisions are made to transfer the case back to the original worker if the situation changes again and special handling is required. A "case" in the Big Brother program is defined as the active Big Brother-Little Brother relationship after assignment. In the usual Big Brother agency, forty or fifty cases would be ideal. The Big Brother caseworker at Detroit presently has a caseload of eighty cases. The Big Brother caseworker could handle up to one hundred twenty cases because of the casework services given

by other agency personnel. The original caseworker may or may not continue to work directly with the client or his family, depending upon the client's needs. Nearly all the agency workers, then, are involved in the Big Brother program.

When employing a caseworker, Detroit attempts to find a person with a Master's of Social Work degree. Because it is difficult to find persons with such degrees, the agency will employ a person with a Bachelor of Art's degree who has had some casework experience. A factor other than educational and experience, which is considered in employing caseworkers, is religion. Protestant workers are employed because of the agency's Protestant orientation and affiliation. The policy of employing persons with Master's of Social Work degrees (if obtainable) is found in agency standards and in the standards established by national Big Brothers. One of Detroit's goals for 1959 is "to increase the ratio of staff members holding the Master's degree in social work even if it means carrying a vacancy for several months."¹

The Big Brother

Men volunteer for Big Brother work for various reasons. Whether stated or implied by the Big Brother, the Executive Director at Detroit believes that the main (positive) reasons are:

¹"Annual Report," (Detroit: Church Youth Service, Inc., 1952), p. 2.

1. Big Brother work fills a lack in their own lives.
2. There is a religious motivation to do Big Brother work.
3. A man who has no children of his own.
4. They want to do something for somebody -- to help somebody.

Although any one or combinations of the above might qualify a person for Big Brother work, there are five basic requirements which must be present in the applicant. He should have high moral character, be a member in a Christian Church, be willing to have an engagement with a boy (Little Brother) on an average of once a week, be willing to work with a boy in cooperation with an agency caseworker, and be willing to attend a one-session orientation course for prospective Big Brothers.¹

It is expected that some men might have negative reasons or motivations for wanting to become Big Brothers. These reasons are the criteria, ordinarily, for not accepting an applicant. Such reasons include drug addiction, police record, homosexuality, weak personality, and a neurotic need to use the child. All of these factors and others are considered when the applicant is screened for subsequent Big Brother work. The significant point is that any characteristic of an applicant which might tend to have an unhealthy effect

¹"A Brief Description," (Detroit: Church Youth Service, Inc.), p. 3.

or influence on the Little Brother is thought of as a factor requiring denial of the person's application. The age of the applicant or the number of children that he has are not ordinarily considered as delimiting factors. Relatives of Little Brothers are not accepted as Big Brothers for the Little Brother, as it is believed that a relative might not be objective and would also be subject to influence from the Little Brother's mother.

The recruitment of Big Brothers is an over-all problem in most Big Brother agencies. Detroit is no exception to this generally prevailing situation. Various means of recruitment have been utilized by Detroit in its recruitment program. Appearances by the Executive Director, Board members, and staff members on television and radio programs, accounts of the agency's work in the newspapers, and staff participation in community and university activities have brought much favorable publicity, resulting in a number of well-qualified Detroit men volunteering their services to the Big Brother program. One of the chief sources of Big Brothers has been through work with church men's groups. More recently this has been an area showing less response. Two new areas of recruitment are expected to bring results. These areas are the unions and Detroit Commandry No. 1, Knights Templar.

A screening process is used by the agency to determine whether or not a volunteer applicant meets the qualifications necessary for Big Brother work. This process, briefly,

involves the receiving of the application, which, among other things, asks for references. Usually, three of these references are contacted for purposes of better evaluating the character and potential of the applicant to do Big Brother work. The applicant is interviewed by a caseworker (Supervisor of Volunteers). If he has any question about the person, he checks with the Police Department and possibly the man's employer or clergyman. On the basis of these procedures a decision is made by the Supervisor of Volunteers as to the acceptability of the applicant for Big Brother work.

Once a volunteer has been approved as a potential Big Brother, he is asked to participate in a two-hour training session. At this session he is given a more detailed introduction to the work which he will be doing as a Big Brother. Usually, color slides describing Big Brother work are shown. A history of Detroit Church Youth Service is also given. Some of the dynamics of individual and group work approaches are presented. Added to these is a presentation of the realistic side of Big Brother work, along with some "do's and don't's" of being a Big Brother. Friendship is stressed as the therapy involved in the Big Brother-Little Brother relationship. Most importantly, the volunteer is given ample opportunity to withdraw should he be so inclined. The Supervisor of Volunteers is responsible for the recruiting and training of Big Brothers. As in other areas, staff

members assist in this work. In 1958 a total of twenty-three training sessions were held.

The Big Brother is encouraged to include his own family, occasionally, in his relationship with the Little Brother, after a few months when the basic relationship has been established. Being invited to the Big Brother's home may be a revelation to the Little Brother of a new kind of home. It is possible that a Little Brother could become exploited, e.g., work for the Big Brother's family. Occurrence of this is rare and can be checked for by staff personnel.

It is expected that the Big Brother will be in contact with the Little Brother's family, but he is cautioned to avoid becoming involved in family difficulties. The family of the Little Brother is seen by the Executive Director as being (possibly) affected in three ways by the Big Brother-Little Brother relationship. On occasion the mother of the Little Brother becomes "interested in the Big Brother" in a romantic way. Sometimes the mother accepts the Big Brother and later rejects him. This may be due to jealousy or other personal needs. If there are other children in the home, there might be evidence of sibling rivalry caused by the attention given to the Little Brother. These difficulties are resolved, usually, by the caseworker or possibly by the Big Brother in collaboration with the worker. If a family problem does exist, referral is made to a family agency.

Although cautioned in his training not to do so, the Big Brother occasionally becomes over-involved with the Little Brother or his family, or goes beyond the volunteer role, i.e., attempting to counsel. In such an instance the caseworker might attempt counseling the Big Brother. If this doesn't prove satisfactory, another Big Brother might be assigned to the particular Little Brother or the case might be terminated. The incidence of this type of situation is relatively low at Detroit.

Although not too involved in the other work of the agency or the Big Brother program, the Big Brother occasionally assists in such areas as public relations, recruiting, "leg" work, business connections, and gifts to the agency. It is noted that one of the Big Brothers is represented on the Board of Trustees. Others, not Big Brothers but interested in the program, assist the agency in other volunteer capacities.

Reasons which Big Brothers give for becoming inactive or discontinuing the relationship are various. The main reasons given are presented below:

1. Moving from city.
2. Assignment completed; not interested in another case.
3. Increased job demands.
4. Big Brother work is too time-consuming.
5. Big Brother program is not what was expected.
6. Change in marital status.

A lengthy explanation of the above reasons does not seem indicated. It is expected that men will have to "drop out" for these and other reasons. Whatever the reason, a Big Brother is not encouraged by the staff to continue if he cannot, or feels he cannot, continue the work.

The Little Brother

Although such things as age and the family's willingness for service are considered before accepting a boy for Big Brother service, the essential criteria are the boy's capacity for relationship and the fact that he has not found or does not have sufficient male identification. It should be noted again that no situation comes to Detroit as a Big Brother case. Actually, the situation is approached on a casework basis. Only later, after appropriate evaluation of the situation has been made and casework has been offered, is an inter-agency referral made to the Big Brother program. Not all cases that come to Detroit indicate a need for Big Brother service. Most often a Little Brother does not have a father in the home. If he does, he still may be accepted for service provided he demonstrates a real need for it. The agency does not offer this service, though, without the father's permission. In the past, most of the children accepted by the agency for service had committed some particular offense. This was because of the fact that lack of staff and an over-abundant number of referrals necessitated giving attention to the more

serious situations. At present a boy will be accepted for Big Brother service who has not evidenced a difficulty in the home, school, or community. Again, it is understood that he must have a capacity for relationship and a need for male identification. Service is not denied to an applicant on the basis of race or national origin. Since Detroit is a Protestant agency, it is expected that the Little Brother will be Protestant. Most of the families who request Big Brother service are without adequate financial means. Most of these families fall into the upper-lower class, with the next largest group being the lower-middle.

The Little Brother is oriented to the Big Brother Program during the casework process. This orientation may be begun as soon as it appears that the boy would benefit from such service. Of course, this interpretation is given only if the boy is eligible for service and indicates a desire for a Big Brother. Once the boy is accepted a suitable combination is found through the matching process.¹ After this, that Big Brother selected who would seem most likely to facilitate a warm positive relationship is introduced to the Little Brother and vice-versa. Usually, the caseworker, Big Brother, and Little Brother meet at the agency office, the boy's home, or at a soda bar for purposes of introduction. This initial introduction may be as long or short as seems

¹See Over-All Study for further data on the matching process.

comfortable to them. At this first meeting the Big Brother and Little Brother make a date for a subsequent meeting, and the relationship has begun.

The activities of the Big Brother and Little Brother are determined on a mutual basis and are strictly up to them. The agency does encourage wholesome, well-rounded activities. It also makes available tickets for various community functions, along with the availability of other community resources. The agency does ask that the Big Brother contact his Little Brother at least two or three times a month. He is also encouraged to call the Big Brother office once a month to let the caseworker know of their current progress, activities, etc. Other points of importance are mentioned by Detroit to the Big Brother regarding his relationship with his Little Brother or their activities. The Big Brother is asked to encourage the Little Brother in the diligent practice of his religious faith, to share a hobby with him, to let him do something for the Big Brother, to have him meet some of the Big Brother's friends, and to be patient and understanding of the Little Brother and his problems.

If the Little Brother seems resistant, unresponsive, or withdraws, the agency or the caseworker may attempt several approaches. He might talk to the Little Brother to determine the area of difficulty. From this talk the worker may find that counseling is needed. If so, the Big Brother-Little Brother relationship may or may not continue. If the

relationship does not seem to be an effective one, the worker may assign another Big Brother. A last possibility would be terminating the case. Detroit has had a low incidence of this type of situation.

It is difficult to measure the effectiveness of the Big Brother-Little Brother relationship. The Executive Director believes the relationship is effective if it is a good, objective relationship, if the boy is not repeating previous behavior, and if the boy is happy. The agency is convinced of the validity and effectiveness of Big Brother work. Very few of the children assigned to volunteers ever have a new police contact.¹ Detroit finds that there is a relationship between the age of the Little Brother and the effectiveness of the relationship. The younger ages are found to be most effective (eight to twelve) whether the boy has evidenced an overt problem (law breaking, etc.) or not. The Executive Director believes that the younger boy is more flexible and more amenable to the therapy of friendship and relationship with a Big Brother.

Group Activities

Detroit does not have group activities for the Big Brother and Little Brother. The Director would like to implement a program of group activities, but is presently unable

¹"Annual Report," (Detroit: Church Youth Service, Inc., 1958), p. 4.

to do so because of lack of funds. The use of group activities is viewed as helpful and significant but still secondary to the one-to-one relationship of the Big Brother and Little Brother.

Community Relationships

Staff members make referrals to other agencies when the Little Brother or his family indicate a need for a service not offered by Detroit. The agency has the use of its own caseworkers and the services of a psychologist to meet many of the presenting problems. Referrals are made to other agencies for psychiatric treatment and group work. Most often these referrals are made shortly after intake. They are "caught" in the intake process before a Big Brother is assigned, thus eliminating subsequent difficulties in the Big Brother-Little Brother relationship. Detroit works in close association with the Children's Center, Young Men's Christian Association, Young Women's Christian Association, Family Service Association, and the churches of Detroit. These agencies offer counseling, casework, and group work (Young Men's Christian Association, Young Women's Christian Association) in assistance of the work of Detroit. Other agencies that cooperate closely with this agency are the Detroit Police Department, the Juvenile Court, and the Board of Education.

The Director believes that Detroit enjoys excellent

community relationship and acceptance. The Director and his staff carry on an extensive public relations program in the community. The public relations and publicity procedures of the agency are based on the feeling that the public needs to be made more aware of the agency's program and how they (the public), as individuals, can help the lonely or troubled children of Detroit.

Television and radio appearances, along with newspaper accounts of the agency's work, have brought favorable publicity. In 1953 forty-seven lectures were given. At these lectures an explanation and interpretation was given of Big Brother-Big Sister work and of the work of Detroit. The Supervisor of Volunteers attended sixty-three luncheons as a guest or speaker.

An interview with Miss Rose Fine, caseworker in the Information and Referral Center of the Detroit Community Services Council indicated that Detroit is a definite asset to the community -- well known, well accepted, and well used. Many community and state leaders have noted the service offered by this agency. State Supreme Court Justice George Edwards has recognized that, when children first begin to get into trouble with the law, Detroit, through its Big Brothers or Big Sisters, may play a decisive role.¹

¹"A Solution for Juvenile Delinquency," (Detroit: Church Youth Service, Inc.), p. 3.

Perhaps the real indication of the community acceptance and community relationship of this agency is the high volume of referrals made from various community agencies. The recognition of the work of Detroit in the community is further indicated by the fact that, recently, following exhaustive appraisal by fund-raising and allocating organizations, the agency was asked by United Community Services to expand and was given enough money to employ additional staff.

CHAPTER V

BIG BROTHERS OF LANSING, INCORPORATED

History

Historically, the Big Brothers of Lansing, Incorporated, dates back to 1950. At that time, mostly due to the enthusiasm of Miss Clarissa Young of the Lansing Police Department and Dwight Rich, Superintendent of Schools in Lansing, plus members of the Exchange Club, the Big Brother movement began to grow roots in the community. The before-mentioned people heard about the Flint Youth Bureau and journeyed to that city two or three times to observe and learn about the operation of Flint's Big Brother program, the Flint Youth Bureau. They were very impressed and wanted to begin a similar program in Lansing. A year later, in 1951, they did move into a "part-time" Big Brother program in that Marvin Beekman served as a part-time Director and handled referrals and recruitment from 1951 to 1953. Mr. Beekman was employed in Special Education in the Lansing school system. Rev. Father John Slowey, Director of Catholic Social Service, was called upon to train volunteer Big Brothers, and he performed this duty from 1951 to 1953.

The program was part of the Lansing school system, and, other than training, handling of referrals, and

recruitment, the agency could not offer anything further, such as supervision or continued service and follow-up work. A prominent layman, Mr. Richard Herman, was quite influential in trying to interest the people in the community in a more professional type of agency with a full-time Director. Finally, in November of 1953, the R. E. Olds Foundation paid half the cost of a full-time Director, and the Lansing Board of Education paid the remaining fifty per cent.

Mr. Burton Swope was hired as the first Director in November, 1953. He worked in the Board of Education building but found that, as the program was associated with the school system, the boys needing the services of the Big Brother program would not come in. Therefore, in 1956, small quarters were rented at 116 Lapeer Street in downtown Lansing. In 1957 the office was moved to its present location at 223 North Pine Street, and these quarters are most suitable and adequate for their needs. Also, in 1956 the agency was partially affiliated with the United Community Chest of Ingham County. Since 1956 there has been a decrease in the financial grant from the R. E. Olds Foundation and the Board of Education, and in 1956 the entire budget for the program was split three ways, with the R. E. Olds Foundation, the Board of Education, and the United Community Chest of Ingham County each making up a third of the cost of the program. It was planned that, by the end of 1958, the total cost of the program would be financed by the United Community Chest of Ingham County. As

of January, 1959, the agency is one hundred per cent financed by the United Community Chest of Ingham County.

Structure

Lansing is affiliated with and holds membership in the National Big Brothers of America, the Ingham County Community Services Council, the United Community Chest of Ingham County, and the Family and Children's Division of the Ingham County Community Services Council. The Director, Mr. Swope, is most interested and active in the State Federation of Big Brother Organizations which is being organized. The agency views its affiliation with the National Big Brothers of America as being quite helpful in receiving national publicity, especially during Big Brother Week, and also being available for consultation, if necessary. As the Lansing agency has already been established, there is not the need for consultation which a new agency would have, and it is in this area (the formation of a new agency) that the national office can be most helpful.

The agency is governed by a Board of Directors which is made up of eighteen members. In 1951, which is considered the formation date of the agency, there were approximately three hundred very interested citizens in the community, all of whom were invited to take some part in the structure. Twenty-four people sustained their interest, and they eventually became the Board in 1953. Since that time there has been a

decrease from twenty-four to eighteen members. This decrease came about as the result of a Board decision. A third of them, or six Board members, are from the ranks of Big Brothers, and the remaining twelve consist of a very good cross-section of the community, such as an attorney, a policewoman, a physician, a clergyman, a social worker, etc. The Board has female representation in that they try to have at least three women on the Board at a time.

The Lansing agency considers only the Little Brother as a case, and the total caseload for this agency is between sixty and sixty-five. Lansing now has a Director and an Assistant Director. The Director carries approximately one-third of the total caseload, and the Assistant Director carries two-thirds of the total. The Assistant Director was hired in 1957.

Professional Staff

The necessary qualifications for a worker on the staff of the Lansing agency are graduation from a recognized college with a Bachelor of Art's degree, with a major in social work, sociology, or in the teaching field. These qualifications are established by constitution and personnel practices resulting from Board decision and action. The duties of staff members are public relations, administration, supervision of the Little Brother, as well as consultation with the Big Brother. The Director and his assistant see the respective

boys on their caseload once a month, as well as conferring with the Big Brother once a month. In addition to the preceding the Big Brother is seen semi-annually for a case review. This is a very thorough conference in which the Big Brother brings his notes to the office, and the Big Brother and the representative from the agency review, evaluate, and plan on matters pertaining to the Little Brother. The Big Brothers do not make written periodic reports to the agency; however, they do keep a notebook in which they enter significant facts about their periodic contacts with their Little Brothers. These notes are found to be most helpful to the Big Brother as well as the staff member. The mother of the Little Brother comes to the office or is contacted approximately four times a year for an evaluation interview. More interviews are initiated if necessary. In addition to having knowledge and skill in Big Brother work, the agency sees the necessity for the staff members having and utilizing leadership ability, developing a knowledge of the community and its resources, and participating in community service organizations such as the Optimist Club and the Junior Chamber of Commerce.

The Big Brother

Lansing finds men wanting to do Big Brother work for multiple motives. Positive motives are: some men have a liking for boys, others are looking for a friendship relationship, others find the work a challenging situation; some enter

into Big Brother work because of religious motivation, whereas others (married men) who are childless find that having a Little Brother somewhat meets their parental drive and need. Unfortunately, not all men who inquire about and want to do Big Brother work are motivated by the best intentions. Some have a need to control and manipulate; some try to enter into the work for social approval and a need for prestige; some do it out of a drive to relive their own childhood; others are just plain curious; and some men are mother-dominated and want to strike back. Finally, the latent and sometimes the active homosexual will try to enter the organization. The agency, through its screening process, does reject Big Brother applicants and mostly because of the above-mentioned negative motives, such as homosexuality, one seeking prestige, and one who would be very dogmatic and controlling. Some men would be candidates for the Big Brother program; however, they are rejected because of other factors. These factors might be: a man who has not received the permission and acceptance from his spouse on entering into the program; the man who has a son of his own between the ages of nine and thirteen; the man whose work demands are so evident that he couldn't devote sufficient time to his Little Brother; and finally the married man who does not have children and seems to be wanting to adopt a child, either literally or figuratively.

Lansing has a rather comprehensive screening process. When a potential Big Brother has been contacted about Big

Brother work, he is invited into the agency office and is interviewed by the Director or the Assistant Director. If he is satisfied with the program, and if the agency feels that he would make a good Big Brother candidate, an appointment is then made with the potential Big Brother and his wife in their home, at which time the staff person thoroughly explains the dynamics, philosophy, and operation of the program to the wife, as she is considered a very vital part of the work that her husband will be doing with a fatherless boy. Again, if the applicant and the agency are mutually satisfied, his application is presented before the screening committee. The screening committee consists of a representative from the Juvenile Division of the Police Department, a representative from the Probate Court, a person from the school system, a person from the active Big Brother ranks, a social worker, a clergyman, and the two professional staff members. If further screening is necessary, a check can be made with the applicant's pastor. The Police Department is always contacted to ascertain possible morals charges against the Big Brother applicant.

When a man has been screened and approved for the volunteer responsibility that he is about to undertake, he enters the training phase which will equip him for Big Brother work. The training and indoctrination course consists of two three-hour sessions. These courses are introductions to the social service, benevolent, and delinquency correction organizations in the state and community who are concerned

with areas close to boys and boys' problems. Professional specialists give brief explanations of the organizations they represent. The second phase of training (on-the-job training) comes about as the result of monthly "let's talk it over" periods. Attendance at these monthly meetings is on a voluntary basis and includes one hour of formal lecture by a specialist followed by one hour of friendly discussion.

Similar to the screening process, the matching process also contains multiple factors. When at all possible, the agency, in assigning and matching a Little Brother with a Big Brother, considers religion, personality, interests, geographic location, size of the family of both the Little Brother and the Big Brother, and an attempt is made to match younger Little Brothers with older Big Brothers. The reverse is also true in that an attempt is made to assign a younger Big Brother to an older Little Brother. The agency is not always able to meet all these criteria in their matching, but all of these factors are considered. The agency has not considered or attempted to match a Little Brother and Big Brother of different races. The agency has on occasion assigned one Big Brother to a family in which there is more than one boy eligible for Big Brother service. This is done if there is no sibling rivalry and if no complications develop. The agency does not, under any condition, assign one man to more than two boys.

The Lansing agency has not had any significant difficulty in the recruiting of Big Brothers. The agency has utilized a number of methods. Service clubs and church men's clubs have been contacted by personal speaking engagements, as well as through literature requesting their active participation and consideration of Big Brother work. The local press has been most helpful in that, on the average of four to six times a year, they will write a special recruitment article. In addition to these articles there are three or four general news releases per year which have recruitment benefit. WJIS, a local radio station, provides recruitment releases throughout the year by way of spot announcements, and they vary in frequency from one a week to as many as thirty a week. This radio station also announces special Big Brother group meetings and events. WJLW, a local television station, has given an average of two recruitment telecasts a year. Most Big Brothers are involved with recruitment either directly or indirectly, and they are the most effective source of obtaining new Big Brothers or potential Big Brothers. Next in order of effectiveness are the newspapers, then the radio, and finally television.

The Lansing agency has never used a relative of a Little Brother as a Big Brother.

The agency encourages the Big Brother to include his Little Brother in some of his home activities. This is

considered to be very constructive as it enables the Little Brother to view his Big Brother in another perspective.

The agency finds that there is some effect on the Little Brother's family, specifically the mother, because of the Little Brother's participation in this program. Mothers of Little Brothers do on occasion become too involved and tend to use the Big Brother's role in a disciplinarian sense. The agency makes every attempt to avoid this through its training program and through direct work with the mother. In order for the mother and the Little Brother to obtain maximum benefit from the program, it is highly desirable that she cooperate with the agency.

In addition to their direct work with their Little Brothers, many of the Big Brothers in the Lansing program are quite active in recruiting other Big Brothers, as well as perhaps serving on the Board or working on a committee. Some people in the community are not able to work with a boy over a period of time consistently; however, they offer and render services to the Little Brothers, such as a dentist doing dental work and a physician offering medical help of some nature.

Like many volunteers, Big Brothers do sometimes discontinue their services before completing an assignment, for multiple reasons. Some state that they do not feel adequate or that the program is not what they expected. Some men have

a change in family status, and others move away from the area and cannot continue. There are others who find the novelty wearing off, and they quickly lose interest in the program and in their "charge." Some men want to continue in the program, but find that their wives are not supporting their efforts; and in some cases the wife is opposed to it. Finally, some volunteer Big Brothers become too dependent on staff personnel for supervision, and, because of their dependency needs, it is felt that they are not adequate for handling the situation.

The agency finds that on occasion Big Brothers will become over-involved in their work with their Little Brothers. The professional staff takes this up in its training of the Big Brother, but in spite of this it is quite a common problem. When this does occur, the professional staff member clarifies and interprets to the Big Brother the dynamics of what is happening and the value of not becoming involved in matters which are beyond his framework and control.

The Little Brother

Little Brothers are accepted for service with many criteria as a basis. First of all, all boys are for the most part "fatherless." Some boys, who have very inadequate step-fathers or a father who is ineffectual because of illness, have received Big Brothers, but these are the only exceptions. The age range is between eight and approximately seventeen,

with boys from eight to twelve being considered better candidates for the program as compared to boys from twelve to seventeen. The older boys (this latter group) are more challenging, however, and the younger ones sometimes do not understand the program. Mentally and physically handicapped boys are not assigned Big Brothers except when another interested agency feels a Big Brother can be helpful. The insecure, dependent boy who is generally regarded to have a weak ego seems to respond very well to a Big Brother influence. A type of boy who can be helped, although he will usually respond more slowly, is one who finds himself outside of or not accepted by his community group. Other boys who can be helped are those who lack prestige with members of their families and the social delinquents. A boy being considered for the program must have the capacity for forming this unique relationship, and he must be able to verbalize. Finally, a boy being accepted for service in the Lansing agency must have a problem. A problem can be construed to mean a severe school situation in which a boy is performing at a very inferior level, whereas he is capable of doing much better work. He might also be a school problem in terms of truancy and incorrigibility in school. Then there is the youngster who is brought to the attention of the police or the court and is considered to be a delinquent or pre-delinquent. Lastly, there is the boy who is not getting along with his siblings or parent. It is the thinking of this agency that

most Big Brothers expect and want a challenge, and a youngster who is expressing some form of difficulty in his home, school, or community is a definite challenge.

Most Little Brothers come from the lower economic level. The Director felt that seventy-five to ninety per cent of the youngsters came from this strata, but some come from the middle class and, on rare occasions, from the upper class.

The Little Brother is introduced and oriented into the Big Brother program in the following manner: A referral or inquiry is made to the agency from anyone in the community. It might be a school teacher, clergyman, a neighbor, relative, etc. The professional staff member then checks with the referring person or agency, first of all to determine if Big Brother service is needed. The staff member then reads the boy's school record, or he may check with other agencies who may have had contact with the boy. The boy is then interviewed and encouraged to verbalize, and the program is presented to him in a "neutral tone." The staff member then obtains the boy's permission to interview his mother, and, after this is done, a composite summary is written up about this boy. The boy's case study is then presented to the screening committee, and this committee accepts or rejects the boy's application and need for a Big Brother.

When the staff has found a Big Brother who matches the Little Brother as closely as possible, they meet in a very

relaxed atmosphere, usually in the staff office, with the Little Brother, the Big Brother, and the staff person being present. This meeting is very informal and short, and usually the staff person withdraws before the interview is terminated. However, if it is felt that he should remain in their presence longer, he will do so. This is the beginning of the relationship.

While the relationship is established between the Big and Little Brother, the agency has a standing policy to contact the Little Brother every two or three weeks.

Sometimes when an assignment is made, it is found that the Little Brother does not seem to be responding to the program. When this seems apparent, a staff person talks to the boy for purposes of trying to obtain from him the reason why he is not being responsive. The mother might also be consulted on this matter, and, if it seems to be a situation involving personalities, the agency might assign another Big Brother to this particular boy. If that is not the case and if the Little Brother cannot respond, then the case is usually terminated.

The agency recommends to all Big Brothers that activities surrounding the Big Brother-Little Brother relationship should be and usually are of a cooperative nature. Big and Little Brothers plan together, and, although the agency doesn't determine what activities they will participate in, it encourages the man and the boy to plan and share jointly.

Group Activities

The agency offers group activities for Big and Little Brothers. These activities are considered more than recreation as they seem to combine the philosophy of Big Brother work on a "one man-one boy" relationship, and at the same time they offer the Little Brother contacts and experiences with other Little Brothers, as well as other Big Brothers. It is felt that these boys quite often learn from observation, and it develops in them a feeling of togetherness. It is also felt that some Big Brothers are not as resourceful as others, and quite often they run out of things to do so group activities in this respect serve as a very positive resource. Although group activities are considered very important, at no time do they become more important than the individual contacts that the Big Brother has with his Little Brother. They are considered supplemental and secondary to the one-to-one relationship.

In connection with group activities, community resources are often utilized so that men and boys can get together either on their own or in a group. Many local schools, the Young Men's Christian Association, the Lansing Civic Center, Michigan State University, the Central Temple House, Grant Woods Park are utilized, not to mention the private homes and farms of the Big Brothers. The Lansing agency owns a trailer and camping gear, as well as a cabin

on a river by Eaton Rapids.

Community Relationships

The Lansing agency does on occasion make referrals to other agencies, such as the Child Guidance Clinic, a child care institution, or a family service agency. This happens when a boy is too disturbed and in need of psychiatric service, but this situation is usually taken care of in the intake process and before an assignment of a Big Brother is made; therefore, for the most part, referrals to other agencies are not deemed necessary. When a boy is under treatment by another agency, the Big Brother and the professional staff play an important role in the treatment plan. The Big Brother and the staff representative are often part of the case conference, and the Big Brother's role is often a key role in the treatment plan. After an assignment is made and if a problem comes to the front in which the services of another agency seem advisable, the appropriate referral is made.

Two agency executives, Rev. Father John Slowey, Director of Catholic Social Service, Incorporated, and Mr. Warren Ritter, Juvenile Court Probation Officer, were contacted, and both attested to how the work of their respective agencies is augmented and complemented through the utilization of the Big Brother. Rev. Father John Slowey stated that the Big Brother agency does a very excellent job in its matching and assigning of Big Brothers to Little Brothers, as well as

its supervision of the Big Brother. The Lansing Big Brother is viewed as a very useful service to the social welfare of the Greater Lansing area.

Effectiveness of the Big Brother program is quite difficult to ascertain. From the staff's standpoint, however, they do have some guides which somewhat help in evaluation. If a boy is responding to the program his marks in school might improve, his behavior may be less troublesome to his mother or teacher, and quite often, if a youngster does not repeat an anti-social act, it can be interpreted as response to the program. The original source of referral might indicate his or her satisfaction with the particular boy.

Aside from the therapeutic value to the Little Brother is the value the volunteer Big Brother contributes to the community. He develops a greater sense of community responsibility; he gets to know the city and its governmental and agency structure better as they get to know him better; he learns of situations and conditions in the area which otherwise he might never see. Thus the Big Brother worker is performing a dual function. He is helping a boy develop himself and, in so doing, he is more fully adding to and enriching himself as a community worker and leader.

CHAPTER VI

BIG BROTHERS OF SAGINAW, INCORPORATED

History

The Saginaw Big Brother Agency came into existence as a result of an interest in the young boys of Saginaw displayed by the local Optimist Club. It was the intention of this organization to form a boys' club. However, one of the members viewed the Flint Youth Bureau, a Big Brother agency, and was motivated to attempt to begin a Big Brother program in Saginaw. The proposal met with favorable reactions from the community as a whole, and a Board of Directors was established. The community's interest and enthusiasm was reflected in the make-up of the initial Board, with such representatives as the Superintendent of Schools, the County Agent, the President of the City Council Parent-Teacher Association, the Director of the Catholic Family Service Agency, the President of the Saginaw Federation of Labor, an officer from the Juvenile Division of the Police Department, numerous representatives from business concerns, clergymen, an attorney, and social workers. Perhaps most influential in initiating the program was an insurance man, Kenneth Too, who was the first President of the Board of Directors. After the Board was established, the national Big Brother office was consulted, and in September

of 1957, one year after the program was conceived, the agency was legally incorporated. The first professional staff was hired in October of that year.

Structure

The membership of the Saginaw agency consists of active Big Brothers and all persons in the community who evidence a real interest in its purpose and who formally apply for membership. The application for membership must be approved by the Board of Directors. The management of the agency between meetings of the membership is vested in the Board of Directors, which consists of twenty-one elected members, plus the immediate Past-President, serving without compensation. The Board takes final action on all major questions of policy and program. The first board was elected by an organizational committee and was divided into three classes: one-third to serve one year; one-third to serve two years; and one-third to serve three years, all from April, 1953. Thereafter, elected board members were to have been, and presently are, elected for three-year terms, commencing with their election.

Presently the Board of Directors has organized committees for action regarding screening, orientation, membership, mailing of solicitation of funds, personnel practices, recruitment, publicity, speakers, activities, budgeting, cases, internal administration of agency, and building (the agency is anticipating moving into a new physical plant).

As previously mentioned, this agency is affiliated with the National Organization of Big Brothers. This affiliation is viewed as an "investment in the future"¹ by the Executive Director, Mr. Robert Gilbert, but, in terms of direct assistance to the agency, this affiliation is of inconsequential value. The publicity material sent to the agency by the national office and the coordinating of activities carried on by the national organization are helpful in an indirect manner. In the opinion of Mr. Gilbert, the major contribution of the national Big Brothers is assistance in setting up new Big Brother agencies.

Through affiliation with the State Federation of Big Brothers, when it is federated, the Director hopes to gain a more effective system of communication to other Big Brother agencies. He sees the anticipated program as one in which the primary value will be one of facilitating inter-agency communication on a state-wide basis.

The Saginaw agency currently obtains its finances from two sources: (1) the Community Chest, with which the agency has been affiliated for three years, (2) a fund-raising organization known as Youth Services, Incorporated. The latter organization was one of the original sources of financial support and raised funds primarily by holding dances for

¹Interview with Director of Big Brothers of Saginaw, Inc., March 13, 1959.

youngsters and turning the profits over to the agency. The Optimist Club also provided financial support during the infant years of the agency. Presently, the expenditures are covered jointly by the Chest and Youth Services, Incorporated, on an approximate fifty-fifty basis. Also, the United Commercial Travelers provide some limited finances for particular projects which the agency might undertake. The agency is a member of the National Big Brother Organization, the Michigan Welfare League, the Child Welfare League, and is anticipating membership in the Michigan State Federation of Big Brother Agencies, which is not yet formally incorporated.

The agency considers a Little Brother, a Big Brother, and a relationship of a Little Brother and Big Brother as all being, at any given time, a separate case in itself. To illustrate, the Big Brother applicants and the Little Brother candidates are considered as separate cases, but, when a match is made, these two individuals, who were previously separate cases, become one case.

An average caseload per worker (one full-time, one half-time, and one student) was indeterminable because most of the time is devoted, by necessity, to matching, screening, and intake, while there is a minority of time available for supervision of the caseload. It was pointed out by the Director that there are some self-sustaining relationships needing a minimum of supervision, and a wide diversification of types of cases carried, which add to the difficulty of determining

the size of caseload. The Director felt that an "ideal" caseload of Big Brother cases depends upon the individual worker, and recognized that presently the number of cases per worker is more than is desirable.

Professional Staff

The necessary qualification for employment in the Saginaw agency is a Master's of Social Work degree. This requirement is a result of the standards set by the Big Brothers of America, the orientation of the agency Board, and the professional philosophy that the position should be filled by a professionally trained person. The major duties of the staff member are casework services, including supervision of the Big Brother and Little Brother, screening, intake, public relations, community organization, and various administrative duties.

Although at one time regular written reports were submitted by Big Brothers on a monthly basis, this is no longer done. Presently, and for the past two years, contacts by the worker are made with the Little Brother and Big Brother when necessary, depending upon the case. There are more contacts with Big Brothers than Little Brothers, once the relationship has begun, with the professional worker entering the picture only when deemed necessary. Counseling of the Big Brother and Little Brother is regarded as the primary responsibility of the worker and is a continuous and on-going process.

The Big Brother

The conscious motivations bringing men to the agency as volunteer Big Brothers are many and varied. The Director has found any one (or a combination) of the following to be operative in the majority of cases:

1. A manifest interest in children.
2. A general desire to do charitable work.
3. A need for companionship.
4. A desire to do something constructive (most frequent motivating force).
5. Wanting to "undo" their own background (knowing what it is like to be without a father and not wanting a boy to grow up lacking this experience).
6. A lack of children in their own home.
7. The organization being "something to belong to."
8. The knowledge of what a good relationship with a father means to a boy, and the desire to provide a similar relationship.

Religious motivations are found not to be a common motivating factor. It is recognized that these conscious "reasons" generally have a more fundamental unconscious basis.

The prime attribute that a Big Brother applicant must possess is the ability to give of himself in a relationship with a boy. If the applicant is under the stress of marital difficulties or other personal problems, the worker attempts to have the applicant bring this out before he becomes involved in the program. This is a basis for disqualification in itself, all things being equal. Any negative motive, such as abnormal

or immoral factors (homosexuality or a neurotic need to dominate), the number and age of children the applicant has of his own, and the applicant's family attitude toward his entering the program are also factors influencing the acceptance or rejection of a volunteer as a Big Brother.

To determine the acceptability of a Big Brother applicant, he is interviewed on two or three separate occasions for evaluative purposes, a visit is made to his home to interview his wife, and three references that he supplies are contacted by mail. After the intake process is completed, the caseworker draws up a narrative report, including his impressions of the applicant, and the case is reviewed by a standing screening committee. This committee is made up of a psychiatrist, a psychologist, a visiting teacher, a priest, a minister, and an agency caseworker. The summary is presented to this committee and a consensus is formed, although not necessarily final. There may be certain reservations to be followed through on at a later date, but essentially the decision is reached as to whether the applicant is a good Big Brother candidate or not. There is no formalized training program for the Big Brother at this agency.¹

After the Big Brother candidate is accepted, the matching process is initiated. Though the agency has general control over the selection of Big and Little Brothers for

¹See Over-All Study for further explanation.

matching, some flexibility is applied by giving Big Brothers an option. The Big Brother's self-determination is respected in terms of questioning or rejecting boys that are offered as possible Little Brothers. This implies the necessity of creating a climate in which the Big Brother can feel free to reveal his feelings. The caseworker handles this by giving the Big Brother a word-picture of a prospective Little Brother. This includes salient features in the boy's case, how he came to the agency, the nature of his problem, a sketch of his family life, etc. This presentation is honest and frank in terms of spelling out some of the built-in limitations and some of the goals that the caseworker sees in the boy having a Big Brother.

Divulging this kind of information brings up the question of confidentiality. It is recognized that it would be poor practice to allow a Big Brother access to any part of the case record, so, instead, the word-picture is provided. It is felt by the Director that the Big Brother will respect the agency for protecting this information, if only because he can feel greater assurance that the information he has supplied about himself will be protected.

Though the Little Brother is considered as the agency's basic client, it should still be understood that each Big Brother enters the program to satisfy unmet needs of his own. It would be misleading to refer to the Big Brother as a client; yet it must be kept in mind that his success as a Big Brother

will correlate closely with the amount of satisfaction that he gets from being a Big Brother. It is, therefore, important for the caseworker to have an appreciation of the man's needs, factoring out those of an undesirable quality and ultimately building on the more positive ones. The Big Brother may verbally express some description of his "wants" in terms of a Little Brother assignment. These "wants" may not coincide with the needs the caseworker has planned to build on. When there is a large discrepancy between the two, one of two alternatives may be in order: either facilitate the process for the candidate to step out of the program, or do some preliminary casework with the Big Brother that may take the form of illustrating for him the variety of ways in which he can make an important and satisfying contribution.

The same kind of rationale is applied to the Little Brother. The boy may have his own ideas about the kind of Big Brother he "wants" which may differ substantially from the caseworker's appraisal of what he "needs."

The practical considerations that are weighed in making a match are: geographical location, age, economic status, religion, race, interests, hobbies, intelligence (level of literacy), family composition, and (most important) personality factors.

It is the philosophy of the Saginaw agency that it is important to consider the relative status and cultural background of the Big and Little Brother. The agency finds that

many of the Little Brothers live in deprived circumstances, with the economic balance of their family lives having been disrupted due to the absence of the male provider. On the other hand, historically, the agency has found that the average Big Brother represents a higher economic level. It is deemed important to keep the social distance of the two at a minimum. Geographical location is also a factor given careful consideration. Where there is too great a distance between the homes of the Little Brother and Big Brother, the frequency of their contacts may be hampered. When they live too close to each other, a problem may arise with the Little Brother's access to the Big Brother and a possible invasion of his privacy. The comparative ages of the man and boy is another definite factor influencing a potential match. The age of a boy assigned depends upon the variables in the man's personal family. If the Big Brother is married and has children of his own, the age of the Little Brother should not precipitate problems of a sibling nature in the Big Brother's family.

The Director considers it desirable to find a common denominator in the life experience of the man and boy. It may be in the form of special interests of an activity or intellectual nature. Yet this kind of determinant is treated as a secondary factor and the main focus is that compatible personalities are brought together. In essence, the selection

of a particular Big Brother for a Little Brother is decided by finding the man who has what the Little Brother needs most. Men and boys, other than in exceptional cases, are not matched on an inter-racial basis and very seldom on an inter-religious basis.

Despite the fact that the agency has difficulty in recruiting a sufficient number of Big Brothers, the policy of the agency is for a Big Brother to have only one Little Brother at any given time. There has been only one instance in which a man had more than one Little Brother.

As indicated above, recruitment is and has been a problem for the agency. Analysis of the problem shows that particular difficulty is found in tapping the Negro, Mexican, and Catholic segments of the community. Although there is a substantial number of Mexican people in the community and outlying areas, the agency has no contact with this cultural group either in terms of Big Brother or Little Brother applicants. At any given time there is a surplus of Catholic Little Brothers and a shortage of Catholic Big Brothers, indicating the difficulty of securing men from this portion of the community. There appears to be a recent trend from older to younger Big Brother applicants, and an increase in the number of single men applying to the agency. Neither of these factors, however, is causing the agency any particular problem.

It so happened that the largest influx of Big Brother

applicants came in the first two years of the agency's existence. The large number of applicants is attributed to the wide coverage by radio, television, and newspapers of the initiation of the program in Saginaw. At the outset, the men who became active Big Brothers tended to come from the Service Clubs and similar organizations. Consequently, that original group tended to represent the higher economic strata of the community and were on an average of close to forty years of age. This resulted in the public receiving a distorted idea of what it took to be a Big Brother. This was unfortunate because this unnatural stereotype tended to prevent many potential Big Brothers from contacting the agency. In the Director's own words, after the first influx of Big Brothers, "recruitment became more and more difficult so that at the present time recruitment of Big Brothers is a difficult chore."¹

Throughout the history of this agency, it has been evident that the most productive means of getting additional men has been through Big Brothers and members of the Board. In order to fully capitalize on this, the agency has instituted, during the past year, an annual kind of competition as far as recruitment is concerned. In order to lend some color, an organization has been constructed called "49er Club", with forty-nine members, both Board people and Big Brothers. Their names are placed on a large poster; it is done with accompanying

¹General Questionnaire

art work, and they get little tabs placed after their names for each man that they refer to the agency, and another color tab for men who actually are accepted. At the end of the year, at their annual dinner, a gold pickax is presented to the winner. This is done in a light vein, but at the same time has been surprisingly effective.

Concerning the degree of participation of the Big Brother's family in the Big Brother-Little Brother relationship, the Director believes that it is a good thing after the relationship has been stabilized. Before this happens, it is discouraged. It is recognized that the family, particularly the wife if the Big Brother is married and the mother if he is single, can have a very detrimental effect on the relationship, if they are not in accordance with the men participating in the program. Hopefully, this is picked up at intake; so, in most instances, family involvement is a wholesome and desirable thing.

The Director finds that the Big Brother-Little Brother relationship also has an effect on the family of the Little Brother. The experience has usually been that the effect is good. However, there are sometimes problems of sibling rivalry (because one boy in the family has a Big Brother and the other doesn't) and, when there is a girl in the family, she sometimes feels left out. The biggest and most common problem regarding the Big Brother-Little Brother relationship and the Little Brother's family is the mother of the boy

interfering with the progress of the relationship.

The Director feels that participation of the Big Brother in activities other than his contacts with the Little Brother is very desirable. They are involved in the Big Brother program with such responsibilities as supervising group activities, public relations, Board membership, and some administrative duties. These types of activities are carried on by the Big Brother only if he wants to and is qualified to do so. The policy is quite explicit in that the Big Brother is not in any way obligated to involve himself in such activities.

In almost any agency which utilizes the volunteer, not only is there usually a problem of recruitment but also the difficulty of keeping them active once they have been recruited. Some of the reasons Big Brothers at the Saginaw agency have or give for becoming inactive are:

1. The program was not what the man had expected it to be.
2. Too much time demanded of him (most frequent reason given at this agency).
3. Change in the man's marital or family status -- getting married, having children of his own.
4. Having been too wrapped up in one Little Brother; consequently, when the relationship is terminated, he doesn't want to become involved with another.
5. The reality factors -- moving, mother of Little Brother remarries.

The policy of this agency is against the use of relatives and close friends of the Little Brother's family

as Big Brothers, even though they may meet all of the requirements as established by the agency. The Director feels that the agency is able to exert more control over the situation -- the Big Brother-Little Brother relationship -- if the man is not a personal friend or relative of the family. If the latter were the case, it is felt that the mother would be more influential in the relationship than the agency, and involvement of the mother to this degree is not deemed desirable.

The agency has had minimal experience with a Big Brother going beyond his volunteer role, but it is recognized that this could be a problem. Occasionally, a Big Brother becomes personally over-involved in his relationship with the Little Brother and gets hurt because of this, but normally this is picked up by the caseworker and the situation is straightened out.

The Little Brother

The requirements necessary for a boy to be accepted into the program are: (1) currently living in a fatherless home, (2) possessing some capacity for forming a relationship. Boys are accepted, under certain exceptional circumstances, even though there is a father in the home. Generally, the policy of the agency is against this because of the problems that could arise in such a situation. If the father is in the home but is ineffective as such because of sickness or some

other type of incapacitating factor, the boy is accepted only if the father is in agreement with the boy becoming involved in the program.

A fatherless boy may be accepted for Big Brother service even though he may not have evidenced any difficulty in the home, school, or community. If it is felt that the boy is not achieving the potentials of which he is capable, he is considered eligible for Big Brother service. It is the philosophy of this agency that being fatherless in itself constitutes a problem.

The criteria used to evaluate the effectiveness of the Big Brother-Little Brother relationship are related to the particular goals in each individual case. For example, in one case the goal may be the reduction of symptoms, while in another it might be educating the boy in the social graces. It is noted by the Director that there seems to be a general process that all Big Brother-Little Brother relationships go through. The first step is described as the "honeymoon period" in which both the Little Brother and the Big Brother are on their best behavior, attempting to make a good impression on each other. The next step in the sequence is the testing stage in which the Little Brother, accepting the fact that the Big Brother likes him when he is good, begins to act in certain ways, attempting to determine if the Big Brother will continue to like him when he is not so nice. The next stage

seems to be a general leveling-off period. During the following step the boy begins to or is able to accept the limits that the Big Brother places on him. Finally, and most important in this process, the boy shows a desire to be like the Big Brother. In the last analysis, this final step, i.e., identification, is the primary criterion for evaluating the effectiveness of the relationship.

The boys that become known to this agency come primarily from the upper-lower and lower-middle income group. The records indicate that very few youngsters come from the lower-lower economic strata of the community.

After the boy has been accepted into the program and an assignment of a Big Brother has been settled upon, the caseworker has the responsibility of working with the Little Brother and the Big Brother individually, preparing each for one another. Participation also includes the Little Brother's mother so that she can feel a part of the planning. After initial preparation, the caseworker then arranges for the physical meeting of the boy and man. This meeting is usually held at the agency office, which tends to put things in context and identifies this new relationship as being closely tied to the over-all agency function. The caseworker adopts a very supportive role, introducing the man and boy and then helping to pilot them through the first moments of getting acquainted. The caseworker gauges the extent of his

participation by the amount of interflow taking place between the Big and Little Brother. The worker is definitely geared toward his own gradual withdrawal from the situation. Particular care is given to gradually emancipating the new relationship. Several meetings of the worker, the Big Brother, and Little Brother might be planned, and each successive time the caseworker's role becomes more and more diluted until the Big and Little Brother are ready to be on their own.

Several meetings in this introductory phase also give the worker a first-hand view of the relationship as it may be constituted later on. Also, the Big and Little Brother are given a chance to raise questions about each other with the worker. It is felt that the worker's abdication of his primary role with the Big and Little Brother, the protected setting of the early meetings, and on-the-spot consultation does much to insure the later success of this new relationship.

Because of the process of careful screening and matching, only infrequently is the agency faced with the problem of the Little Brother being resistive, unresponsive, or withdrawing from the relationship. When this difficulty does arise, immediate steps are taken to more thoroughly investigate the relationship, to intensify supervision, and/or perhaps terminate the relationship.

It has been the experience of this agency that the

greatest success or effectiveness of the Big Brother-Little Brother relationship has been with the younger boys from the ages of eight to twelve years.

The activities of the Big and Little Brother are considered by the agency as being their own affair. The agency is most interested in the boy having the most total experience possible, but recognizes that this is based upon the mutual interests and needs of the man and boy.

Group Activities

Group activities are carried on in the Saginaw agency, but, in the Director's words, "are not elaborately scheduled."¹ Group activities are considered by this agency as supplemental to the primary one-to-one relationship, but they are recognized as being very helpful in maintaining an interest in the program by those Little Brothers who are waiting to be assigned. Community resources, such as the Young Men's Christian Association, the City Park, the City Recreation Department, and various high school facilities, are utilized for group activities. When compared with the one-to-one relationship, group activities are considered as being less important and not being necessary to the agency's program. Group activities are considered as being helpful to the Big Brother as well as the Little Brother.

¹Interview with Director, March 13, 1959.

Community Relationships

The Director felt that the agency has a good relationship with other agencies. The community agencies primarily utilized by the Saginaw agency are the Child Guidance Clinic, Family Agency, and Catholic Family Agency. It is the policy of the agency to make necessary referrals before the boy is assigned a Big Brother. After an assignment has been made, there are very few; in fact, there were no referrals made in 1957 or 1958. The Director feels that the agency is able to offer the needed casework services to the boy.

Mr. Stein, Associate Director of the Saginaw United Fund, was contacted for purposes of obtaining an impression of how the community views the Big Brother program. It was his feeling that the agency is offering a concrete service and is being utilized by other community agencies.

CHAPTER VII

COMPARISONS AND CONCLUSIONS ON THREE AGENCIES

Part II of the study was concerned with an intensive examination of the procedures and methods of operation of three Big Brother agencies. The same areas that were explored in Part I were included in Part II, but attention was focused on the detailed processes of screening, training, orientation, supervision, and other practices; and on the relationships of the agencies within their communities.

The specific findings of the three studies may be summarized in the following conclusions:

1. Community Relationships.--Although the three agencies were sponsored initially by small groups they have now achieved community acceptance, as evidenced by the fact that they all hold membership in their respective United Fund agencies. In the opinion of the Directors (checked to a limited extent through other contacts) the agencies enjoy good relationships with the rest of the community and are an integral part of its welfare services.

2. Professional Direction.--It is recognized by the agency Directors that the relationship of the professional staff member with the Big and Little Brother is the crux of the service rendered. All three agencies follow the national

recommendation that the professional staff be required to supervise the Big Brother-Little Brother relationship closely and continuously.

3. Screening of Big Brothers.--A careful screening process is carried out to avoid the participation in the program of men with undesirable motivations. A comprehensive evaluation is made of each applicant, and only rarely has it been found necessary to ask a Big Brother to drop out after he has been accepted. Applicants are handled on an individual basis, with considerable time and skillful efforts spent in determining acceptability. This is in accord with the national standards.

4. Orientation and Training of Big Brothers.--The national organization recommends that a Big Brother agency organize a program of orientation and instruction which would acquaint the Big Brother with the philosophy of the organization, the association's methods of work, and the responsibility that the Big Brother assumes in relation to the boy, the staff, the family, and community services. Lansing and Detroit adhere to this recommendation. Saginaw does not.

An important aspect of Big Brother work is to define and limit the role of the Big Brother as a volunteer rather than professional worker. The three agencies report little difficulty in this area, indicating successful orientation and training of the Big Brothers.

5. Basis for Acceptance of Little Brothers.--The fact that a boy will be accepted for service, even though he is not evidencing a particular problem, indicates that the scope of Big Brother work is widening considerably when compared with the movement's original focus, which was working primarily with delinquents. This philosophy is not in operation in Lansing. Reference to Table 9 in Part I shows the effect that the philosophy of the Lansing agency has on whom the agency serves. Detroit and Saginaw, on the other hand, serve the boy not necessarily exhibiting overt problems. Consequently, their caseload is made up primarily of younger boys.

All three agencies follow the policy of considering a boy for service even though his father may be in the home. This is in keeping with the definition of a Little Brother as stated in the recommended standards. It is pointed out that a boy may be in need of a Big Brother if there is no male person within his family to whom he can turn with confidence for proper guidance.

6. Orientation of Little Brothers.--Because the agencies are only infrequently faced with the problem of a Little Brother being resistant, unresponsive, or withdrawing from the relationship, it may be concluded that an adequate program of orientation of the Little Brother is being conducted. The agencies have well-integrated programs for facilitating

the Little Brother's movement into the program. This is a highly individualized and carefully planned process. Again, as in the case of screening the Big Brother, it appears that this careful consideration given each boy directly affects the outcome of a Big Brother-Little Brother relationship that may be established. The recommended standards do not specifically mention the need for such a program in a Big Brother agency.

7. Effectiveness of Service.--If skillful screening and training of the Big Brother is carried out, if a professional ability to orient the Little Brother is demonstrated, and if expertness is manifested in matching Big and Little Brothers, then it seems that Big Brother agencies have a valid criterion upon which to evaluate the effectiveness of their service. The criterion is whether the Little Brother identifies with the Big Brother. The agencies included in this part of the study do consider this as the ultimate goal of their service. Since very few of the Little Brothers served by them have been resistant, unresponsive, or withdrawn, it may be concluded that the agencies are functioning competently in the areas of screening, training, orientation, and matching.

CHAPTER VIII

GENERAL SUMMARY AND RECOMMENDATIONS

It was found that Big Brother is a service involving the utilization of volunteers in a helping process. In utilizing the volunteer, there is a very close and continuous relationship between the professional staff member and the volunteer. This process is demonstrated in careful recruitment, screening, training, matching, and supervision.

Within the limits of this study, there were indications that, through close supervisory control, a volunteer can be utilized in an effective manner in reaching treatment goals.

The Big Brother agencies studied have achieved community acceptance and are well established in their respective communities. This is evidenced by their referrals from schools, social welfare agencies, parents, etc.

Some areas that need further development to meet national standards and to give a more effective service are:

1. Professional education of staff.
2. The one-to-one formula.
3. Referrals to other community agencies.
4. Periodic written reports from the Big Brother.
5. Consideration given to serving the younger boy (twelve and under).

- C. Consideration given to serving the boy not necessarily evidencing an overt problem.

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APPENDIX A

APPENDIX P

QUESTIONNAIRE
IN CONJUNCTION WITH
AN EMPIRICAL STUDY OF THE BIG BROTHER AGENCIES IN MICHIGAN

1. The name of your agency:

2. The year your agency was established:

3. The geographical area your agency serves:

4. Is your agency affiliated with:

the national Big Brother organization? Yes () No ()

the state Big Brother organization? Yes () No ()

5. Is your agency affiliated with any other agency(ies) and/or institution(s)? Yes () No ()

If answer is yes, designate what agency(ies) and/or institution(s) and the nature of the affiliation.

6. The total number of active cases served in 1953 _____;
1957 _____; 1956 _____; 1955 _____;
1954 _____; 1953 _____.

7. Using the guide below, designate the number of Little Brothers served during 1957 according to age, race, cultural group and religion:

		AGE				
		5 to 8 years	9 to 12 years	13 to 15 years	16 and over	Other-- specify
I. Race:						
	Negro					
	Caucasian					
	Oriental					
	American Indian					
II. Cultural Group:						
	Mexican					
	Puerto Rican					
	Italian					
	Other (specify)					

III. Religion:						
	Jewish					
	Protestant					
	Catholic					

8. The number of active Big Brothers on your staff during 1957: _____

Of this number, designate the number who were:

Married _____; Single _____

Catholic _____; Jewish _____
 Protestant _____;
 Caucasian _____; Negro _____

9(a). Using the guide below, designate the number of these Big Brothers whose occupation during 1957 was:

NUMBER

a. Unskilled Factory Worker	_____
b. Skilled Factory Worker	_____
c. Clerical	_____
d. Business	_____
e. Professional	_____
f. Civil Service	_____
g. Farmer	_____
h. Other (specify):	_____
_____	_____
_____	_____

9(b). Using the guide below, designate the ages of the Big Brothers on your staff during 1957:

NUMBER

Under 21 years	_____
21 to 30 years	_____
31 to 40 years	_____
41 to 50 years	_____
Over 50 years	_____

10. Do the Big Brothers on your staff make formal, written reports of their activities? Yes () No ()

If yes, when? Once per week (); Twice per month ();

Once per month (); Once every two months ();

Other (specify) _____

11. Choose any month in 1957 in which new Big Brothers were assigned. That month is _____. The number of Big Brothers assigned that month: _____. Of that number, designate the number who were active:

- a. three months later _____
- b. six months later _____
- c. nine months later _____
- d. one year later _____

12. Using the guide below, designate the number of Big Brothers who had the following number of contacts with their respective Little Brothers for the month of March, 1958:

- a. _____ had one contact
- b. _____ had two contacts
- c. _____ had three contacts
- d. _____ had four contacts
- e. _____ had five or more contacts

13. The number of professional staff members employed during
 1952 _____; 1957 _____; 1956 _____;
 1955 _____; 1954 _____; 1953 _____.

14. The number of professional staff members who, in 1953,
held Bachelor's degrees _____;
Post-Graduate degrees _____; M. S. W. _____;
Education degrees _____; Sociology degrees _____;
Other (specify) _____.

15. Using the space below, designate the experience, in months
or years, that each member of your professional staff has
had in Big Brother work.

- | | |
|----|-----|
| 1. | 6. |
| 2. | 7. |
| 3. | 8. |
| 4. | 9. |
| 5. | 10. |

16. Using the guide below, designate the number of case
referrals for 1957. Do the same for 1953 if statistics
are available.

	RECEIVED FROM		REFERRED TO	
	1957	1953	1957	1953
a. Child Guidance Clinic				
b. Juvenile Division of the local police				
c. Schools				
d. Juvenile Division of the Probate Court				
e. Churches				
f. Parents				
g. Social Work Agencies (family, child and pub- lic welfare agencies)				
h. Other (specify) _____				

17. Rank the following reasons for closing cases from 1 to 4 according to which you feel is the most important. (1 is the most important, 4 is the least important.)
- a. Unwillingness of Little Brother or Little Brother's family to continue service _____
 - b. A change in the Little Brother's family status (father returns, mother remarries, family moves, etc.) _____
 - c. Little Brother outgrows the program because of age _____
 - d. Other (specify) _____

18. Briefly discuss your agency's relationship with other agencies in the community, commenting on whether or not you find that this relationship is effective; if it is, why; if it is not, why.

APPENDIX C

SCHEDULE IN CONJUNCTION WITH A COMPARATIVE STUDY OF FIGHTING INCIDENT AGENCIES IN MICHIGAN

A. HISTORY

1. How did your agency start?
2. What were some of the factors responsible for the establishment of your agency?

B. STRUCTURE

1. Describe the nature of your affiliations and membership.
2. Does your agency have a Board of Directors? If not, describe comparable Board activity.
3. How is your agency supported?
4. What are you expecting from your affiliation with the national Pig Brothers? from the state Pig Brothers?
5. What is considered as being a case?
6. What is the average caseload for each staff member? What would you like to have as the average caseload for each staff member?

C. PROFESSIONAL STAFF

1. What are the qualifications necessary for the employment of a staff member in your agency?
2. What is the criteria for the establishment of qualifications?
3. What are the major duties of the staff members?

D. PIG BROTHER (VOLUNTEER)

1. Why do individuals want to be Pig Brothers?

2. On what basis or for what reasons would you not accept an applicant for Big Brother work?
3. Describe the screening process you use to determine the suitability of a Big Brother candidate.
4. Who handles screening process?
5. What criteria is used for matching a Big Brother to a Little Brother?
6. Does the Big Brother ever have more than one Little Brother? If so, for what reasons?
7. Do you have difficulty in recruiting Big Brothers from certain groups? If so, what groups?
8. To what degree does the family of the Big Brother (wife or mother) participate in the Big Brother's contact with the Little Brother?
9. Does the Big Brother-Little Brother relationship have any effect, positive or negative, on the Little Brother's family? If so, describe.
10. Does the Big Brother have or take any responsibility for the Big Brother program other than his contact with the Little Brother? If so, explain.
11. What are some of the major reasons which Big Brothers give or have for becoming inactive?
12. Is there ever any difficulty in the Big Brother becoming over-involved or going beyond the volunteer role? For example, do you ever find him attempting to handle problems that the staff member usually handles? If so, how is this handled?
13. Do you have a training program? If so, explain.

E. LITTLE BROTHER

1. On what qualifications are Little Brother applicants accepted for service?
2. Do you accept a fatherless boy for Big Brother service who has not evidenced any difficulty in the home, school, or community? If so, why? If not, why?

3. What criteria is used to evaluate the effectiveness of the Big Brother-Little Brother relationship?
4. Do the majority of the Little Brother applicants tend to come from a particular income group? If so, what group?
5. How is the Little Brother oriented and introduced to the Big Brother program and/or the Big Brother relationship?
6. If the Little Brother seems resistant, unresponsive, or withdraws in the Little Brother-Big Brother relationship, how does the agency handle this situation?
7. Do you find any relationship between the success or effectiveness of the Big Brother-Little Brother relationship and the age of the Little Brother? With the "problem" Little Brother? With the "non-problem" Little Brother?
8. What is the policy and how is it determined regarding the activities of the Little Brother and Big Brother?

F. GROUP ACTIVITIES

1. Does your agency have group activities for the Big Brother and Little Brother? Describe.
2. What community resources are utilized for group activities?
3. Are group activities seen as necessary to the agency Big Brother program? If so, in what way?
4. How would you rate the importance of group activities as compared to the one-to-one relationship?

G. COMMUNITY RELATIONSHIPS

1. For what reasons do staff members make referrals to other agencies?
2. Does your agency work in close association with any other community agencies as far as casework and/or counseling services are concerned to your Little Brothers during the Big Brother-Little Brother activity, or is the agency able to offer needed case-work and/or counseling?

APPENDIX D

DATA ON FLINT YOUTH BUREAU

TABLE 16

PROFESSIONAL STAFF MEMBERS
EMPLOYED, FLINT YOUTH
BUREAU, 1953-1958

Year	Number
1953	2
1954	2
1955	3
1956	3
1957	4
1958	4

TABLE 17

MARITAL STATUS, RACE, RELIGION, ACTIVE BIG BROTHERS,
FLINT YOUTH BUREAU, 1957

Marital Status			Race			Religion			
Total	Single	Married	Total	White	Negro	Total	Cath.	Jew.	Prot.
680	225	455	680	553	127	680	121	34	525

TABLE 18

ACTIVE CASES, FLINT YOUTH
BUREAU, 1957-1958

Year	Number
1953	715
1954	760
1955	810
1956	840
1957	930
1958	1,050

TABLE 19

HUNTER, LITTLE BROTHERS AND BIG BROTHERS COMPARED,
FLINT YOUTH BUREAU, 1957

Number of Little Brothers	930
Number of Big Brothers	680

TABLE 20

FREQUENCY OF CONTACTS, FLINT YOUTH
BUREAU, MARCH, 1958

Number of Big Brother Contacts	
Total	691
One	12
Two	26
Three	31
Four	510
Five or More	62

TABLE 21
 REFERRALS, FLINT YOUTH BUREAU, 1953

Agencies	Referrals	
	To	From
Total	697	192
Child Guidance	12	6
Churches	19	5
Juvenile Division, Police	132	13
Juvenile Division, Court	91	11
Parents	0	16
Schools	391	31
Social Work Agencies	52	26
Miscellaneous ^a	0	29

^a Includes referrals from Little Brothers and Big Brothers.

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