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A Semi-Centennial Review of Family Service of Rochester, Inc.

By BLAKE MCKELVEY

A half century is a short span, by most historical standards, yet the directors of Family Service of Rochester and its predecessors did not find it so. Operating under five successive corporate banners in as many decades, they tackled a host of problems and in the process fostered the establishment of several of the city's most useful welfare agencies. As the parent or initiating body, they readily surrendered significant functions to these offspring, but they jealously reserved to themselves the most crucial task, as they saw it—that of safeguarding the all-important family unit. And despite an unceasing readjustment of focus, the sense of social responsibility that inspired the founders of United Charities in 1911 still grips the lay and professional leaders of its present-day corporate heir.

Indeed Family Service of Rochester proudly professes the basic philosophy and purpose of its progenitor. Thus the primary objectives at the start—"to work out plans for raising the needy above the need for relief and for helping the poor to help themselves . . ."—remain basic today, and so do the proposed methods of thorough investigation, friendly counsel and sympathetic assistance; the major change, as we shall see, came in the definition of the needy as those in trouble because of poor family relationships.

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This constancy of purpose and yet flexibility in technique were matched and perhaps explained by the unfaltering loyalty and high quality of both the lay and professional leaders. The long years of faithful service of such officers and board members as William A. E. Drescher, Frank W. Lovejoy, Harper Sibley, James P. B. Duffy, Marion Folsom, Leroy Snyder and Vilas Swan—to mention only a few of the hundreds who gave of their time and energy—assured its vitality, while the professional standards of its executives, from Dr. William Kirk and John P. Sanderson to Miss Edith Holloway, kept its increasingly specialized caseworkers constantly on their toes. Few Rochester institutions have cooperated with more diverse groups or undertaken more dissimilar causes, and none has been more self-analytical, ready if need be to admit its failures, yet unfaltering in its confidence in man's healthy vitality.

United Charities

An unfaltering confidence in mankind and the courage to try again where repeated efforts had failed marked the founders of United Charities. It was in the fall of 1908, after a series of layoffs and foreclosures hit Rochester, that the Rev. Dr. Henry H. Stebbins and Henry T. Noyes, Jr., (sponsors with the Rev. Dr. Paul Moore Strayer and Professor Walter Rauschenbusch of the People's Sunday Evening) organized a Labor Bureau to operate a free employment agency. In their search for job opportunities they visited William A. E. Drescher of Bausch & Lomb who persuaded them to expand their plan for a cooperative employment office into a cooperative charity agency.

Rochester, of course, already had a number of charities, and one of these, known as the Society for the Organization of Charity, had been established in 1890 for that specific purpose. Similar societies in Buffalo and other cities had achieved a

measure of cooperation, but for various reasons the S.O.C. of Rochester had become simply another charity whose annual appeals for funds placed an additional burden on the approximately 400 citizens who supported such causes. Mrs. Helen D. Arnold, volunteer director of the S.O.C., was fully aware of its inadequacies and eagerly joined the Committee of Seven formed in March 1909 to seek a broader basis for cooperation.

The Committee of Seven, which included, in addition to Drescher, Noyes, Stebbins and Mrs. Arnold, Frank W. Lovejoy of Eastman Kodak, James P. B. Duffy and Abraham J. Katz, was broadly representative of all elements in the community. It quickly won the backing of the Chamber of Commerce; in fact, Edward G. Miner, as president of the Chamber, hastened to give the committee that body's official stamp of approval. After a protracted study by its members of the charity organization societies of other cities, the committee drafted a bill providing for the incorporation of United Charities and rushed it to Albany where the governor finally signed it in May 1910. Fortunately the hard times of 1908 had passed and the need for action did not seem so pressing. Nevertheless the five directors named in the act proceeded to secure the enrollment of 45 local charitable bodies and 42 churches, each of which paid a \$10 fee and named a delegate to its Central Council. As acting secretary, Henry T. Noyes made extended trips in search of a full-time executive secretary and, after several disappointments, finally engaged the services of Dr. William R. Kirk of Brown University who came to Rochester in July 1911.

The objectives and functions of United Charities were many and varied. They included the formation of a Central Council representing all social agencies and churches; the establishment of a Confidential Exchange where the records of every individual who received assistance could be kept for examination by appropriate institutions; the development of a Family Rehabili-

tation Department; and finally the appointment of a Committee on Apportionment to distribute funds donated for other charitable uses. Several additional committees were soon created to deal with unemployment, child labor, delinquents, housing, recreation, and a dozen related problems. A score of leading citizens, men and women of means, each pledged \$500 annually for the first two years to help launch the work in May 1911, and the committee received lesser contributions from 82 others who swelled the total that first year to \$13,541.07.

The first meeting of the Central Council, held in February 1912, chose Drescher as president and Lovejoy as treasurer. Dr. Kirk, assisted by Miss Daisy I. Rice, had established the Confidential Exchange a month before, and soon its files, located in a small room on the third floor of the Cutler Building, assembled 43,000 records on some 30,000 families. In May the Division of Family Rehabilitation was set up under Miss Emma W. Lee of Boston who shortly engaged the assistance of three paid visitors. The staff and board members jointly conducted a series of ten weekly study conferences that spring for volunteer and professional workers on such topics as child welfare, family problems, and other matters. In September the committee on loans to workingmen, headed by Harper Sibley, organized a Provident Loan Association and brought Frederick A. Phillips to Rochester to administer its affairs. A Thanksgiving Committee made an inventory of the basket lists of 11 churches and 16 other institutions, detecting and eliminating 111 duplications among 675 names. Still another committee screened the Santa Claus letters received at the Rochester post office and enlisted the aid of volunteers who endeavored to make certain that no youngster lacked attention that Christmas.

The second year saw most of these activities securely launched and initiated four additional functions. A gift by the *Post Express* enabled Dr. Kirk to send 45 needy lads to summer

camps on nearby lakes, a practice that gained increased support in later years. United Charities opened a make-shift employment service at its headquarters in December and soon received 43 applications for jobs. Almost 140 additional gifts swelled the founders' contributions in the second year to over \$20,000, enabling Dr. Kirk to engage three additional paid visitors and to strengthen other aspects of the program. In order to secure neighborhood cooperation, Dr. Kirk organized two weekly conferences, one for east-side and one for west-side cases, and formed two conference committees of religious and charitable leaders who agreed to meet with his trained workers and with a number of volunteer visitors to consider each case as it arose and endeavor to formulate a suitable plan for action. As a part-time instructor at the University of Rochester, Dr. Kirk offered its first course in Social Science in October 1913 attracting 55 students, eight of whom volunteered for fieldwork assignments in local charitable agencies.

Several developments of the third year foreshadowed coming changes. The board created a campaign committee headed by James G. Cutler to seek pledges of \$50,000 for the next two years. Accepting the advice of a national fund-raiser, Cutler organized a battery of 15 teams of canvassers and arranged a luncheon for business leaders, which proved so successful that three more luncheons were scheduled—one for ministers, one for women, and a second for businessmen unable to attend the first. The enthusiasm thus engendered enabled the canvassers to secure pledges from some 1500 persons whose subscriptions totaled \$57,231 and carried Rochester's first organized fund drive over the top.

Encouraged by this hearty endorsement in May 1914, United Charities took on several new functions. Thus it agreed a month later to assume responsibility for the legal protection work of the Women's Educational and Industrial Union and

engaged Frank J. Dinse as part-time director of its Legal Aid Department. It endorsed a move for better playground programs and helped to induce the city to appoint a playground commission and to engage Col. Samuel P. Moulthrop as the first superintendent of recreation. It also requested the city to transfer a number of its outdoor relief charges to U.C. for an experiment in a self-help program. Unfortunately, the lack of available jobs stymied that effort, and as its conscientious directors studied the problem they became convinced that the unemployment produced by the disruption of trade on the outbreak of war in Europe presented a new situation. Unable to disregard the need, U.C. issued an urgent appeal to the churches in November for support in collecting an extra \$10,000 for relief.

When war orders from abroad and defense orders at home shortly alleviated the unemployment crisis, Abram J. Katz, who succeeded Drescher as president in 1914, turned to other matters. He supported Dr. Kirk's recommendation that the city establish a farm colony for inebriates and joined others in pressing for an outside survey of Rochester's welfare services, both public and private. A deluge of pleas for war relief abroad prompted the directors of U.C. to suspend plans for a second two-year drive in 1916 although Harper Sibley had already lined up his team captains. Whether the resignation of Dr. Kirk, tendered in June, was cause or result of this hesitancy, Sibley pressed a quiet solicitation among former contributors, which netted \$9000 and enabled the staff to carry on under the lead of Miss Alberta Smith until May 1917 when Frank E. Wing became general secretary.

America's entry into the war in April again shifted the focus of interest. Miss Smith had the year before organized a group of volunteer visitors, 70 in number, to undertake a better-house-keeping program in poor families. Inspired by that start, a half-

dozen seniors in the home-economics classes at Mechanics Institute volunteered their services as demonstration cooks. Soon, however, the emphasis changed. Needy families abounded, but many now were troubled by the departure of service men, some of whom failed to remit adequate support or even to maintain contact. Miss Smith and her staff of visitors developed new cooperative ties with the Red Cross and with the civilian defense personnel. Frank Wing requested leave to accept a Red Cross assignment abroad, and several other staff members likewise departed.

The directors again deferred plans for a fund drive. This time, however, their action was inspired by the prospect that George Eastman would agree to include all local philanthropies as well as the war-relief causes in the war-chest drive he was organizing. When that decision was reached, U.C. hastily submitted its proposed budget in April 1918 and enthusiastically backed the great Patriotic and Community Fund drive which brought in 103,000 pledges for a total of \$4,776,193.

The Social Welfare League

As the expanding relief needs posed by the war induced the directors of United Charities to surrender their fund-raising responsibilities to a more specialized agency, so the completion of the long-desired social survey prompted a reorganization of functions that transformed a greatly truncated U.C. into the Social Welfare League. Successive presidents—Abram Katz, Albert B. Eastwood, James G. Cutler—had recommended a survey of the city department and of private charities as well. When Rochester finally invited the newly organized Bureau of Municipal Research to undertake a detailed survey, the Bureau brought Francis H. McLean from New York to conduct it. As general secretary of the American Association of Societies for the Organization of Chairities, McLean was an advocate of

careful investigation in each case and found the public relief agencies in Rochester sorely deficient in this respect; he also criticized them for failing to make use of the Confidential Exchange maintained by U.C. The latter's directors hastened to reaffirm their request for a similar survey.

Again McLean, working under the supervision of the Bureau, found much to criticize. The case investigations conducted by the family welfare division were, he declared, broad in scope and properly directed towards rehabilitation, but the treatment did not seem well planned or effective. He deplored U.C.'s failure to rally adequate community support or to promote full use of its Confidential Exchange. He urged a clearer division of functions. Thus he recommended that U.C. grant independent status to its legal-aid division and to its family-welfare department, which might, he suggested, be called a Social Welfare League. The U.C. should, he maintained, devote its energies to the creation of a truly effective central council which should enlist the cooperation of all agencies and sects and supply community leadership in tackling new welfare problems.

Rochester was not ready to adopt all of McLean's recommendations, but several in both the public and the private sectors had effect. The commissioner of charities determined to experiment with individual treatment and engaged four case-work investigators for the job. On its side, United Charities moved quickly in 1918 to incorporate its protection department as an independent Legal Aid Society. A year later Miss Alberta Smith helped to promote the establishment of a Public Health Nursing Association. As president of U.C., Edward G. Miner took an active part that year in the organization of the Community Chest on a permanent basis. Miner readily saw that the dedication of his staff to the work of rehabilitating families was stronger than to the task of coordinating other agencies in a central council, and at his direction the board resolved early in

1919 to change its name to the Social Welfare League. Some of the lay leaders hoped that the new Community Chest would supply the necessary coordinating services; all agreed that only a trained staff could perform the essential tasks of a welfare league.

Harper Sibley, elected president at the first annual meeting of the reorganized body in November 1919, proved a tower of strength. In the absence of Frank Wing on successive leaves, Miss Smith, ably supported by Sibley and other board members, progressively revamped the program in general accord with McLean's recommendations. Placing major emphasis on its rehabilitation work, the League opened two district offices in order to hold interviews and conduct conferences in the neighborhoods of its clients. The League continued to maintain the Confidential Exchange; it cooperated with the YMCA in conducting a summer camp, and with the Third Presbyterian Church in sponsoring an extension course on social work at the university; and it prompted the organization of a Conference on Illegitimacy in which many agencies participated in 1921.

Frank W. Lovejoy, who succeeded Sibley as president that year, finally engaged John P. Sanderson as executive secretary in October 1922. He appointed a Committee on Mental Hygiene and encouraged a young member of the staff to attend a special summer course in psychiatric social work at Smith College. Despite an appreciable decline in the number of cases involving alcoholisms, following the adoption of prohibition, the League saw its visitors overtaxed as the number of broken homes increased. Pleas from widowed or divorced mothers for aid in maintaining their families elicited a sympathetic response, as did the victims of mental ailments. The League's caseworkers stressed their counseling function more than the material relief they sometimes provided, yet in the hard winter of 1921-22, when the postwar recession hit Rochester, they

increased their outlays. Fortunately the Community Chest was now securely established and proved equal to the emergency.

But neither the League nor the Chest was able to supply the cooperative planning function so urgently needed on every side. Even the service department of the Chest felt unable to cope with problems of delinquency and child welfare or with disputes between the health and recreation agencies. It was during the presidency of Donald A. Campbell, who succeeded Lovejoy in 1923, that the League cooperated with the Chest in launching a move that led to the formation of the Council of Social Agencies in October 1924. The League readily transferred its Confidential Exchange to that new body, which also assumed its earlier function of maintaining a central council; it modestly accepted its place as a member agency of that more representative assembly.

Although the League had thus surrendered the more dramatic functions of its predecessor, its staff found ample challenge in the restricted field that remained. The Rev. Dr. Samuel Taylor as president in 1926-27 undertook to develop a more cooperative working relationship between the Children's Aid Society, the S.P.C.C., the Children's Court and the Social Welfare League, but with indifferent results. As general secretary, John Sanderson reported an increase in 1927 in the number of cases, many of them the product of unemployment and requiring material assistance as well as guidance. Leroy Snyder, a recent addition to the board, proposed a new study of the relief practices of all family-caring institutions in the city, and after a year's delay the League engaged McLean to undertake it. In the meantime, a relief committee headed by Lovejoy endeavored to persuade the city welfare department to assume full responsibility for unemployment cases. A fortunate revival of business in 1928 enabled Sanderson to discontinue most of the League's relief cases and provided a convenient occasion for a reorganiza-

tion of the staff and the final abandonment of the district offices. The consolidation of the League's work in a new headquarters at 31 Gibbs Street early that year also prompted the organization of an Advisory Case Council to take the place of the district councils and to serve as a meeting ground for professional and volunteer visitors and community leaders.

A considerable reorganization occurred in the board as well. The resignation of Drescher and Lovejoy in 1928 and 1929 removed the last of the original founders, but Henry H. Stebbins, Jr., son of another of the founders, was able as president to secure such able new directors as Marion Folsom and Meyer Jacobstein in 1929 and Vilas Swan a year later. The board gave repeated consideration to the question of old-age security, which was receiving legislative attention that year, and to the mounting number of unemployed in the late fall of 1929. Indeed it was partly through its initiative that the Civic Committee on Unemployment was organized in March 1930 with League president H. H. Stebbins as chairman.

As the community girded itself to cope with the swelling ranks of the unemployed, the directors of the League reaffirmed their conviction that responsibility for relief in such cases belonged to the public agencies. The function of the private agencies, in their view, was to investigate and formulate plans for the rehabilitation of troubled individuals and families. To further emphasize this distinction, they voted, late in 1930, to change their corporate name to the Family Welfare Society of Rochester.

The Family Welfare Society

As first president of the Family Welfare Society, Leroy E. Snyder pressed for closer cooperation between the public and private agencies. A scheme, originally suggested by the Advisory Case Council of which Vilas Swan was chairman, pro-

posed a loan of the Society's casework staff to the city for use as investigators by the public department. The Chest-supported agencies, already staffed by trained workers, could thus apply professional standards in screening the unemployed and, hopefully, achieve a saving of both public and private funds. Although City Manager Story and Welfare Commissioner Koch at first rejected the proposal, early in September 1931, overwhelmed by the mounting clamor for relief, they negotiated an agreement to supply relief payments as recommended by the casework investigators of the private agencies.

The Family Welfare Society continued to perform other functions as well. It joined interested groups in promoting the establishment of a Bureau for Homeless Men in December 1930 and cooperated three months later in opening a community-sponsored soup kitchen. It endorsed the city's plan to provide work-relief jobs on a modest scale that winter and expressed approval of Governor Roosevelt's efforts to launch a similar program on the state level. It welcomed a gift by Alfred Hart of a scholarship fund to promote advanced study in social work and granted Miss Sara H. James of its staff a leave of absence for that purpose in 1932.

Yet, despite the genuine service it rendered during the unprecedented emergency, the staff as well as the board became increasingly dissatisfied with the task of administering relief. The Society expressed a strong desire in May 1933, and again the next March, to confine itself to cases involving personality and other family problems, as distinguished from relief cases. Yet the need for investigators persisted, and the failure of the Chest to meet its successive goals after 1933 prompted repeated reductions in the Society's budget and, in fact, slashed so deeply that the service of the institution was threatened. Both the Catholic and the Jewish family societies faced a similar crisis. Fortunately Rabbi Philip Bernstein, a member of two of the boards,

and Father Walter A. Foery of the third joined Snyder in a vigorous defense of the functions of the private societies. The Family Welfare Society lost its able casework supervisor, Sara James, to the city department in July 1934, but a sufficient number of the staff remained to handle a caseload of 800 that year.

After completing an unprecedented stint of six years as president, Leroy Snyder turned that post over to Vilas Swan in January 1935. Swan, for many years chairman of the Advisory Case Council, backed Sanderson in his policy of contracting for the consultative service of the Psychiatric Clinic maintained by Dr. Eric K. Clark at Strong Memorial Hospital. Together they promoted more intensive casework and encouraged the staff to refer those whose chief needs were for relief or jobs to the city welfare or to the WPA and other federal agencies. Yet as the staff specialized in the treatment of families in trouble and individuals with personality problems, it found many of these, too, in need of relief and continued to draw on public funds in such cases; these outlays, however, dropped from \$258,722 in 1933 to \$121,000 in 1936.

As the federal and state agencies assumed an increasing share of the relief burden, the Family Welfare Society began to specialize more and more in multi-problem cases. When Dr. Clark suspended his clinic for a time in 1936, Swan and Sanderson persuaded the board to engage the services of Dr. Samuel W. Hartwell, a Buffalo psychiatrist, who conducted a weekly seminar in Rochester starting in September that year. Dr. Hartwell, who also served as consultant on difficult local cases, proved a great stimulus to staff members, enriching their techniques and encouraging several to pursue their study further. On the completion of that contract, the Society turned for similar assistance to the Rochester Guidance Center established in 1939. Unfortunately a disagreement developed within the

staff over the relative importance of psychiatric and other casework, and this dispute, accentuated by dissension between psychologists and psychiatrists at the Guidance Center, brought a succession of personnel changes.

Several other issues contributed to the denouement. An oft-proposed plan to place a caseworker at the disposal of the Federation of Churches in order to stimulate an increased use of the Society's service by Protestant clergymen never materialized although cooperation between the two agencies did improve. And in 1937 when the Rev. Oren H. Baker, a professor at Colgate-Rochester Divinity School, accepted chairmanship of the Advisory Case Council, he brought several fellow ministers into its conferences and stimulated increased contact between lay and professional visitors.

Of course the chief issue was the relief budget. After considerable debate the Society, of which Hebert W. Bramley was elected president in 1938, finally determined to discontinue its practice of distributing relief funds for the city and state. In accordance with the recommendations of a newly appointed Policy Committee, headed by Vilas Swan, the board directed Sanderson to withdraw his staff from relief cases and to specialize in the care of families in trouble. Unfortunately, because of the increased emphasis on psychiatric case analysis, a wide disagreement had developed between some members of the staff who favored intensified treatment of individuals, and Sanderson, the director, who held that psychiatric counseling was only a supplementary function and not the primary task of the staff, which was to seek the social rehabilitation of troubled families.

The board backed Sanderson in his request for the resignation of the casework supervisor, but then accepted his resignation, too, when the dispute precipitated two other staff resignations. In order to emphasize the distinction between its services and those of the public welfare department, it voted to drop

the term welfare from its own title in 1939; unfortunately the task of distinguishing its services from those of the equally troubled Rochester Guidance Center, or from a psychiatric clinic at the University of Rochester, was more difficult and would plague future staff and lay leaders for many years.

The Rochester Family Society, Inc.

Many loyal friends stood by as the Family Society struggled to regain its footing during the next few years. Herbert W. Bramley carried on as president until succeeded by F. Ritter Shumway in 1941; both were staunchly supported by Vilas Swan, Leroy Snyder, Rabbi Bernstein and other board members, notably Miss Margaret J. Bacon, Mrs. David A. Haller, Mrs. DeWitt B. Macomber, and Mrs. Walter S. Meyers. Yet when Mrs. Blythe W. Francis arrived from Indianapolis to take Sanderson's place as general secretary in September 1939, she found the depleted staff in low spirits. Shorn of most of their clients because of the disposal of relief cases, with the intake cut to a bare trickle for the same reason, the caseworkers were uncertain as to their proper function. Mrs. Francis determined to accept new applicants without rigid standards of selection in order to work out an admission plan experimentally, and the board welcomed the action of the Community Chest which engaged Dr. Gordon Hamilton to make a thorough study of the Family Society's proper function.

Miss Hamilton's survey, completed in 1940, voiced hearty endorsement of the private Family Society's functions. In her opinion, neither the public welfare officials nor the work-relief agencies could give adequate attention to the marital and personality problems of many families, and she recommended that the Family Society develop a program of cooperative casework with such agencies. She also favored an extension of its service on a nonsectarian basis and into the fields of juveniles

and unmarried mothers, as well as homemaking and vocational guidance. She saw no dearth of opportunities or limitations of challenge and urged the use of psychiatrists as consultants as well as in treatment.

Reassured as to the Society's course, the board and the staff began to rebuild its program as a specialized casework agency. They conferred with and offered their services to related bodies, including the churches, and developed new measures of cooperation with the visiting nurses and with the Rochester Guidance Center. Unfortunately the dispersion of that center's staff by World War Two disrupted this program, and the Family Society endeavored again to seek a psychiatrist of its own. First, however, its board had to find a new general secretary, for the resignation of Mrs. Francis to accept a similar post in Los Angeles late in 1941 left the staff without a leader at a critical moment. After several uncertain months, President Shumway was able in September 1942 to announce the appointment of Miss Edith Holloway who came to Rochester from New York City the next month.

Events had meanwhile dispelled the unnatural quiet that had shrouded the Family Society office two years before. The outbreak of war and the adoption of the draft system had created a host of problems for many families. Invitations to cooperate with the Red Cross and with the war-refugee bodies brought new opportunities for service, while the decision of the Army to engage trained caseworkers to help screen out unstable draftees opened up a vast new field. At the request of the Rev. Quintin E. Primo, Jr., Miss Holloway took over the sponsorship of a nursery school for Negro children at Carver House, and in a similar emergency she supplied a trained intake worker to the Rochester Children's Nursery. When the pressure in these areas slackened as the war drew to a close, the Family Society determined to extend its services more effectively to teenagers and

engaged David Crystal as casework director. It also responded to an invitation from the Council of Social Agencies to launch an experimental program of neighborhood services in the Bronson Avenue area early in 1944. Later that year it undertook a second neighborhood program in behalf of a group of 250 Negroes brought from Jamaica by the War Manpower Commission and now stranded in the Baden-Ormond area.

These ventures in combined casework and groupwork were, of course, tangential, and the Family Society readily passed the tasks on to other bodies, though it lost one of its able professionals, Miss Virginia Vigneron, in the process. David Crystal also resigned in 1946 to accept charge of the Jewish Social Service Bureau. But Miss Holloway, determined to maintain standards, recruited experienced staff members from Boston, New York and Chicago as well as from nearby Buffalo and elsewhere, and soon found an increasing number of clients as well. After some debate the Society decided to avoid contention over marginal cases, either in the denominational or in the professional field; instead it developed cooperative links with the Federation of Churches under the supervision of the Rev. Dr. Hugh C. Burr, a member of the board, and it established close ties with the new psychiatric clinic at the University of Rochester by inviting its director, Dr. John Romano, to join the board in October 1946.

Family Service of Rochester, Inc.

The board decided to change its name again in February 1946. Its purpose this time was to conform to the practice of most family agencies throughout the country and with the national body, renamed the Family Service Association of America. But the change also reflected a recognition of the fact that many clients were now able to pay fees and that an increased emphasis on the service would help to attract their

attention. Mrs. David A. Haller, who became the first woman president of the board in June 1946, rallied the support of new board members, such as Dr. Charles Lunsford and Mrs. Harry Segal, and of several earlier appointees such as Benjamin Goldstein, the Rev. Drs. Baker and Burr, and Judge James P. B. Duffy, one of the founders who now rejoined the board. C. King Crofton chaired several meetings in Mrs. Haller's absence and succeeded as president in 1947.

Dr. Oren Baker, chairman for many years of the Case Committee, became president of the board in 1948. He supported the efforts of Miss Mariane Dean, a caseworker who greeted and counseled Displaced Persons who settled in Rochester, and of Charles Piersol, another staff member assigned to special work in the Baden-Ormond neighborhood. James Hunt, who joined the staff in 1946, now became casework director and, assisted by several other staff members, developed marriage counseling into a major service. He re-emphasized the youth program and the treatment of parent-child relationship problems. The staff also began at this time to give greater attention to the housing problems of blighted districts, and to the needs of an increasing number of aged clients. It welcomed the opportunity to accept a number of social-work trainees from Smith College in 1950 and launched a new experiment that year by placing several youths in carefully selected boarding homes for treatment away from their families. Mrs. J. Howard Cather, who followed Baker as president, sought additional funds to continue these measures and to maintain the growing homemaker service in cooperation with the Public Health Nursing Association.

Mrs. Cather, and Dr. Burr who succeeded her in 1953, supported Miss Holloway in several significant experiments in the early fifties. A program under the supervision of Miss Lorraine Woodbury gave special care to youths discharged from correc-

tional institutions or referred by the Children's Court; it assisted many of them in finding jobs, lodgings and new friends, and became an ongoing function of Family Service. Another innovation of 1953 brought an agreement between three societies to staff a family-counseling service in the newly opened Hanover Houses. Still another was the program of short-contact treatment creatively developed by Miss Alice Sroufe. At the suggestion of the society's treasurer, Benjamin Goldstein, Family Service revised its constitution that year to create a membership body of 60 lay people from whom the agency drew increased vitality.

Douglass C. Coupe and Mrs. W. T. Hanson, Jr., served successively as president in the late fifties. When a new influx of refugees, this time from Hungary, arrived in 1957, President Coupe helped to arrange for their care. He backed Miss Holloway's efforts to improve the salaries of the staff and took keen interest in a special project set up under the direction of Mrs. Elizabeth Mills in 1957. With two assistants, Mrs. Mills gave careful attention to the needs of selected "hard-to-reach" families. The object was to overcome their resistance to socializing influences and if possible to bring them back into wholesome contact with community services.

Ever alert to new approaches, Miss Holloway tried three other innovations in these years. In response to its invitation she loaned a caseworker to the St. John's Home for the Aged to help set up standards for admission. She joined Dr. Harold Miles of the Mental Health Board in operating a service for disturbed clients who could only be reached effectively in the family setting. And, late in 1960, she arranged to give casework training to four senior students of the Colgate-Rochester Divinity School. Each of these and similar efforts produced results. Although the hard-to-reach experiment revealed more difficulties than it solved, it helped to persuade Rochester to

establish a Youth Board. Meanwhile the psychiatric interviews and treatment of selected welfare cases by Dr. L. William Coulter gave such promise that both the Mental Health Board and Family Service agreed to continue the program.

After reflecting on the work of Family Service during the last two decades, Miss Holloway declared, early in 1961, that "the most significant accomplishment, as I see it, is the development of family counseling from an ideal with little substance into a clearly-defined diagnostic and treatment process." She also stressed "our constantly expanding youth program, our treatment of parent-child relationship problems, our service to emotionally and mentally disturbed people, and our service to the aged."

Thus, after fifty years of experience, Family Service was digging more deeply in its search for the resources in each individual client that might sustain the growth of an independent personality. Its leaders still hoped to devise "plans for raising the needy above the need for relief and for helping the poor to help themselves," but it now definitely found its clients among those who were bewildered by social or family troubles and who needed not money but friendly, understanding guidance in self-rehabilitation. Its lay and professional leaders were also ready on all occasions to join with others in establishing new and independent bodies for special service—as when Vilas Swan, representing Family Service, joined with Dr. Ralph C. Parker of the Regional Hospital Council in organizing a new Home Care Association in line with the recommendations of the Chronic Illness Study of Walter Wenkert in 1959. At the same time Mrs. Hanson as president named new committees to propose better methods of publicizing the activities of Family Service, surer measures of promoting its goals, and more efficient means of reaching all possible clients in Rochester's expanding metropolitan area.