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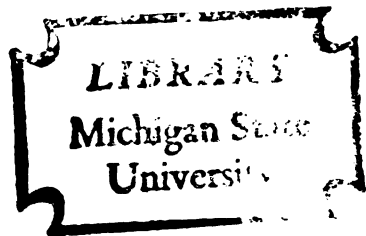
BOARD COMPOSITION IN THE LANSING
FAMILY SERVICE AGENCY IN RELATION
TO COMMUNITY CHANGES (1920 THROUGH
1957)

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THESIS



BOARD COMPOSITION IN THE LANSING FAMILY
SERVICE AGENCY IN RELATION TO COMMUNITY
CHANGES (1920 THROUGH 1957)

by

Dorothy C. Rozan

A PROJECT REPORT

Submitted to the School of Social Work,
Michigan State University, in Partial
Fulfillment of the Requirements
for the Degree of

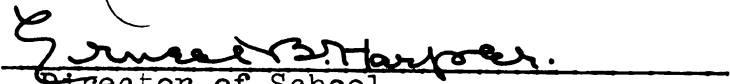
MASTER OF SOCIAL WORK

August

1958

Approved:


Chairman, Research Committee


Director of School

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12-28-67

DEDICATION

To my husband and my daughter without
whose patience, understanding, interest, and
cooperation this study might never have been
completed.

D.C.R.

ACKNOWLEDGMENTS

With sincere appreciation the author wishes to acknowledge the pertinent information given and the helpful attitude of Mrs. Rupert Spaulding, Miss Ruth Bowen, Miss Candace Thoman, Mr. Barrett Lyons, Mr. W. B. Thoman, and many others. Without these resources the writer would have been unable to complete this historical study. Their willing, kindly cooperation have made them a part of this project.

The fullest cooperation has been given to the writer by Mrs. Spaulding, present executive of the Lansing Family Service Agency, and by her staff. It is hoped that she, her staff and her Board of Directors may benefit, at least in small measure, from this look into the past with its subsequent analysis, meanwhile remembering that, "While we read history we make history."¹

The writer desires to express deep gratitude also to Dr. Myrtle Reul, project advisor, Dr. Ernest B. Harper, Dr. Bernard Ross, Mr. Manfred Lilliefors, and all other members of the faculty of the School of Social Work, Michigan State University, for their guidance, suggestions, and warm-hearted interest.

¹George William Curtis, "The Call of Freedom," cited in John Bartlett, Familiar Quotations, eds. Christopher Morley and Louella D. Everett (New York: Garden City Publishing Co., Inc., 1944).

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CHAPTER I

INTRODUCTION

Authorities in the fields of both social work and business administration are agreed that the citizens who function on boards of directors are not only an integral but a vitally important part of any agency or business. Leadership comes from boards of directors. Public relations is enhanced by boards of directors. Purposes, aims, and objectives are determined by boards of directors. With the expert, they evaluate, look ahead, and forecast. Thereby needs are met and programs go forward.

Roy Sorenson in The Art of Board Membership has written,

These limitations of the expert further illustrate the need for the layman's control of policies, as provided for by boards of directors. It is by respecting the essential contribution of board members that executives are best able to become their partners.¹

At another point in the same volume Roy Sorenson has stated,

Boards composed of both men and women have an advantage. They blend the more intelligent interest of

¹Roy Sorenson, The Art of Board Membership (New York: Association Press, 1951), p. 98.

women in delving deeper and exploring the operating steps and the human relations with the tendency of men to act with dispatch on the broad outlines of a proposal.¹

Boards of social agencies serve without remuneration. This does not mean that their members should not be representative, well qualified, interested individuals.

The third annual report of the Associated Charities of Lansing, 1913-1914, has on its opening page an anonymous quotation, "Charity is the gift of Service with or without money, from the man who has it to the man who needs it." So thought, philosophized and worked the laymen, and they were all laymen in those bygone days in Lansing, who formulated the policies and established the program of what is today the Family Service Agency of Lansing, Michigan.

The Purpose and the Procedure

It is because of the aforementioned reasons that there has appeared to the writer to be a need to study the Board membership of the oldest agency in Greater Lansing over an extended period, inasmuch as the Board plays such an important role in agency policy and represents the agency in the community.

Clarence King² and others³ present this thinking regarding agency policy and community representation.

¹Ibid., p. 79.

²Clarence King, Social Agency Boards and How to Make Them Effective (New York: Harper and Brothers, 1938).

³Ray Johns and David F. DeMarche, Community Organization and Agency Responsibility (New York: Association Press, 1951).

Likewise, from personal knowledge, the author was aware that the Lansing Family Service Agency was instrumental in pointing up needs in the community and implementing the meeting of those needs by helping with the creation of other agencies.

To be cognizant of community needs and aware of the role of the agency in serving these needs, by one means or another, is a responsibility of both board and executive, according to an article, "The Board Member of a Family Agency."¹

Harvey Wish² has pointed up the tremendous changes that have taken place in this century in America.

In connection with size and composition Clarence King³ has written that Boards should consist of men and women and should not be less than fifteen or more than thirty-five. Roy Sorenson concurs.⁴

The writer hypothesizes that as times have changed Board composition has also changed in size, in diversity of occupational backgrounds, in diversity of races, and in the proportion of men and women serving.

¹"The Board Member of a Family Agency," Family Welfare Association of America, New York, 1944.

²Harvey Wish, Contemporary America, the National Scene Since 1900 (New York: Harper and Brothers, 1945).

³King, op. cit.

⁴Sorenson, op. cit.

More specifically it was deemed advisable to study the Family Service Agency Board membership from 1920 to 1957 to determine, if possible, if it reflected in its composition and size changes in the local scene, the broader American scene, and any changes in social work philosophy and practice.

It was thought such a study might conceivably reveal where or how our local agencies are trending in regard to their lay administration and their democratic attitudes and values.

All records from 1911, when the agency was first established, to 1920 were destroyed in a fire, so that the year 1920 was arbitrarily set for this study.

Methodology

Data have been obtained from minutes of both monthly and annual meetings over this thirty-seven year period; from exploratory interviews with former Board members, staff and elder citizens; from annual reports; from Articles of Association, Articles of Incorporation, and By-Laws; from unpublished material in the agency files; from city directories; from the State Journal files; and from personal knowledge. This methodology was the only practical one for an historical project.

Harleigh B. Trecker has written that the group process in administration must focus on broad areas so far

as possible. There are many such areas and the Family Service Agency Board of Directors, like all such bodies, concentrates on many of these.¹

Plan of Study

The plan of this study has been to review briefly the history of the United States during this period, to give a summarized account of Lansing, mainly during the same years, and a condensed history of the agency from its inception until 1957, including its policies and program, and then to analyze the Board membership over this thirty-seven year span to find, if possible, where it has or has not kept pace with the changing times, and where it has or has not reflected current social work thinking. The conclusions and recommendations will result, of course, from the findings of the analysis.

At all times the writer has borne in mind the realization that no single individual is selected and elected to an agency's board of directors for one reason alone. Each member has been chosen for many reasons. For example, one may be selected for his sex, religion, and training. In another instance, one might be chosen for the location in which he, or she, lives and the race he presumably represents. In still another case, a member might be chosen because of special leadership qualities, sex, and

¹Harleigh B. Trecker, Group Process in Administration (rev. 1950; New York: Woman's Press, 1946), p. 28.

a profession or group that requires representation. Also there are the occasional board members who seemingly are chosen for status reasons primarily. Their names and positions are believed to lend a prestige and dignity to any board. Interest is supposedly present in every individual elected, or should be.¹

One other factor that enters into a nominating committee's consideration is the availability of the person desired. If he, or she, cannot attend meetings regularly because of occupation, illness, or some other circumstance, then no matter what his, or her, qualifications or how great the interest he, or she, may have, the committee will rule out such an individual.²

¹Board Manual, Jewish Social Service Bureau of Detroit, Detroit, Michigan, 1945.

²Ibid.

CHAPTER II

HISTORY AND PERTINENT LITERATURE

History of the Times

The thirty-seven year period encompassed by this study covers the recession following World War I, the inflationary and boom period of the middle and late twenties, the crash of twenty-nine, the major depression of the thirties, World War II and the Korean War, the inflationary period following the Second World War, and the cold war of the fifties. More history and more technological developments evolved in these years than in any other comparable period of time. In the United States public social welfare was expanded and developed during these years as a result of the great depression, greater social awareness, and a concern for the individual.

The Family Service Agency mirrored all of these changes in both large and small ways. One minor example on the practical side as related to the Board of Directors. Prior to the crash of "twenty-nine" the Board met for its luncheon meetings at the Hotel Olds. As the depression deepened the members were constrained to hold their meetings at the less expensive Y. W. C. A., the Home Dairy, or in the agency offices, and attendance improved markedly.

History of the Community

Lansing, Michigan, came about as the result of a swindle. Men like James Seymour and John Burchard, who were among the early pioneers, were sold land here with the understanding that a thriving settlement already existed. Arriving around 1848 from Lansing, New York, from whence comes Lansing, Michigan's name, they found little more than a forest. The city was incorporated in 1859, with a population then of 4,000. But the capital was moved from Detroit to Lansing in 1847, when part of the forest was cleared and the first frame capital building was constructed. In 1854 a brick capital building replaced the original structure.¹

Lansing is a typical Midwestern industrial city, with its industrial emphasis on automobiles. Yet Greater Lansing has been and is a multi-faceted city. Centrally located in the lower peninsula of Michigan it is still the capital of the state, and it is the seat of the now eighth largest university in the country. As a consequence, there is, in part, a blending of the political, industrial, and educational. All of these social forces have played their roles in the growth and development of the community. And this diversification engenders more widespread interests than are found in most communities of comparable size.

¹Michigan Historical Commission.

Labor relations in Lansing are less contentious and tempestuous than has been the case in Detroit, or other parts of the country.

Lansing, during the period studied, has been preponderantly Republican.¹

Greater Lansing has been and is a predominantly white, Protestant, middle-class, urban community. Its population is primarily second or third generation American. There are ethnic groups, such as the Syrians, Mexicans, and Negroes, but they are a small minority. It is only within the past fifteen or sixteen years that there has been any sizeable influx of Negroes and that the Catholic community has grown appreciably. No figures are available on the exact numbers of each during the years covered, except for the years 1950 and 1957, as reflected in Table 4, page 32, but Negro and Catholic leaders in the community support these statements.²

In July, 1956, Greater Lansing had an estimated population³ of 133,780. This figure does not take into consideration people in suburbs not yet incorporated into the city, small adjacent communities, parts of the various townships surrounding Lansing and contiguous counties all

¹Lansing, State Journal.

²Personal interviews, Dr. Clinton Canady and Father John Mean, both of Lansing, Michigan.

³Estimated by Michigan State Health Department, Bureau of Census, Lansing, Michigan.

of whom, in large measure, look to Greater Lansing for their work, their consumer goods, their amusements, and their services.

Lansing has become metropolitan only since World War II.

History of the Agency

In 1911 the present Family Service Agency was organized through contact with what is now the Family Service Association of America. During the years from 1911 to 1920 various programs and services were initiated by the agency, known then as the Associated Charities of Lansing: a free medical clinic was established; a Visiting Housekeeper program was started; the Humane Society and Visiting Nurses Association combined with the agency; a shelter for single, unattached men was inaugurated in 1916 but discontinued in 1918, when the need lessened; a Social Center was established in 1917 which was a temporary home for women and children; the development of a public health program that was later taken over by the city was sponsored; a traveling psychiatric clinic from Kalamazoo State Hospital was sponsored; the American Red Cross was assisted in reorganizing their Home Service Department; the agency helped organize the Ingham County Branch of the Michigan Children's Aid Society; and in 1919 the agency helped organize the Community Chest. In 1918 the agency was incorporated under Michigan laws, and in 1920 it was reorganized as the Social Service Bureau.

Juvenile protective work was begun in 1921. During the depression years Family Service Agency was hardpressed, especially prior to the Social Security Act of 1935. Milk was given during this period, a clothing center was set up with the help of the Needlework Guild and other relief measures were instituted. Assistance was given to the Olds Motor Works with their Employees' Relief Plan. And several staff members were loaned to the public agencies.

Family Service became the Travelers Aid Society representative in 1938 and has remained as such.

For years the agency acted as the community's Social Service Exchange, but in 1933 that service was transferred to the Community Chest.

During this period the student training program was developed, in affiliation with what is now Michigan State University and with the University of Michigan, and shortly thereafter the student scholarship training plan came into being. This was an effort to bring more professionally trained people into social work.

An emphasis on the community organization functions of the agency led to assistance in the establishment of the Lansing Child Guidance Clinic and help with the organization of the Ingham County Referral Committee. The dormant Community Services Council was revitalized in the thirties under the auspices of the Family Service Agency.

By amendment to the Articles of Incorporation the agency's name again was changed, in 1949, to Family Service Agency of Lansing, Michigan, as it remains to the present time.

Psychiatric consultative service was added in 1950 and in 1951 homemaker service was begun.

The agency has participated in the Christmas Clearing Bureau and assisted the Community Nursery.

On the national level, too, Family Service Agency has focused its interests and its efforts.

Purpose, Policies, and Program

In 1951 the members of the corporation, which includes all of those who evince interest in the agency by filling out annual membership cards, voted to enlarge the Board of Directors from fifteen to twenty-one as of January 1, 1952. This came about because of Lansing's growth in population and because comparable agencies throughout the country were expanding their boards.

Even back in 1920 the Board was a rotating one with five going off each year and five new members coming on. It continues to rotate so to the present time, only since 1952 seven leave and seven new members are elected. The membership has elected Board members always. The nominating committee carefully selects the nominees annually, attempting balance and diversification. Only in 1928 did a dissident group in the community, certain that all agencies in the

community were misrun, nominate a second slate. This group elected three of their nominees, one of whom, unaware of his nomination, resigned two weeks later in embarrassment. The Board fills its own vacancies between annual meetings, when elections are held. No member may have more than two successive terms of three years each. This has pertained always. In only three cases have board members returned at later dates to start new terms. Quorums often were ignored in the twenties, but since then the best parliamentary procedure and the Articles of Incorporation and By-laws have been followed.

The fiscal year of the corporation has been changed twice to coincide with that of the United Community Chest of Greater Lansing.

Spelled out in the Articles of Incorporation of Lansing's Family Service Agency are the two major services offered by the agency to the community and its surrounding territory: casework service and community leadership.

More specifically casework service is afforded to preserve and strengthen family life, with "social casework treatment available to persons who need help in utilizing their strengths and in dealing with handicaps within themselves, their family relationships, and in their environment."¹ These are manifold.

¹Family Service Agency Annual Report, 1951, Lansing, Michigan.

Further stated the agency should give, "Community leadership in the improvement of social conditions directly affecting family life."¹

The program of the agency, as partially outlined in the preceding history of the agency, reveals how sweeping is this definition of purpose.

It has been the broad policy of the agency since its inception to work to forward the community's interests and to meet the community's needs, again as illustrated in the preceding history.

Ever since the philosophy of social work has altered from an attitude of charity to one of support toward self-help a crystal clear clarion has rung out from the Family Service Agency of Lansing. "The noblest charity is to prevent a man from accepting charity, and the best alms are to enable a man to dispense with alms."²

Review of the Literature

All of the three major religions of the Western World, Protestantism, Catholicism, Judaism, have contributed historically to the charity movement in this country, Frank Watson pointed out in his first chapter.³ So all

¹Ibid.

²The Talmud.

³Frank Dekker Watson, The Charity Organization Movement in the United States (New York: The Macmillan Company, 1922), Chapter I.

three have been represented by their members on the Board of Directors of the Family Service Agency of Lansing.

Virtually all of the other authors utilized for this study agree with this point.

In both Francis McLean and Frank Watson¹ one notes some subtle philosophic changes, a swinging of the pendulum. By implication the board was almost infallible in those days in which they wrote and the professional staff was much less so.

Today's concept of board and staff all being part of a team, with their own special areas of responsibility and accountability, some of which overlap, naturally, runs throughout much of Ray Johns' book.²

In part this is implied in, "The purpose of this administrative process is to facilitate the combined efforts of a group of persons brought together to achieve some common objectives."³

Some similar points are made in "The Board Member of a Family Agency":⁴

¹Francis H. McLean, The Family Society--Joint Responsibilities of Board, Staff, and Membership (New York: American Association for Organizing Family Social Work, 1927); and Watson, op. cit.

²Ray Johns, Executive Responsibility (New York: Association Press, 1954).

³Ibid., p. 20

⁴"The Board Member of a Family Agency," Family Welfare Association of America, New York, 1944.

1. To attend meetings regularly;
2. to serve on committees;
3. to carry out all assignments;
4. to become acquainted with the agency quarters as well as all staff members;
5. to make constructive criticism of the agency through appropriate channels;
6. to keep informed of the community needs and the role played by the agency in meeting these needs.

Clarence King said:¹

1. Boards should consist of men and women;
2. should not be less than fifteen or more than thirty-five;
3. should assume the responsibility for making policies with respect to the program of the agency;
4. should assume responsibility for personnel standards;
5. should decide whether or not to engage in action on broad social issues and problems, such as social legislation;
6. should take responsibility for insuring an adequate budget for the agency and any necessary equipment;
7. should make policy and represent the agency in the community and should formulate the general framework of policy within which the executive and staff function and which they should help formulate.

¹King, op. cit.

Harleigh Trecker,¹ Ray Johns and David DeMarche,² and most of the other authors concur.

Harleigh Trecker spells much of this out:

Research in the group process in administration must focus on broad areas insofar as it is possible: Some of the broad areas which embrace many, if not all, of the groups in the agency are: (a) the area of formulating, reviewing, interpreting, and revising the purposes or objectives of the agency; (b) the area of making, using, redefining policies; (c) the area of developing a membership organization if the agency is of that type; (d) the area of planning, conducting, and evaluating program; (e) the area of providing and working with leadership--professional and volunteer; (f) the area of financing and conducting business and maintenance operations; (g) the area of agency--community relationships.³

In speaking of board composition Elwood Street⁴ has written:

The make-up of the board of directors is quite as important as are its responsibilities and functions. Although the constitution and by-laws usually prescribe the board size and the mode of appointment, important consideration of policy enters into the election of its members.

Roy Sorenson⁵ said much the same thing and more:

. . . and good group processes. . . all these and spirit too. Without the spirit of cooperation mutual understanding, and compromise, and the spirit

¹Trecker, op. cit.

²Ray Johns and David F. DeMarche, Community Organization and Agency Responsibility, p. 37ff.; and also Johns, Executive Responsibility, op. cit., p. 68.

³Trecker, op. cit., p. 28.

⁴Elwood Street, A Handbook for Social Agency Administration (New York: Harper and Brothers, 1947), p. 44.

⁵Sorenson, The Art of Board Membership, op. cit., p. 78.

to achieve common ends and further the common good, mere organization and methods are futile. These elements of spirit, morale, or esprit de corps cannot be legislated by a board or ordered by an executive. They are not real unless they are voluntary.

Margaret Rich,¹ in writing of the early days of social work in this country, stresses that which appears a truism today as regards the volunteers who serve:

Indeed, the interests of most board members were not limited to the activities of the societies they represented.

Chauncey Alexander and Charles McCann² in their article in Social Work discuss the dual meaning of "representativeness," the noun or "representative," the adjective. The second concept coming from a statistical frame of reference is the one with which the author has been concerned, namely "the quality of being typical or typifying a group or class."

¹Margaret E. Rich, A Belief in People, A History of Family Social Work (New York: Family Service Association of America, 1956), p. 26.

²Chauncey A. Alexander and Charles McCann, "The Concept of Representativeness in Community Organization," Social Work, Vol. 1, No. 1 (January, 1956).

CHAPTER III

DATA AND ITS ANALYSIS

Board members' names over this period and information regarding them were obtained. Then four tables were compiled from which conclusions might be drawn.

Five categories were selected for this study of Board composition: sex, age, occupation, religion, and race. Between thirty and forty individuals were utilized directly or indirectly as resource persons for the necessary identifying information.

"In all cases, board membership should include as wide a spread of interests, vocations, and connections as is consistent with primary qualifications."¹

Classified as Protestants are all those born into any of the Protestant denominations, or converted to anyone, whether affiliated with any church or not. Members of the Greek Orthodox Church are included with the Protestant group.

The same pertains to Jews and Catholics, unless they have been converted to one of the Protestant denominations.

¹Sorenson, The Art of Board Membership, op. cit., p. 56.

There were no known atheists in the total membership of the Board but, if there should be any, they would be classified under the faith into which they were born.

No member belonged to any religion outside of the three major ones cited.

No race was represented aside from the white and Negro races.

Profession as shown in this study indicates any individual who has had conferred a professional degree from any recognized university. Other individuals who are loosely referred to as "professionals," e. g., funeral directors or printers, and who may have had special schooling or training for their particular fields of endeavor but do not hold university degrees, which are not required for their work, are labeled businessmen.

The writer has classified under the category of profession in Tables 1, 2, and 3 attorneys, educators, clergymen, dentists, physicians, a social worker, a statistician, a pharmacist, a meteorologist, an engineer, and a certified public accountant who was also an attorney.

In Tables 1 and 2, pages 21 and 22, married women are classified under their husbands' occupations; in Table 3, page 23, women are classified as homemakers, or under their primary type of work.

The classification of business, in Tables 1, 2, and 3, pages 21, 22, and 23, respectively, includes both

TABLE 2

BOARD REPRESENTATION IN FAMILY SERVICE AGENCY, LANSING, MICHIGAN, 1920-1957
(Expressed in Percentages)

Year	1920	'21	'22	'23	'24	'25	'26	'27	'28	'29	'30	'31	'32	'33	'34	'35	'36	'37	'38	'39	'40	'41	'42	'43	'44	'45	'46	'47	'48	'49	'50	'51	'52	'53	'54	'55	'56	'57
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
SEX:																																						
Females ¹	27	20	20	27	20	20	27	20	13	13	27	33	20	20	27	27	27	27	27	27	27	27	33	40	40	40	40	33	33	40	33	40	38	38	38	43	43	48
Males	73	80	80	73	80	80	73	80	87	87	73	67	80	80	73	73	73	73	73	73	73	73	67	60	60	60	60	67	67	60	67	60	62	62	57	57	52	
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
AGE:																																						
under 30	7	27	20	13	-	-	13	20	20	13	-	7	7	13	27	20	20	13	13	-	-	-	6	-	-	-	-	-	7	13	13	13	5	-	-	-	5	5
30 thru 34	20	20	33	13	40	20	33	20	13	13	20	13	20	13	27	27	20	28	33	20	20	20	27	33	40	40	33	37	13	27	20	20	20	19	10	5	10	
35 thru 39	33	33	20	27	20	20	27	21	27	13	20	27	33	7	13	20	27	20	20	20	20	20	27	27	27	27	27	40	27	27	27	27	27	24	29	33	33	
40 thru 44	13	13	20	27	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
45 thru 49	13	7	7	20	27	20	13	13	13	13	13	13	13	13	13	6	7	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	13	
50 thru 54	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
55 thru 59	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
60 and over	7	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
OCCUPATIONS:																																						
Business	34	53	60	47	46	46	33	40	33	34	33	66	47	33	27	40	40	40	46	54	35	33	33	33	33	33	33	26	21	13	13	27	3	28	14	24	19	
Industry	33	20	27	20	27	27	27	27	20	20	27	20	33	35	20	7	7	7	13	13	13	13	13	13	13	13	13	7	7	13	13	7	13	10	10	10	10	
Labor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Professions	33	27	13	33	27	27	27	40	33	10	33	23	7	13	27	46	53	53	41	33	47	46	40	40	47	53	60	53	67	66	53	48	57	61	61	50	52	
Public Officials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
RELIGION:																																						
Catholic	7	6	6	7	-	7	7	7	7	13	13	7	7	13	13	20	20	13	13	7	7	7	7	7	13	13	13	13	13	13	7	13	10	10	10	5	5	
Jewish	-	7	7	13	7	7	7	7	-	13	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	
Protestant	93	87	87	80	93	86	86	86	100	93	74	86	86	86	73	73	73	80	86	86	86	93	86	74	74	74	74	74	80	80	80	80	85	85	90	95	95	95
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
RACE:																																						
Negro	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	
White	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Total	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100

¹Listed under husbands' occupations when married.

Management

TABLE 3

FEMALE BOARD REPRESENTATION IN FAMILY SERVICE
AGENCY, LANSING, MICHIGAN, 1920-1957

Years	Total	Homemakers	Professions	Industry*	Public Officials	Labor
1920	4	4	-	-	-	-
1921	3	3	-	-	-	-
1922	3	3	-	-	-	-
1923	4	4	-	-	-	-
1924	3	3	-	-	-	-
1925	3	3	-	-	-	-
1926	4	3	-	1	-	-
1927	3	2	-	1	-	-
1928	2	1	-	1	-	-
1929	2	2	-	-	-	-
1930	4	4	-	-	-	-
1931	5	5	-	-	-	-
1932	3	3	-	-	-	-
1933	3	3	-	-	-	-
1934	4	2	2	-	-	-
1935	4	2	2	-	-	-
1936	4	2	2	-	-	-
1937	4	2	2	-	-	-
1938	4	2	2	-	-	-
1939	4	2	1	1	-	-
1940	4	2	-	1	-	-
1941	4	3	-	1	-	-
1942	5	4	1	-	-	-
1943	6	4	1	-	1	-
1944	6	4	1	-	1	-
1945	6	4	1	-	1	-
1946	6	5	1	-	-	-
1947	5	4	1	-	-	-
1948	5	4	1	-	-	-
1949	6	5	1	-	-	-
1950	5	4	1	-	-	-
1951	6	5	1	-	-	-
1952	8	8	-	-	-	-
1953	8	8	-	-	-	-
1954	8	7	1	-	-	-
1955	9	7	2	-	-	-
1956	9	7	2	-	-	-
1957	10	7	1	-	1	1

*Management

retailers and wholesalers, insurance agents, bankers, realtors, printers, druggists, and a funeral director.

Public officials in all tables include those who are either appointed or elected and who give the majority of their time to their offices.

Industry includes those in managerial positions in any size industry; while labor includes those who work in or with industry. Labor representatives on the Board of Directors of Family Service Agency have been selected by their unions in all instances but are elected by the total membership of the agency.

There are no margins for error as regards the categories on sex, race, or religion. There may be some slight variance on the age category and some as regards the writer's judgment on the occupational category, e. g., pharmacist or businessman. However, all these were checked carefully with various resource persons. In each year an individual's age was tabulated one year ahead, so that often he or she may have moved from one age group to another. In one instance an individual was moved from one occupational category to another during two different terms of Board membership. One other Board member's religious classification required change during her term of office.

Occupation

As one studies the data collected one first notices that no farmers are represented on the Board of Directors

over the entire span of years. While Lansing is not a farming community, there are some farming areas nearby. However, one is aware that many things enter into a person's selection for board membership and his acceptance. Convenience and availability are two factors. Farmers, like certain other individuals, often are unable to attend luncheon meetings, such as many agencies, including Family Service Agency, have. It is possible some farmers have been approached and have been unable to serve.

Labor had no board representation until 1933 (see Table 1, page 21), and then only for a three year period. However, prior to that date labor revealed little interest in the administration of social agencies. A labor representative came on the Board again in 1941 for four years. In 1949 the Community Chest recommended to Family Service Agency that a union representative be elected, but there was no vacancy at that time. Since 1950 there has been labor representation on the Board of Directors. One doubts if the ten per cent in 1956, as shown in Table 2, page 22, and the fourteen per cent in 1957 of labor representation on the Board equates with the total labor population of Greater Lansing. Yet, again one must consider convenience and availability as regards the average union representative's time.

The professions have been gaining in numbers on Family Service Agency's Board of Directors in recent years.

In 1920 they had thirty-three percent, in 1922 only thirteen per cent, in the dark days of 1932 only seven per cent, and in 1933 again thirteen per cent (see Table 2, page 22).

One might draw varied conclusions from these figures, such as the facetious one that the professional people were too busy scrounging for any livelihood in those days to serve on Boards, or that business people in their zealous, frenetic attempts to climb out of the slough of depression were mistrustful of those without business training. In any case, from 1934 on the professions have played a dominant part on the Family Service Agency's Board. Since 1946 they have filled over fifty per cent of the Board memberships, except for the year 1952. This may be attributable to several things: there are many more professions and more professional people today than in the twenties; the professional's training often leads him to a genuine concern for and interest in social problems; and the public in recent years appears to have a greater respect for and acceptance of the professional person.

Industry's role on the Board was much more dominant in the twenties and until 1935 than it has been since (see Tables 2 and 3, pages 21 and 22). This may be due to the magnitude of industries today and their consequently less personalized atmospheres and interests. Also in the twenties social work was still largely thought of as charity and those who were able to liberally dispense largesse

were thought of, probably, as those who should administrate social agencies, i.e. wealthy industrialists.

Public officials is another classification that has had relatively little representation on this agency's Board. From 1920 till 1928 there were none. In 1928 till 1933 they represented seven per cent of the total Board, as shown in Table 2, page 22, except for 1930 when they rose to thirteen per cent. It was not until 1942 that public officials again were represented with seven per cent. In two years 1943 and 1944 they climbed to thirteen per cent, but in 1945 through 1950 they fell back to seven per cent, but for thirteen per cent in 1948. Since 1952, when the Board was enlarged, there have been only two years covered by this study, 1952 and 1957, when they had any representation, five per cent. It is assumed that there are three important reasons why these findings pertain: (1) often officials gain and lose public offices at fairly frequent intervals, so that a man elected in one year as mayor of a city, or as prosecuting attorney, may a year or two later have returned to his original occupation; (2) public officials have little free time; (3) public officials holding state positions, as in Lansing, may leave the city because they are not re-elected or reappointed, or because their offices are transferred.

Business has had prominent representation on the Family Service Agency Board since the beginning. In 1920 business, along with industry and the professions,

controlled the Board entirely, one-third, one-third, and one-third (see Table 2, page 22). The following year business rose to fifty-three per cent and in 1922 to sixty per cent. The high year for business representation was 1932 when it has sixty-six per cent. Since 1946 there has been a gradual decline in business representation, except for a sporadic spurt to thirty-two per cent in 1952. In general, it is noted that as the composition of the Board has increased with professional people it has decreased with business personnel. The years 1949 and 1957 have had the lowest business representation with thirteen per cent and nineteen per cent, respectively. Businessmen and women have been considered essential to any board of directors because financing and budgeting are such vital components in the operation of any social agency. The banker, the financier, the certified public accountant, the good business executive are usually the ones selected to carry the responsibility of treasurer, chairman of the finance committee, and chairman of the budget committee. Their knowledge is invaluable in the running of any agency. "Boards of directors need businesslike methods. . ."¹ The decline of business representation cannot be viewed with alarm, for business still composes approximately one-fifth of the Board membership and only makes way, since 1950, for broader general

¹Sorenson, The Art of Board Membership, op. cit., p. 146.

representation, except for the professional group that predominates, as was noted previously.

Sex

From 1920 to 1942 women comprised approximately one-fourth of the Board, as shown on Tables 2 and 3, pages 22 and 23. There were years when they slipped below, as thirteen per cent in 1928 and 1929, and 1933 when they climbed to one-third, with some years nearer one-fifth. But from 1942 on women have played a more dominant role. They have averaged close to forty per cent of the Board's composition, and in 1957 they hit a peak of forty-eight per cent. There are many explanations for this, probably. Women are freer to participate in activities outside their homes than they were in the twenties and before. Women have more time to give to social work, usually, than men. More women are better educated and consequently more keenly interested in the world around them than in the early part of the century. Possibly with their emancipation and better educations women's judgments on matters outside the home are more respected by men than they were, in general, years ago.

From 1920 to 1934 only one non-homemaker served on Family Service Agency's Board, but from then on through 1957 there is a liberal sprinkling of women representing other endeavors (see Table 3, page 23). Interestingly, no woman has represented business in her own right.

The 1957 composition of the Board gives almost equal representation to men and women (see Tables 1 and 2, pages 21 and 22). This trend, and it has been building up since 1943, with intermittent slips backward, may be significant of a national trend. This is not known. If it is the case, it may well indicate another example of the growing equality of the sexes. Lansing Family Service Agency gives proof on the local scene, at least.

Age

One sees under the category of age no representation under thirty years, except in 1920, 1931, 1932, and 1933. (see Tables 1 and 2, pages 21 and 22). The group from thirty through thirty-four has small representation but for the years 1921, 1922, 1927, 1928, 1934, 1935, and 1936. The group sixty and over has even smaller representation and, like the two previous groups mentioned, no representation at all in the majority of years. It is observable that the groups from thirty-five through fifty-four, with a small percentage in the group from fifty-five through fifty-nine, except for twenty-three per cent in 1957, carry the bulk of the Family Service Agency's representation. This would be anticipated inasmuch as seldom does one gain enough stature in his chosen field to be considered as a representative person until he is at least thirty-five. Likewise, after fifty-four an individual is apt to take the attitude of "let John do it--I've done my share," or

such a person is apt to feel he no longer has the energy or strength to participate actively in extra-curricular projects. It may be noted here that many in the groups from fifty-five through fifty-nine and from sixty and over came on the Family Service Agency Board of Directors at an earlier age and advanced in years during their tenure, as reflected in Tables 1 and 2, pages 21 and 22.

Religion

Protestant dominance on this Board (shown in Tables 1 and 2, pages 21 and 22) would be expected in a Protestant community such as Lansing. The Jewish representation is higher proportionately than the Jewish population of Lansing (see Table 4, page 32). There have been only three years in which no Jews served. The Catholics have been unrepresented in only four years, and in 1957 this was due to the conversion of an individual to another faith. The presence in Lansing of the Catholic Social Service Agency since December, 1948, has been a contributing factor to the lack of greater representation of Catholics on the Family Service Agency Board, it might seem.

Race

Negroes were unrepresented on this Board until 1952. However, since that year the Negro representation on the Board has been proportionately higher than the Negro

TABLE 4

POPULATION OF LANSING AND EAST LANSING¹

Year	Areas		Lansing and East Lansing				
	Total	E. Lansing	Lansing	Negroes %	Whites %	Catholics %	Jews %
1920	59,216	1,889	57,327	698 1	58,518 99	-	-
1930	82,786	4,389	78,397	1,409 2	81,377 98	-	-
1940	84,592	5,839	78,753	1,638 2	82,954 98	9,027 11	-
1950	112,454	20,325	92,129	3,046 3	109,408 97	17,397 15	-
1956	133,780*	24,420*	109,360*	-	-	-	825 0.6
1957	-	-	-	-	-	27,578	825 0.6

¹Figures obtained from Lansing Chamber of Commerce; Diocese Office; Rabbi Philip Frankel; Community Development Center, Michigan State University.

*Estimated by Michigan State Health Department, Bureau of Census.

population of Lansing (see Table 4, page 32), though this has reportedly grown even since 1950.¹

¹Michigan State Health Department, Bureau of Census; Michigan Development Center, Michigan State University; and Dr. Clinton Canady.

CHAPTER IV

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

The purpose of this study was to examine the six hundred and six terms of office served by laymen on the Lansing Family Service Agency Board of Directors from 1920 through 1957 and to find any changes in board size and composition, if there were such. Another stated purpose was to see if these changes, if any, were reflections of the changing Lansing and American scenes, and of social work philosophy and practice.

It was hypothesized that over an extended period changes occur in a community as regards population size and composition, types of industry, and other employment. As a result of changes, if any, it could be assumed standards and values as regards representation on boards would be reflected.

The original hypotheses were proven correct. Greater Lansing grew from 59,216 in 1920 to 112,554 in 1950, and to an estimated 133,780 in 1956 (see Table 4, page 32). The Catholic and Negro populations increased markedly.

Both Oldsmobile Corporation and Fisher Body have expanded tremendously over these years, and many smaller industries have sprung up.

The State government has expanded its services and personnel to meet the highly growing requirements of a rapidly growing state.

Michigan State University has increased ten-fold.

This study revealed that in keeping with the growth of Greater Lansing, and in concert with the thinking of family agencies and others throughout the United States, the Board of Directors of Family Service Agency expanded from fifteen to twenty-one members in 1952.

In conjunction with social work philosophy, democratic principles generally and the growth in Negro population, Negroes have been on the Board of Directors since 1952.

Labor has been represented in the Board's composition since 1933, with some gaps inbetween that year and 1957. This, too, reflects broad social work philosophy, as well as the growth of the labor population, though representation has been disproportionate, as was stated previously in Chapter III.

Industry or management's representation on the Board has decreased, as previously pointed out, as might be expected with Lansing's population growth and consequent increase of the middle class, i.e. business and professional people.

Religious composition of the Board has altered little, if any, over the thirty-seven year period, despite the

fact that the Catholic population of the community has grown greatly. However, a possible explanation for these findings was drawn in Chapter III in relation to the creation of the Catholic Social Service Agency.

The age category, as might be expected, has altered little over the years.

The female representation shows an increase from a little over one-fourth to almost a half from 1920 to 1957 (see Table 2, page 22). This change in the Board's composition reveals a national trend in reference to woman's multi-hatted capacities in the United States, especially in the past twenty or twenty-five years.

According to all of the authorities previously cited and according to the record of the agency itself, it may be safely said that Lansing's Family Service Agency over the years has become more representative and has been forward-looking in its administrative policies as regards its Board of Directors. It has been ahead of its contemporaries in many instances, e. g. rotating boards.

The writer has seen the possibility of future projects of interest unfold from this study. A comparison of time served on a board, within constitutional limits, of course, and occupation might be of value. One would then have to ascertain what occupations keep an individual within a community for a relatively long duration and what types of employment necessitate frequent moves. An extended study

of attendance records as related to occupation and sex might be of interest. Another project that would bear exploration is the connection between occupation and officer material on this, or any board. The writer believes there are inferences that might be drawn and proved, or disproved, in all these areas of administration.

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APPENDIX

A R T I C L E S O F A S S O C I A T I O N

(As Amended - January 31, 1949)

AND

B Y - L A W S

(Adopted - April 18, 1949)

FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

Member of

GREATER LANSING COMMUNITY CHEST

ARTICLES OF ASSOCIATION

OF THE

THE ASSOCIATED CHARITIES OF LANSING, MICHIGAN

We, the undersigned, being of full age, and desiring to become incorporated under the provisions of Act No. 171, of the Public Acts of Michigan for 1903, entitled "An act for the incorporation of associations not for pecuniary profit," do hereby make, execute and adopt the following articles of association, to wit:

ARTICLE I.

The name or title by which said corporation is to be known in law is, THE ASSOCIATED CHARITIES OF LANSING, MICHIGAN.

ARTICLE II.

The purpose or purposes for which it is formed are as follows:

To promote the general welfare of the poor by social and sanitary reform by industrial instruction, and by the inculcation of habits of industry and self dependence, and to assist and help in a charitable way all persons in need of assistance, and by the establishment and maintenance of any activities to these ends.

ARTICLE III.

The principal office or place of business shall be at Lansing, Michigan in the county of Ingham.

ARTICLE IV.

The term of existence of this proposed corporation is fixed at thirty years from the date of these articles.

ARTICLE V.

The number of trustees or directors shall be fifteen.

ARTICLE VI.

The names of the trustees or directors selected for the first year of its existence are as follows:

Rev. James M. Collins,	Lansing, Michigan
Mr. Ray Potter	" "
H. D. Bennett	" "
Homer W. Coppock	" "
Robert K. Orr	" "
James O'Connor	" "
Oscar F. Jackson	" "
Harry Harper	" "
S. H. Rhoads	" "
Mrs. H. K. Roberts	" "
D. A. Seeley	" "

Mrs. James O. Matthews
Mrs. S. M. Wershow
Mrs. Stowell Stebbins
Ida L. Chittenden

(Lansing, Michigan)

" "
" "
" "

ARTICLE VII.

The qualifications required of officers and members are as follows:
The society shall be composed of the following persons: (a) Members of committees and volunteer, friendly visitors, so long as they may continue in actual work, (b) Contributing members (any person who shall contribute a sum of money to the society annually)

IN WITNESS WHEREOF, We, the parties hereby associating, have hereunto subscribed our names, this 16th day of January A.D. 1918.

NAMES.

NAMES.

1 J.M.Collins
3 Harry D. Bonnett
5 Robert K. Orr
7 Oscar F. Jackson
9 S.H. Rhoads
11 Dewey A. Seoley
13 Mrs. S. M. Wershow
15 Ida L. Chittenden

2 Ray Potter
4 Homer Coppock
6 James O'Connor
8 H. F. Harper
10 Mrs. H. K. Roberts
12 Mrs. James O. Matthews
14 Mrs. Stowell Stebbins.

STATE OF MICHIGAN)
) SS.
COUNTY OF INGHAM)

On this 16th day of January A.D. 1918, before me, a notary Public in and for said county, personally appeared J.M.Collins, Ray Potter, Harvey D. Bennett, Homer Coppock, Robert K. Orr, James O'Connor, Oscar F. Jackson, H. F. Harper, S.H.Rhoads, Mrs. H.K.Roberts, Dewey A. Seoley, Mrs. James O. Matthews, Mrs. S.M.Wershow, Mrs. Stowell Stebbins, Ida L. Chittenden, known to me to be the persons named in, and who executed the foregoing instrument, and severally acknowledged that they executed the same freely and for the intents and purposes therein mentioned.

Antoinette E. Kull

Notary Public, Ingham Co. Mich.

My commission expires Feb. 28th 1920.

Recorded Jan. 17th, 1918.

CERTIFICATE OF AMENDMENT TO THE ARTICLES OF ASSOCIATION

OF THE

THE ASSOCIATED CHARITIES OF LANSING, MICHIGAN

P.O. ADDRESS Lansing, Michigan

We, the undersigned, being the president and the secretary of the The Associated Charities of Lansing, Michigan, a corporation organized under the provisions of Act No. 171, of the Public Acts of Michigan for 1903, and being a corporation existing under the provisions of Act No. 84 of the Public Acts of 1921, do hereby certify, as required by section 9, Chap. 1, Part II of said act:

That at the regular annual meeting of the members of said corporation and held at the office of said company on the eleventh day of October, A.D. 1921, it was resolved, by a majority vote of the members of said corporation, that Article No. I of the articles of association be and the same is amended so as to read as follows, viz.:

ARTICLE I.

The name or title by which said corporation is to be known in law is "Social Service Bureau of Lansing, Michigan."

That in and by the terms of said resolution said change of name was directed to be effective as of December 28, 1920.

IN WITNESS WHEREOF we hereunto sign our names this eleventh day of October A.D. 1921.

Edwin W. Bishop
President.

Sara A. Brown
Secretary.

Filed Oct. 3, 1922.

CERTIFICATE OF AMENDMENT TO THE
ARTICLES OF ASSOCIATION
OF THE
SOCIAL SERVICE BUREAU

P.O. ADDRESS Lansing, Michigan

We, the undersigned, being the president and secretary of the Social Service Bureau, a corporation existing under the provisions of Act No. 84 of the Public Acts of 1921, as amended, do hereby certify, as required by section 9, Chap. 1, Part II of said act:

That at a meeting of the stockholders of said corporation expressly called for the purpose of amending its articles of association and held at the Temple House company on the 5th day of November, A.D. 1930, it was resolved, by a majority vote of the membership present of said corporation, that Article No. VII of the articles of association be and the same is amended so as to read as follows, viz.:

ARTICLE VII.

- (a) Any individual who shall have signified his interest in the purposes of the corporation by signing a membership application and paying the membership dues of \$1.00 per year.
- (b) All members of the Board of Directors who are regularly elected to the Directorate at any annual meeting of the Bureau, or any member of the Board of Directors elected by the Board of Directors to fill a vacancy on said Board.
- (c) Any individual who contributes money directly to the Social Service Bureau shall be entitled to one membership in said Bureau, the sum of \$1.00 from their contribution to be applied on their membership; it being distinctly provided, however, that contributions indirectly received by the Bureau shall not entitle the donor to membership privileges, namely, contributions thru the Community Welfare Fund, unless a special designation on their card to the Community Welfare Fund designates that the money shall be paid directly to the Bureau.

IN WITNESS WHEREOF, We herunto sign our names this 15th day of November A.D. 1930.

Charles O. Sprowl	President.
Ruth Bowon	Secretary.

Filed Nov. 17, 1930.

CERTIFICATE OF AMENDMENT TO THE
ARTICLES OF INCORPORATION

of

SOCIAL SERVICE BUREAU OF LANSING, MICHIGAN

REGISTERED OFFICE:

Lansing, Michigan.

We, the undersigned, being the President and Secretary of the

Social Service Bureau of Lansing, Michigan

a corporation existing under the provisions of Act No. 327 of the Public Acts of 1931, as amended, do hereby certify, as required by said act:

That at a meeting of the Members of said corporation duly called and held on the 31st day of January A.D.1949, it was resolved by the vote of a majority of the Members of each class entitled to vote and by a majority of the Members of each class whose rights, privileges or preferences are changed thereby, that Articles No. I,II,IV, and VII of the Articles of Incorporation be and the same are amended to read as follows,viz.:

ARTICLE I

The name or title by which said corporation is to be known in law is FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

ARTICLE II

The purpose or purposes for which it is formed are as follows:

- (1) To offer casework service to families and individuals.
- (2) To make such adjustments and arrange for such care as will serve the welfare of the individual and the best interests of society where normal family life is not possible.
- (3) To accept responsibility for the initiation and development of programs to educate for family living and to prevent family and individual breakdown.
- (4) To help other groups through counsel and service in constructive approaches to problems of individuals and families for which they may feel some responsibility.
- (5) To encourage and promote education and training for social work.
- (6) -To encourage and participate in the promotion of community programs for social betterment.
- (7) To provide legal service under policies jointly approved by the Board of Directors of the Family Service Agency and the Advisory Committee of the Ingham County Bar Association.
- (8) To act as Trustee for any funds entrusted to it for the promotion or execution of any of the purposes above set forth or for the promotion or execution of any plan or the administration thereof, of a charitable or benevolent nature. Further to act as an advisor or administrator to any trust fund wherein the purposes set forth are of a benevolent or charitable nature.

ARTICLE IV

The term of existence of this corporation shall be in perpetuity in accordance with Section 64 of Act. No. 327 of the Public Acts of Michigan for 1931.

ARTICLE VII

The qualifications for officers and members shall be those set forth in the by-laws of this corporation.

IN WITNESS WHEREOF, we hereunto sign our names this 16 day of February A.D.1949.

Social Service Bureau of Lansing, Michigan

BY Leota Abrams
(President)

Gladys Spaulding,
(Acting Secretary)

STATE OF MICHIGAN) ss.
COUNTY OF Ingham)

On this 16 day of February, 1949, before me a Notary Public in and for said County, appeared Leota Abrams (President) of the Social Service Bureau of Lansing, Michigan, known to me to be the person named in, and who executed the foregoing instrument, and acknowledged that he executed the same freely and for the intents and purposes therein mentioned.

Dorothy Alice Sweeney
Notary Public, Ingham County, Mich.
My Commission Expires Jan. 15, 1951.

Filed
Feb. 23, 1949
Howard M. Warner, Commissioner
Michigan Corporation and
Securities Commission

BY-LAWS

FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

ARTICLE I

Membership

The membership shall consist of all persons whose written application, therefor, shall be approved annually by the Board of Directors at the second Board meeting following the annual meeting. The term of membership shall be for one year following the approval of the Board. Each member shall have the right in person to vote upon any proposal presented for decision at any meeting of members.

ARTICLE II

Board of Directors

The property and business of this corporation shall be held and managed by the Board of Directors consisting of fifteen (15) members of this corporation, five (5) of whom shall be elected by ballot at each annual meeting hereafter to serve a term of three (3) years from the fifteenth of the month next following their election and until their successors are duly elected. No director who has served two (2) terms shall be elected to succeed himself. The Board shall have power to fill all vacancies occurring in any office and in its own body. The Board may determine when a vacancy exists and shall have power to fill that vacancy.

ARTICLE III

Duties of Board of Directors

The duties and powers of the Board of Directors shall be

- (a) to manage the affairs of the corporation between meetings of the membership,
- (b) to adopt policies, regulations, and by-laws necessary for the attainment of the purposes of the corporation,
- (c) to receive and disburse funds and to accept and dispose of property,
- (d) to employ a General Secretary to carry out the duties assigned to him by the Board of Directors,
- (e) to attend Board meetings and to serve on committees of the Board.

ARTICLE IV

Officers

Within one (1) month following the annual meeting, the Board of Directors shall elect as officers of this corporation a President, a Vice president, a Treasurer, and a General Secretary, each of whom, except the General Secretary, shall be members of the Board. The officers shall serve for a term of one (1) year from the fifteenth of the second month following the beginning of the fiscal year and until their successors are duly elected.

ARTICLE V

Duties of Officers

President and Vice president -- The President, or in his absence the Vice president, shall preside at all meetings of the corporation and of its Board of Directors. The President shall be chairman of the Executive Committee and ex officio member of all other committees. The Vice president shall perform the duties of the President in the absence of the President, in case of his resignation, or his inability to perform his duties.

Treasurer -- The Treasurer shall supervise and manage all corporate funds and securities and shall see that a full and accurate account of all receipts and disbursements is given to the Board of Directors.

The General Secretary -- The General Secretary shall be the only paid officer. His salary, condition of employment, and duties shall be fixed by the Board. Subject to the direction of the Treasurer, the General Secretary shall deposit all moneys, securities, and other valuable effects in the name of the corporation in such depository as may be designated for that purpose by the Board of Directors. He shall disburse the funds of the corporation as may be ordered by the Board, take proper vouchers for such disbursements, and shall render to the Directors whenever requested by them an account of all his transactions and the financial condition of the corporation. All written instruments, including checks, drafts, and orders for payment of money shall be signed in the name of the corporation by such officers or agents as the Board of Directors shall from time to time designate.

ARTICLE VI

Committees

The President shall annually appoint the following committees:

An Executive Committee consisting of the President, Vice president, Treasurer, and chairman of the Personnel Committee. The Executive Committee shall have power to act for the Board in the interim of its meetings. Three (3) members shall constitute a quorum.

A Finance Committee consisting of the Treasurer as chairman and not less than two (2) other members of the Board, which shall

- (a) have supervision of the annual budget and its preparation,
- (b) recommend to the Board action to be taken on all financial transactions,
- (c) provide for an annual audit of the books of the corporation,
- (d) have direction of entrusted funds.

A Personnel Committee which consists of four (4) members of the Board.

A Nominations Committee of three (3) members of the Board.

Such other committees as the Board shall deem advisable for the proper distribution of the work of the corporation.

Introduction

The purpose of this study is to investigate the effects of the proposed system on the performance of the system. The study is divided into two parts: a theoretical analysis and an experimental analysis. The theoretical analysis is based on the principles of the system and the experimental analysis is based on the results of the experiments.

Conclusion

References

1. [1] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

2. [2] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

3. [3] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

4. [4] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

5. [5] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

6. [6] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

7. [7] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

8. [8] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

9. [9] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

10. [10] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

11. [11] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

12. [12] J. Smith, "The effects of the proposed system on the performance of the system," *Journal of the American Society of Mechanical Engineers*, vol. 100, no. 1, pp. 1-10, 1978.

ARTICLE VI(Continued)

A Personnel Committee consisting of four (4) members of the Board.

A Nominating Committee consisting of three (3) members of the Board.

Such other committees as the Board shall deem advisable for the proper distribution of the work of the corporation.

ARTICLE VII

Board Meetings

The Board of Directors shall hold regular monthly meetings except during July and August on a day to be fixed by the Board. Special meetings shall be called by the Secretary at the request of the President or of any five (5) members of the Board; at least five (5) days' official notification shall be given to each Board member specifying the business to be brought forward at such special meetings.

Nine (9) members shall constitute a quorum.

ARTICLE VIII

Annual Meetings

The fiscal year of the corporation shall coincide with that of the United Community Chest of Ingham County, Inc.

The annual meeting of the corporation shall be held within thirty (30) days following the beginning of the fiscal year on a date set by the Board of Directors. At least ten (10) days' previous written notification thereof shall be mailed to each member at his last known address.

Special meetings of the corporation shall be called by the Secretary at the request of the President or of any five (5) members of the Board. At least five (5) days' previous official notification shall be given to each member specifying the business to be brought forward. Twenty-five (25) members of this corporation shall constitute a quorum at the annual meeting or any special meeting of the corporation.

ARTICLE IX

Amendment of Bylaws

The Bylaws may be amended at any regular meeting of the Board of Directors by a majority vote of the Board members, provided the nature of the amendment shall have been given to the Board members in writing at least seven (7) days before the regular meeting of the Board of Directors.

ARTICLE X

Robert's Rules of Order shall govern in any instance not herein otherwise provided for.

Adopted January 14, 1953

REF ID: A61714

1. *Chlorophyll a* and *Chlorophyll b* were determined by the method of Arar and Collins (1971) using a Shimadzu 1010 spectrophotometer. The concentration of chlorophylls was expressed in $\mu\text{g mL}^{-1}$ of the sample.

1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021, 2022, 2023, 2024, 2025, 2026, 2027, 2028, 2029, 2030, 2031, 2032, 2033, 2034, 2035, 2036, 2037, 2038, 2039, 2040, 2041, 2042, 2043, 2044, 2045, 2046, 2047, 2048, 2049, 2050, 2051, 2052, 2053, 2054, 2055, 2056, 2057, 2058, 2059, 2060, 2061, 2062, 2063, 2064, 2065, 2066, 2067, 2068, 2069, 2070, 2071, 2072, 2073, 2074, 2075, 2076, 2077, 2078, 2079, 2080, 2081, 2082, 2083, 2084, 2085, 2086, 2087, 2088, 2089, 2090, 2091, 2092, 2093, 2094, 2095, 2096, 2097, 2098, 2099, 2100, 2101, 2102, 2103, 2104, 2105, 2106, 2107, 2108, 2109, 2110, 2111, 2112, 2113, 2114, 2115, 2116, 2117, 2118, 2119, 2120, 2121, 2122, 2123, 2124, 2125, 2126, 2127, 2128, 2129, 2130, 2131, 2132, 2133, 2134, 2135, 2136, 2137, 2138, 2139, 2140, 2141, 2142, 2143, 2144, 2145, 2146, 2147, 2148, 2149, 2150, 2151, 2152, 2153, 2154, 2155, 2156, 2157, 2158, 2159, 2160, 2161, 2162, 2163, 2164, 2165, 2166, 2167, 2168, 2169, 2170, 2171, 2172, 2173, 2174, 2175, 2176, 2177, 2178, 2179, 2180, 2181, 2182, 2183, 2184, 2185, 2186, 2187, 2188, 2189, 2190, 2191, 2192, 2193, 2194, 2195, 2196, 2197, 2198, 2199, 2200, 2201, 2202, 2203, 2204, 2205, 2206, 2207, 2208, 2209, 2210, 2211, 2212, 2213, 2214, 2215, 2216, 2217, 2218, 2219, 2220, 2221, 2222, 2223, 2224, 2225, 2226, 2227, 2228, 2229, 2230, 2231, 2232, 2233, 2234, 2235, 2236, 2237, 2238, 2239, 2240, 2241, 2242, 2243, 2244, 2245, 2246, 2247, 2248, 2249, 2250, 2251, 2252, 2253, 2254, 2255, 2256, 2257, 2258, 2259, 2260, 2261, 2262, 2263, 2264, 2265, 2266, 2267, 2268, 2269, 2270, 2271, 2272, 2273, 2274, 2275, 2276, 2277, 2278, 2279, 2280, 2281, 2282, 2283, 2284, 2285, 2286, 2287, 2288, 2289, 2290, 2291, 2292, 2293, 2294, 2295, 2296, 2297, 2298, 2299, 2300, 2301, 2302, 2303, 2304, 2305, 2306, 2307, 2308, 2309, 2310, 2311, 2312, 2313, 2314, 2315, 2316, 2317, 2318, 2319, 2320, 2321, 2322, 2323, 2324, 2325, 2326, 2327, 2328, 2329, 2330, 2331, 2332, 2333, 2334, 2335, 2336, 2337, 2338, 2339, 2340, 2341, 2342, 2343, 2344, 2345, 2346, 2347, 2348, 2349, 2350, 2351, 2352, 2353, 2354, 2355, 2356, 2357, 2358, 2359, 2360, 2361, 2362, 2363, 2364, 2365, 2366, 2367, 2368, 2369, 2370, 2371, 2372, 2373, 2374, 2375, 2376, 2377, 2378, 2379, 2380, 2381, 2382, 2383, 2384, 2385, 2386, 2387, 2388, 2389, 2390, 2391, 2392, 2393, 2394, 2395, 2396, 2397, 2398, 2399, 2400, 2401, 2402, 2403, 2404, 2405, 2406, 2407, 2408, 2409, 2410, 2411, 2412, 2413, 2414, 2415, 2416, 2417, 2418, 2419, 2420, 2421, 2422, 2423, 2424, 2425, 2426, 2427, 2428, 2429, 2430, 2431, 2432, 2433, 2434, 2435, 2436, 2437, 2438, 2439, 2440, 2441, 2442, 2443, 2444, 2445, 2446, 2447, 2448, 2449, 2450, 2451, 2452, 2453, 2454, 2455, 2456, 2457, 2458, 2459, 2460, 2461, 2462, 2463, 2464, 2465, 2466, 2467, 2468, 2469, 2470, 2471, 2472, 2473, 2474, 2475, 2476, 2477, 2478, 2479, 2480, 2481, 2482, 2483, 2484, 2485, 2486, 2487, 2488, 2489, 2490, 2491, 2492, 2493, 2494, 2495, 2496, 2497, 2498, 2499, 2500, 2501, 2502, 2503, 2504, 2505, 2506, 2507, 2508, 2509, 2510, 2511, 2512, 2513, 2514, 2515, 2516, 2517, 2518, 2519, 2520, 2521, 2522, 2523, 2524, 2525, 2526, 2527, 2528, 2529, 2530, 2531, 2532, 2533, 2534, 2535, 2536, 2537, 2538, 2539, 2540, 2541, 2542, 2543, 2544, 2545, 2546, 2547, 2548, 2549, 2550, 2551, 2552, 2553, 2554, 2555, 2556, 2557, 2558, 2559, 2560, 2561, 2562, 2563, 2564, 2565, 2566, 2567, 2568, 2569, 2570, 2571, 2572, 2573, 2574, 2575, 2576, 2577, 2578, 2579, 2580, 2581, 2582, 2583, 2584, 2585, 2586, 2587, 2588, 2589, 2590, 2591, 2592, 2593, 2594, 2595, 2596, 2597, 2598, 2599, 2600, 2601, 2602, 2603, 2604, 2605, 2606, 2607, 2608, 2609, 2610, 2611, 2612, 2613, 2614, 2615, 2616, 2617, 2618, 2619, 2620, 2621, 2622, 2623, 2624, 2625, 2626, 2627, 2628, 2629, 2630, 2631, 2632, 2633, 2634, 2635, 2636, 2637, 2638, 2639, 2640, 2641, 2642, 2643, 2644, 2645, 2646, 2647, 2648, 2649, 2650, 2651, 2652, 2653, 2654, 2655, 2656, 2657, 2658, 2659, 2660, 2661, 2662, 2663, 2664, 2665, 2666, 2667, 2668, 2669, 2670, 2671, 2672, 2673, 2674, 2675, 2676, 2677, 2678, 2679, 26

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CERTIFICATE OF AMENDMENT TO THE
ARTICLES OF INCORPORATION

OF

FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

REGISTERED OFFICE: 573 Hollister Building Lansing 8, Michigan

We, the undersigned, being the President and Secretary of the

FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

a corporation existing under the provisions of Act No. 327 of the Public Acts of 1931, as amended, do hereby certify, as required by said act:

That at a meeting of the members of said corporation duly called and held on the 30 day of January A.D. 1951, it was resolved by the vote of a majority of the members of each class entitled to vote and by a majority of the members of each class whose rights, privileges or preferences are changed thereby, that Article No. V and Article No. III of the Articles of Incorporation be and the same are amended to read as follows, viz.:

ARTICLE V

The number of directors shall be twenty-one after January 1, 1952. Until January 1, 1952 the number of directors shall be fifteen.

ARTICLE III

The location of the registered office is 573 Hollister Building, Lansing 8, Michigan, county of Ingham. The postoffice address of the registered office is 573 Hollister Building, Lansing 8, Michigan.

IN WITNESS WHEREOF, we hereunto sign our names this 10 day of May, A.D. 1951.

FAMILY SERVICE AGENCY OF LANSING, MICHIGAN

BY Charles E. Sherry
(President)

Gladys Spaulding
(Secretary)

STATE OF MICHIGAN)ss.
COUNTY OF Ingham)

On this 10 day of May, 1951, before me a Notary Public in and for said County, appeared Charles E. Sherry (President) of the FAMILY SERVICE AGENCY OF LANSING, MICHIGAN known to me to be the person named in, and who executed the foregoing instrument, and acknowledged that he executed the same freely and for the intents and purposes therein mentioned.

Dorothy Alice Sweeney
Notary Public, Ingham County, Mich.
My Commission Expires Jan. 15, 1955

Filed
May 21, 1951
John R. Dykema, Commissioner
Michigan Corporation and
Securities Commission

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