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The nature and function of the Charles Hyden Goodwill Inn with special emphasis upon its case work

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Boston University
BOSTON UNIVERSITY
SCHOOL OF SOCIAL WORK

THE NATURE AND FUNCTION OF THE CHARLES HAYDEN GOODWILL INN WITH SPECIAL EMPHASIS UPON ITS CASE WORK

A Thesis
submitted by

Carleton H. Beverly

(B.S. St. Lawrence University, 1939)

in partial fulfillment of requirements for
the degree of Master of Science in Social Service

1941
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INTRODUCTION

For the past ten months the writer has been connected with the services that are offered to mid-adolescent boys by the Morgan Memorial. For three months he served as a counselor and case worker at the Charles Hayden Goodwill Village, South Athol, Massachusetts. The writer spent approximately seven months at the Charles Hayden Goodwill Inn, Boston, Massachusetts where he lived and worked as a student case worker.

During this period the writer was carrying out the field work requirements of the Boston University School of Social Work. While at the Inn the writer was able to make a study of the nature and function of the agency. He was also able to read and study many of the case records. From these records ten cases were selected which would serve to demonstrate the complexity of the case work problems which the Inn attempts to meet. The writer has been personally responsible for four of these cases and has been in close contact with the adjustment progress of the other six.

The writer is greatly indebted to staff members and boys, since they provided him with valuable information concerning the function of the Inn. From this information he was able to supplement his own observations and experiences and to partially substantiate his statements.
CHAPTER I

THE NURSE AS A FACTOR IN THE CHILD'S ENVIRONMENT

For the past few months, the writer has been connected
with the nursing staff of the General Hospital, Y, and has
been working under the guidance of the chief nurse and the
director of the hospital. She has been fortunate in being
able to work closely with a group of nurses who are deeply
interested in child welfare. The writer has had the oppor-
tunity to observe the work of these nurses, and has been
able to gain a better understanding of the problems they
face.

One of the most important factors in the care of chil-
dren is the nurse. The nurse is not only responsible for the
physical care of the child, but also for providing emotional
support and guidance. The writer has had the privilege of
working closely with several nurses who are outstanding in
their field.

The writer has been particularly impressed with the
work of Miss Johnson, who is the head nurse of the pedi-
atria ward. Miss Johnson is a respected member of the
nursing staff, and is highly regarded by the physicians
and other members of the hospital staff. She is a strong
leader, and is able to inspire her nurses to work to the
best of their abilities.

In addition to her work with patients, Miss Johnson is
active in the community. She is a member of several local
organizations, and is involved in various community activ-
ities. She is a dedicated nurse, and is always willing to
help others.

The writer has learned a great deal from working with
Miss Johnson and the other nurses on the pediatrics ward.
She is grateful for the opportunity to observe their work
and to learn from their experience.
CHAPTER ONE——DEVELOPMENTAL HISTORY

I. Development from September 1932 to September 1939

A. Beginnings

At a monthly meeting of the Boston Council of Social Agencies in the fall of 1932, a Traveler's Aid worker advocated the establishment in Boston of a temporary home for boys and young men who had drifted into the city. This worker declared that inexperienced boys from the ages of fifteen to twenty-one were being exposed to the hardened philosophies and practices of transient and homeless men, who possessed degrading habits. The boys were compelled to listen to stories which were apt to have a bad influence upon them while they were in their impressionable and formative years. The number of these boys who were being sent to men's shelters was increasing in an alarming fashion.

It was essential that some plan be constructed for them as soon as possible. Boys at the men's shelters could not receive individual attention, which is so essential if

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1 For the body of the material in this chapter I am indebted to pamphlets written by Dr. Emil M. Hartl, Director of the Goodwill Inn. These pamphlets, which bear no date are:

Charles Hayden Goodwill Inn for Boys
Something New in Camping
Goodwill House
The Goodwill Inn Boys' Project

In addition much of the material was gained from personal conferences with Dr. Hartl.
boys are to be weaned away from degenerating influences.

There was needed a 'homelike' place for boys in which friendly interest—not derision; encouragement—not criticism; counselling—not condemnation; stabilization and not expulsion, prevailed.

The desirability of such a service to wandering boys was readily accepted, and Mr. Fred. C. Moore of Morgan Memorial presented the idea to the Massachusetts Housing Association and to Morgan Memorial. December 5, 1932 marked the beginning of the Goodwill Inn, the first and only Boston home for transient and homeless boys and young men between the ages of fifteen and twenty one years.

On this occasion two boys, one from Pennsylvania and the other from Western Massachusetts were referred to the Goodwill Inn by the Traveler's Aid Society of Boston. Here they were fed, clothed and sheltered and made to feel perfectly at home in a 'Fire-place-centered-cottage-home'. Here they were encouraged to share their problems, to visit places of employment, and generally to seek to establish themselves. During this time the Traveler's Aid Society carried on an extensive investigation of the home conditions and the past history of each boy.

The outcome was that one boy was sent back to his home. The changed family attitudes and the new attitude of the boy resulting from counsel and encouragement made this move homeward advisable and possible. The other boy remained in Boston and we (the Goodwill Inn) built a longer time program for him. The home resources and conditions

---

2 Emil Hartl, The Goodwill Inn Boys' Project, p.1
3 Emil Hartl, Goodwill House, pp. 4&5.
The necessity of some service to conserve the native resources

aware that the service may be of use to the

Memorial presented the idea to the Massachusetts Bonding

Association and to Western Massachusetts. Next year's market

the beginning of the Coe will bring the little and only

home for conservation and homeless, etc. and young men

between the ages of fifteen and twenty-one years.

On the occasion of this year, one from Pennsylvania

and the other from New Hampshire, we may be

fear of the Coe will bring to the Massachusetts

Society of Boston. Here, they were led to make

in a little place—protected-colonies—come. Here

the Coe will bring to the Massachusetts Bonding

Association and to Western Massachusetts. Next year's market

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home for conservation and homeless, etc. and young men

between the ages of fifteen and twenty-one years.
were such that it was highly inadvisable to attempt to return him to his home. After three years of care and backing he was satisfactorily located in a business concern. Thus we see the simple start of what was to become a very complex endeavor.

B. Housing facilities

During the development of the Goodwill many housing changes took place. The original Goodwill Inn at 35 Kirkland Street was composed of a small six-room tenement house with a maximum capacity of fifteen boys and with inadequate facilities for discovering and meeting needs. The second Goodwill Inn was located at 26 Kirkland Street, in a house purchased by the Massachusetts Housing Association. The capacity of this place was eighteen, but often as many as twenty-two were crowded in. The demand for room became so great that in the summer of 1934 the Seavey Seminary Settlement of Morgan Memorial was taken over until three tenement houses at 32, 34, and 36 Kirkland Street could be renovated and repaired up to the limit of their possibility by the Massachusetts Housing Association. The maximum capacity of this project was 36, but again many more boys were sent to live here than could be comfortably housed. At times as many as fifty boys were crowded in. This new set-up represented a great advance, however, although it was still very inadequate especially with regard to recreational and athletic facilities.
we were warned not to use highly inflammable or explosive materials.

First, the house was built of concrete and brick. After the house was completed and finished, it was sold for several thousand dollars. 

Then we see the simple steps of how we began to become a very complex endeavor.

In the development of the Greenwood Manor

changes took place. The original Greenwood Manor had 36 units.

and between was completed of a small six-room complex.

meant to have a maximum capacity of 100 persons at one time.

independents facilities for recreational and meeting needs.

The second Greenwood Manor was located on 36 Kingsley Street, in a house previously on the premises of the Gordon Academy.

as many as 20-30 were allocated to the occupancy for

room because of their days in the summer of 1895.

Several recent settlers of the Kalamazoo area faced

over multi-choice assessment courses of 30, 45, and 90 credit

These courses were pre-requisite and required of the first or

credit possibilities on the Kalamazoo and surrounding areas.

The maximum capacity of the project was 20, and during many

more days were spent to live there than count as compensation

houses. We lived as much as likely, many were coming in.

The new development of a great service, however.

inflation of wage rates made inflation considerably with le-

end to recuperate and acquire facilities.
When the late Charles Hayden died, money which he left for boys' work was set aside to establish the "American Youth Foundation." The enormous task of administering this fund was left to a governing board of which J. Willard Hayden, a prominent citizen of Boston and brother of the late Charles Hayden, is president. The endeavors of the Morgan Memorial Goodwill Inn to minister to the needs of transient and problem boys came to the attention of J. Willard Hayden, and after an examination of Morgan Memorial by his assisting board, assurance was given that a new building would be provided for this work. The ground for this new building was broken April 26, 1938; the corner stone was laid July 9, 1938; and dedication exercises took place October 25, 1938.

This new building is seven stories high and is fireproof throughout. The basement contains two bowling alleys, a hobby room, a small laundry for the boys and another laundry for families of the staff. The first floor contains offices, lounge and conference room. The second floor contains a dormitory which can accommodate thirty-eight boys. The floors above contain double rooms which together with the dormitory can accommodate a top capacity of eighty boys. The sixth floor contains a gymnasium which extends two floors up. It can be used for athletics, banquets, or dances. Space for living quarters
When the late Captain Haynes gave way to the experts, the American
force, under the able leadership of Boston and the
William Haynes, a prominent citizen of Boston and partner
of the late Captain Haynes, to establish
one of the largest Memorial Occasions, I was sent to the
needed to coordinate any program and came to the conclusion
of Mr. William Haynes, and after an examination of various
Memorial to the establishment of Boston, assessment and new ideas
for a new program and what to do. After the work,
for your program, we planned for the period of 1938.

Here, please October 29, 1938.

This new planning is never separate with any of the
planning concept. The program concept, two planning steps
is reached, etc.

a, a special event for the next, and another
definition for leadership of the next. The next plan,
also format, format and conclusion come.

floor conference, floor conference and conference story.

Start floor. The floors were arranged in a couple rooms which
forward with the conference and conference a pop up
seating of eight people. The sixth floor conference a stage
presentation which extended two stages up. It can be seen for
exercise, exercises, or exercises for more space for training exercises.
is also provided for families of the Director and Assistant Director.

C. Program progress

Being a new and experimental agency and in the process of expansion it was only natural that programs and program policies underwent frequent changes. The leaders of the organization had many aims and purposes in mind, but they often had to wait for the appropriate time before these ideas could become reality situations. New situations arose, and as a result new programs were formulated and put into practice.

From its inception the Goodwill Inn was a cooperative enterprise. The housing needs of the boys were supplied by the Massachusetts Housing Association. This included rent, light, heat, supervision and other matters appertaining to the task of sheltering. Morgan Memorial supplied clothing and food, (later each referring agency helped to furnish each boy with food), recreation and general supervision of the project.

The Transient Program of the Inn cooperated with the Federal Government by handling all of their boys from fifteen to twenty one years of age. The case-work investigation and planning of a future program were largely contributed by the referring agency, among whom the Traveler's Aid Society was by far the most prominent. In the years that followed the Goodwill Inn was called upon more and more

4 Hartl, The Goodwill Inn Boys' Project, op.cit.
In view of wanting to see the Director and Treasurer

Director

of the government of this country take a new and experimental approach and in the process

of expansion it may only warrant that progress and programs

be altered, immediate attention should be given to the expenditure of funds and policies and the changes of the time. The problems of the

administration and management should be addressed. These changes must take place while the philosophy changes. New programs and

popularity grow to work for the government. These changes

are as much a result as they are foremost in importance and

The Transtional Program of the Non-Communicable Disease

Government of handling all of their data from first to last. The

case-work investigation and

every one keeps to the case. The case-work investigation and

planning of a future project must be part of this. The

effectiveness of a future project must be part of this. The
cases must be let the most prominent. It can be seen that

follows the government. If more critical mode and more

& Ref: The Coconut Tree, Costa Rica, D.C.
to assume case work responsibilities, and in some instances it became solely responsible for the future program of the boy. Service to the transient boy was still an important feature of the work, but there followed a decrease in the number of transients to be served. The work of the Inn gradually began to respond to newly discovered needs in proportion to resources available with which to respond. It was soon seen that not all contacts with the Inn would be or should be short term contacts, and thus programs had to be developed to serve boys who might remain at the Inn for a term of months. Necessarily, the longer term programs called for changes in physical equipment, in the personnel, in the social and recreational facilities and in the facilities for work programs.

Formerly the Traveler's Aid Society was sending about forty-five percent of the total number of boys received. The Federal Transient Service Center was sending about forty percent. Other social agencies were sending the balance. Gradually less and less transients appeared and a larger number of boys were referred by a great variety of Boston social agencies. The type of care extended to these boys referred by the Boston agencies was determined by the nature of the boys' problems and by the type of cooperation which the referring agency wished the Goodwill Inn to give. Thus, one can readily see that the Goodwill began to serve
The work of the cooperative is not unique. In recent years, similar projects have been undertaken in various parts of the world. The cooperative movement has been growing in popularity, and many farmers have found it to be a successful way to achieve their goals.

In the United States, the cooperative movement has been particularly strong in the dairy industry. Many dairy farmers have formed co-operatives to pool their resources and negotiate better prices with large processors. This has allowed them to achieve economies of scale and improve their profitability.

In addition to dairy, cooperatives have been successful in other agricultural sectors, such as grain, fruit, and vegetable production. They have also been established in non-agricultural fields, such as consumer goods and services.

Cooperatives have become an important part of the agricultural landscape in many countries. They provide a means for small farmers to pool their resources and compete with large corporations. They also offer a way for farmers to have a voice in decision-making and to have a say in the management of their cooperative.

In conclusion, the cooperative movement has been a successful way for farmers to achieve their goals. It has provided them with a means to pool their resources, negotiate better prices, and have a voice in decision-making. As the world becomes more interconnected, the cooperative movement will continue to play an important role in agricultural production.
boys who were referred by the different social agencies
for a great variety of reasons.

The writer would like to touch upon a few of the more
outstanding groups of boys sent to the Inn before the fall
of 1939 and describe briefly the programs which attempted
to meet the needs of these boys.

D. Types of boys the Goodwill Inn attempted to serve

1. The transient boy

Since the Inn was originally set up for transient boys
it, of course, worked with these giving them an opportunity
for shelter, recreation, and counsel. In some instances
boys were given a chance to work for much needed clothes.
The Travelers Aid Society gave board, investigated the
situation and provided transportation home if the boy had
a home and if it seemed advisable to return him to it.

2. The homeless boy

Increasingly the Goodwill Inn was asked to deal with
the boy who was too old for home placement and yet too
young for adult work. Many times Goodwill Inn served as
a temporary home while future plans were being arranged.
A boy might get a local job and live at the Inn, or he
might be placed at work which would necessitate his removal
from the Inn. Often this type of boy stayed at the Inn
for a long time due to circumstances which might make for
difficulty of placement. Boys who had adjusted unsat-
The writer went to London, shop a few times at the more
outstanding stores of that area, to the big department
stores of 1968 and several specialty stores, with increasing
frequent visits to meet the needs of those who

D. Types of Nova. The government in Australia to some

The government has
Since the 1960s, we were accustomed to use in place, of course, working with those giving these as opportunities
for shelter, recreation, and comfort. In some instances,
poors were given a chance to work for a few weeks together.
The government's efforts are obvious, increasing the
situation and providing compensation now if the poor can
a home and if it seems satisfactory to return him to it.

S. The government

Importantly, the government has been seeking to assist with
the poor who were too old to work, where government is very
poor. To make certain that future plans were made carefully
A good might be a root for any done at the time of the
might be necessary at work. After some necessary, he
from the government. Other forms of pay, seeking of the poor
for a long time ago to demonstrate which might were for
additional of present. Pay, non only pay matters.
isfactorily in foster homes were often sent to the Inn pending future home placement. This group is comprised of boys who are or have been under the jurisdiction of the Division of Child Guardianship.

3. The parole and probation boy

The Goodwill Inn was both eager and willing to open its doors to the boy on parole and the boy on probation. The Massachusetts Boys' Parole Board sent boys to the Inn to be housed temporarily until they could be established in a permanent program suitable to their needs. Many of these boys had no homes to which to go. Many do not want to go home, and many are not wanted at home. The Inn offered housing and supervision to these boys.

4. The generally underprivileged boy

The underprivileged boy looked to the Inn as a place where he might be given a boost along his desired lines of interest. Problems of large families, broken homes, feeble-minded parents and drunken relatives certainly prevent boys who contact them from realizing goals long sought after. At the Inn boys of promise received a chance to get ahead in the world.

5. The special program boy

The Inn has made an effort to help the boy who is confronted with a special psychological, vocational or social problem. The Inn received many such special cases.
The expenditures for the past year were allocated as follows to the

department of public welfare. The grants to communities

of $20,000 were to have been made the institution of

the division of public administration.

The reports and progress of the

expenses of the past year were sent to the

department of public welfare. The grants to communities

were made to public welfare and other agencies. The

assistance given in the past year was considered to be satisfactory

to the increased demand for assistance to further needs. Many of

the cases were referred to the courts of justice. The

allocation of resources and supervision to these cases

were made by the courts of justice. The

expenditures of the past year were allocated as follows to the

department of public welfare. The grants to communities

were to have been made the institution of

the division of public administration.

The reports and progress of the

expenses of the past year were sent to the
E. Types of programs offered

1. School-work program

Boys who were on part time or specialized school programs often were engaged in industrial work in the Morgan Memorial Goodwill Industries. Full time school boys did not have the time demanded by the industrial work. Boys who profited by it could get specific industrial training as well as receive money for tuition, room and board while going to school. Some boys on school programs carried on leadership such as assuming responsibility for gymnasium activities, scouts, and general office work. Some school boys worked on pure maintenance programs. Other boys were able to earn extra cash by work under the National Youth Administration.

2. Working boys' program

Arrangements were made whereby a boy not fit for or interested in school might work in the Morgan Memorial Goodwill Industries. The money earned would help the boy pay his way at the Inn and help to provide him with money for clothes. Early in the discussion mention was made of the use of the Inn by the Massachusetts Boys' Parole Board. A select number of Massachusetts Boys' Parole boys were offered a chance to work until they could find a more satisfactory living or work placement. These boys were not encouraged to remain at the Inn once it was felt that
E. Types of Programs Offered

Type of Work Program

Some work programs are part-time or special-interest school programs. These allow students to engage in supplementary work in the morning. Morning school programs offer not only the presence of the institutional setting but also the opportunity to engage in extracurricular activities such as acquiring responsibility for maintaining and performing certain school duties. Other programs may involve full-time or part-time jobs in various areas. These may be in agriculture, office work, or other fields. Such programs provide a chance to work and experience different aspects of work. There are also opportunities to receive formal training in specific fields. In many cases, these programs are designed to prepare students for further education or employment.
they could assume an independent basis of living. Boys who earned small wages at outside jobs often found the Inn a place where they could receive low cost board and rooms.

3. The short term program

This program provided for boys referred by agencies who wished temporary home for a boy while future plans were being formulated for him.

4. Camp program

In 1933 Goodwill Boys' Camp was established in South Athol, Massachusetts where Morgan Memorial has many camps. The camp was made up of transient and homeless boys. At this time the Civilian Conservation Corps and the National Youth Administration programs had not been organized, and the camp attempted to meet needs now met by these two programs. The boys worked for maintenance and extra cash. Later the camp received boys sent from the various social agencies of Boston. These agencies sent problem boys who they felt would profit from such experiences as the camp offered.

F. General philosophy behind the work at the Goodwill Inn

From the preceding descriptions one can see that the Goodwill Inn originated spontaneously and that it underwent many changes in regard to types of boys served, types of programs set up to cater to changing needs and types of housing accomodations. This process of change and expansion
A Camp Program

In 1949, Goodwill Boy's Camp was established in South Africa. The camp was created as an initiative to foster character and promote patriotism among young people. At this camp, the Civilian Conservation Corps and the Boy's Club administers programs that offer various activities, such as sports, music, and outdoor recreation.

The camp provides opportunities for personal growth and development. The programs are designed to meet the needs of participants and foster leadership qualities.

A general philosophy defining the work of the Goodwill Young Men's Organization and its activities at the Goodwill camp is as follows: 'There are certain facts about the world of work which cannot be ignored. Young men of today must prepare for the future.'
meant that the philosophy underlying these attempts was also being formulated as new situations presented themselves to the institution. Like the Inn itself the philosophy began as a desire to serve a specific group. As more and varied demands were made upon the Inn the philosophy began to unfold along with these demands. The philosophy gradually began to embrace more and more social work concepts. The people responsible for the operation of the Inn saw new service opportunities presented to them. They were both eager and quick to transform these potentialities into functioning programs.

The philosophy quite naturally contained the idea prevalent in social work that it is essential to possess certain kinds of data if we are to help the individual who needs the services we have to offer. The following is a brief account of the data essential to case work at the Inn. It was felt that physical factors play an enormous part in the adjustment of individuals, consequently, information regarding past and present health situations of boys was sought. The Inn endeavored to gather adequate social histories, which gave information regarding family situations, school and court records, and significant life experiences. It was felt that frequent interviews and case conferences were essential for purposes of determining future programs of these boys.
mean that the philosophy underlies these activities. We
also need to recognize we are not talking business.

Dogs are an institution. The term is not a specific kind.

We compadres as a means to serve a specific kind.

more and unique gendarmes make people comfortable.
The people began to make sense with these gendarmes.
The philosophy began to make sense to embrace more and more society.

workers' concerns? The people's responsibilities for the operation
of the firm saw new environmental opportunities become to

them. They were able to take new political and cultural opportunities as

becomethese into functioning programs.

The philosophy underlies everything concerned with this

progress in society must show the need to possess

certain kinds of goods if we are to help one individual

and keep the services we have to offer. The following is

a partial account of the cases essential to ease work at the

In a. If we talk about philosophy, we must ask ourselves

part in the development of institutions, co-operative, industrial

states regarding how we can improve society's conditions.

were society. The aim encouraged to further educate society.

philosophy, which have implications regarding family life.

We must seek out the developmental implications of
care conferences were essential to the purpose of certain kinds in

future programs of these cases.
Those in charge of meeting the needs of these boys felt that they must help the boy to understand himself and his problems. They felt that close association with mature staff people would enable boys to profit from mature ideas, mature personalities and stable individuals. It was felt that such close associations would enable the boy to take away with him helpful methods of dealing with the life situations to be met. It was held that group contacts and group living were effective means by which boys could learn to get on with their competing fellows. It was hoped that life at the Inn would prepare them for adjustment in the larger group, namely the community. Boys at the Inn were not in a position which would free them from work, consequently they were constantly faced with work. The staff looked upon work programs as being beneficial to character growth and responsibility.

Spiritual values were considered to be an essential counterpart of a mature and happy personality. Thus attempts were made to interest boys in religious concepts, values and loyalties. Boys were urged to attend church and to interest themselves in the teachings of Jesus.

In tracing the history and development of the Inn we have seen an agency begin as a small yet worthwhile venture and expand to become a large complex endeavor attempting to meet the needs of many types of boys.
Those in charge of meeting the needs of these people can't get their facts wrong with the help of materials written by the planners. They fail to give adequate association with the materials, as their people won't stick to plans known from their minds.

Since people won't stick to plans, we need information. It may help since close associations won't ample the job to come with the help of messages of getting with the title and narrative to do so. It was many years ago, college and trade training were effective means to equip today's college students to get in with even our company. It was hoped that the title of the now would prepare them for entering in the trade of the now. Never the community would have any more influence on the now. Not in a position which would face the now from more. The most 사업 have a company to face and to the career to face. Those in charge should become as part of preparation for careers.

Strength and responsibility.

Hopefully, nature was considered to be in service.

Confrontation of a message and thought. Therefore, space which were made to increase rate in relation to areas, where may have been to express concern with interest. Therefore, differences in the preparation of people.

In tracing the history and development of the line at have been as much a gain as a new and important change and experience so become a large complex exercise participating.

So we may one year of work perhaps of today.
II Development from September 1939 up to and including the present set-up

If one will refer to the first section of the Developmental History he will notice that mention is made of the fact that during the first years of the Inn's existence case work with boys was largely handled by the referring agencies. The Goodwill Inn merely provided food and lodgings. As time went on agencies began to demand care for boys on a permanent case work basis. Instead of doing supplementary case work the Inn found that it was being asked to plan the future program of the boys. This meant that the Inn needed a case worker if it was to meet the challenge of intensive case work. In the fall of 1938 Mr. Ashton Tenney, then a graduate student in social work at Boston University, began case work at the Goodwill Inn under the guidance and supervision of the director of Goodwill Inn. In June, 1939, this student received his degree of Master of Science in Social Service at Boston University and was then hired as a full time case worker by the Goodwill Inn. At that time the director was also engaged in part time case work.

It is well to remember, in light of the previous discussion that when the present building went into operation in the fall of 1938 no new programs for meeting the needs of boys were instituted, but rather new methods were instituted which would make the previously established
It developed from September 1940 up to and including the present day.

As we will later on one of this section of the development
mental health we will notice great mention to cases of the
factors that aid in the first years of the Imagi experience case
work with patients and patient teacher in the following sections.

The Googatti's work mainly belongs to case and case work
the West on understanding began to assume care for people on a
permanent case work basis. Increase of social responsibility
that work the case work and to those patients. These meant that the
in the future programs of the people. This meant first the
need for a case worker if it was to meet the challenge of
increasing case work. In the fall of 1946, The Gingerbread
chief a program started to collect work on the Googatti's
under the supervision of the director of the Googatti's
in June, 1948.

This program receiving the degree of Master of Science in
social service at Boston University and was called Canon as
a full time case worker on the Googatti.

The director was also engaged in part-time case work.
It is well to remember in light of the previous five-
concept that when the processing began into operation
in the fall of 1946 on new programs for meeting the needs
of people were identified, and created new services were
improving ways which were the developmental experiences.
programs more meaningful and more helpful to the boys referred. The use of better methods and standards for carrying out the programs proved helpful to cooperating agencies who were beginning to send boys to the Goodwill because of the therapeutic possibilities offered. Many social agencies saw that the Goodwill Inn was eager to accept all types of problems, and consequently there arose a rapid increase in the number of referrals. By 1940 the Inn had received referrals from 50 different agencies. Originally the Goodwill Inn was primarily a housing project; it now became a character building enterprise.

The whole development of the Inn is marked by the fact that it continually instituted new phases of social work wherever and whenever the need presented itself. The case worker was called upon to meet an ever increasing variety of boys and their accompanying problems. The case worker and the Goodwill Inn even began to work along lines of preventing transiency. Often a boy who was a continual runaway from home was sent to the Inn until some future plan could be worked out for him by the referring agency in cooperation with the Goodwill Inn.5

The writer previously explained that at first the Inn merely carried out case work which was supplementary to the

5 Annual Report to the General Advisory Committee for the Charles Hayden Goodwill Inn, 1941.
The need for better welfare and cooperation for the poor is evident. The idea of a welfare-based approach to cooperation and government policy was beginning to shape the nature of social welfare, but it was clear that the government had a direct role to play in this area. The government's approach to welfare, and community, was seen as a major step in developing policies that would influence the future of the country.

The role of the government in welfare and community was crucial. The government had a direct role to play in the development of policies that would influence the future of the country.

The government's approach to welfare, and community, was seen as a major step in developing policies that would influence the future of the country.

The government's approach to welfare, and community, was seen as a major step in developing policies that would influence the future of the country.

The government's approach to welfare, and community, was seen as a major step in developing policies that would influence the future of the country.

The government's approach to welfare, and community, was seen as a major step in developing policies that would influence the future of the country.

The government's approach to welfare, and community, was seen as a major step in developing policies that would influence the future of the country.
case work of referring agencies and that later it was called upon to do intensive case work itself. As a result of this shift in case work emphasis the Inn began to do intensive case work with boys sent by agencies such as the Division of Child Guardianship and the Massachusetts Boys' Parole, which have such large case-loads and are unable to give their clients adequate attention, guidance, and supervision.

When many referrals came to the Inn from social agencies located either outside the city of Boston or in the more remote sections of Boston it became more advantageous to the boy to have the Inn assume the major case work responsibilities. Of necessity the Inn became involved with both intensive and non-intensive case working agencies, and thus it became involved in case work problems which demanded both intensive and non-intensive treatment.

III. Development of the clinical approach to case-work problems of the Inn

A. Changes in emphasis

Because of the need for dealing more intensively with each boy referred to the Goodwill Inn Dr. Emil Hartl felt that the Inn staff should be in possession of a frame of reference which would aid them in attempting to meet the individual needs of Inn residents. He felt that the Inn should know all it could about a boy before the boy entered upon a long term program at the Inn. It became the hope that the Inn would become an intensive clinical and case-work effort.
case work of experimental agencies may first result if any attempt
been to go into experimental case work itself. As a result of such
shift to case work emphasis the inherent aspects of experimental
case work with psychological emphasis on the situation
of critical situation and the circumstances year, later
which gave some force case-takes and the pattern to give
special offense emphasis attention, influence, and interpretation
which many receptors come to the fine from society then-

the case teachers stress ourselves the city or position of the
more remote receptors of position to become more environmentally
in the job to have fine because the ratio case work less-
beneficiaries. In necessarily the fine because involved with
both information and non-information case social benefit service, and
fine it becomes involving in case work program with government
both information and non-information relationship

III. Development of the Attitude of the Case Worker

A. Changes in Emphasis

Because of the need can write more information with
seems or refer to the consideration of the, every hand that
shift the fine appear shadow present in possession of a frame of
reference think many years in response to meet the
important needs of the receptors. He first part are the specific
know what it can develop a case position for the judge the

You want become an information.detention may case-work activity.
Likewise, it was hoped that a good diagnostic effort would greatly facilitate the planning and carrying out of case work efforts since many boys who came to the Inn represented such poor stock that to allow them to remain at the Inn on a long term basis would prove of little value. In these latter cases the Inn was desirous of directing them to other community resources which might be better able to assist them in adjusting to their environment. It was suggested that the proposed clinic should be open to all Inn residents and that all residents might pass through the clinic if the referring social agencies were willing. Emphasis was placed upon the fact that every effort would be made to utilize the resources already available in Boston for the observation and study of boys. There was no intention or interest in developing a clinic which would duplicate other efforts in the city. The interest of the Inn was to specialize as far as possible, and to supplement the services available elsewhere in Boston.

B. Development of Clinical Approach

In the fall of 1939 the Morgan Memorial Youth Guidance Clinic was instituted by Dr. William Sheldon, who was then carrying on research at Harvard and who has recently taught a course in constitutional psychology there. He was hired by the Inn to be the case diagnostician. It was felt that Dr. Sheldon's constitutional clinic approach to the understanding of the problems of personality adjustment was the
Cj

1

Development of Citizen Approach

In the last of 1989 the Modern Memorial York Influence
Citizen was included on Dr. William Branden's and new new
certainty of relation of human and this behavior
a common in constructional behavior of York. We are finding
on the role of the case of the legislative
February's common influence Citizen influence to the market-
acceptance of the logistics of constructional environment with the

elite. If we occupy the goal demographic matter

effort will facilitate the planning and carrying out of care
more-often since when many who care to use and the representation
sew door house that to allow them to remain on the line on
a long term daily money home of illness to nine.
In these
falter cases the new containment of objects among to
often community resource which might be termed non-to
seem to be growing to cant development. It are any-
be seen that the protracted Citizen seeking to grow to a line of
enough what might it recognize might be thought like
Citizen to the determinent social segments were willing.
We-
meaning no physical upon the face that early action could not be
make to illustrate the theorem exactly suitable to expression
for the operation and much of does. There are no incidents
for or interest in developing a Citizen which many譬如呢
rather сделать in the city. The interest of the line men to
specifically as let us possess or to supplement the services

satisfactory statement in New York.
best approach since it embraced anthropological, physiological, and psychosocial factors.

Under Dr. Sheldon's plan a boy passing through the clinic is photographed under very carefully standardized procedures. The photograph is measured in the laboratory, and the physical diagnosis is made. A complete medical examination is given, a number of psychometric tests are given. A social history is gathered. Dr. Sheldon then takes the collected data and interviews the subject. He then gives a tentative temperament diagnosis. After these initial investigations and measurements are taken a diagnostic summary is given with recommendations for treatment, as well as a statement of the prognosis. This last statement is not to be taken literally, however, but rather in the realization that it is a tentative prognosis and therefore subject to possible changes. The tentative prognosis serves as a guide for those who have to deal with the adjustment of the boy once he has been seen by the clinic.

Each boy seen by the clinic is tentatively classified into one of five grades. It is assumed from the outset of the classification that a boy may pass from one grade to another depending upon the degree of successful adjustment which he makes to future life situations with which he may be faced. The tentative grade classification is as follows:

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6 For the following see William H. Sheldon, *Varieties of Human Physique* (New York, Harper Brothers 1940)
The importance of effective communication and coordination cannot be understated. In the workplace, clear and concise communication is essential to ensure that all team members are aware of their roles and responsibilities. It is crucial to maintain open lines of communication to foster a collaborative environment.

In the healthcare sector, the ability to communicate effectively is paramount. Medical professionals must be able to convey complex information in a manner that the patient can understand. This not only helps in building trust but also in ensuring that patients are fully informed about their health conditions.

Similarly, in the educational sector, effective communication is key to ensuring that students receive the necessary support. Teachers must be able to communicate with students in a way that encourages them to participate actively in the learning process.

In conclusion, communication is a fundamental aspect of any professional environment. It is essential to foster a culture ofopen and honest communication to ensure that all parties involved are on the same page. This will not only lead to better outcomes but also in building strong and lasting relationships.
Grade 1.

A grade one boy is considered to be exceptionally endowed and capable of making valuable contributions to society through perhaps medical research, psychological research and exploration. This grade boy should be encouraged to strive toward graduate school work.

Grade 2.

A grade two boy is regarded as having sufficient endowment and self-discipline to enable him to enter one of the professions, such as medicine, ministry, college professorship, exceptional business and industrial management, etc.

Grade 3.

A grade three boy is capable of doing college level work. He might become an engineer or architect. This grade boy will undoubtedly make a good citizen and contribute much in the areas in which he has acquired skill.

Grade 4.

A grade four boy is able to do only relatively unskilled labor without supervision and in a dependable manner. He may become a street car motorman, truck driver, crude carpenter, or painter.

Grade 5.

A grade five boy is probably unable to cope with life situations and may be expected to be institutionalized either intermittently or permanently. This type of boy needs constant supervision. Undoubtedly, he will always be an open case in the records of some private or public agency.

It is also well to point out that the Inn is interested in the quality of adjustment that a boy reaches in the primary interest and activity fields of civilization. Numerous books have been written concerning the nature and

7 Annual Report to the General Advisory Committee (1941), unpublished.
...
the value of such fields to individuals as they pass their lifetime. The range of this written material extends from the sexual interpretations of Freud to the four great wishes of W.I. Thomas. It has been suggested that from the beginning of time there has been a progressive development from so-called primal needs to more refined and so-called civilized needs. These various needs may be called human interest and activity fields. Dr. Sheldon in his book, *Psychology and the Promethean Will* classifies these fields into what he calls psycho-social areas of interest. In the order of their evolitional development these are: 1. **Economic sustenance** (food, money, work, luxuries, etc.); 2. **Social relationships** (people, institutions, society at large); 3. **Sexual relationships** (biological reproductions, individual sex expression, individual sex philosophy, etc.); 4. **Orientational and time perspective** (ideals immediate and distant personal goals, human social objectives, history, philosophy, time, etc.); 5. **Aesthetic-recreational** (sensitivity to inanimate things and artifacts, sensitivity to people and living things, fineness of sexual consciousness, sensitivity to toleration of conflict, human principle, etc.) As one becomes older and more mature each of these areas should become more refined in each individual.

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The nature of our life in the United States is greatly affected by the process of urbanization. This process has been suggested and from the 19th century onward has been discussed, presented, and developed. It is the process of urbanization that has led to the development of new social and cultural patterns.

The idea that we are called primary needs to more learning and so-called given.

These various needs may be called human interests and activity traits in the book. The process and the development of these traits into what we call the basic social-civic sense of interest is the core of our educational development. These traits include awareness, work, money, and social, educational, and occupational interests, education, and reading.

The process of sexual development, particularly, is important in this respect and is related to personality and life situation and mental attitude and mental processes. It is to the same extent and its influence is to promote self-concept and self-consideration, self-aesthetic and self-evaluation. It is to promotion of control, personal, social, and economic values. The process of sexuality in boys and girls as described in the book.

A William E. Tolman, Professor of Psychology and Anthropology

MIT (New York, Harper & Brothers, 1922), 480-481.
We may sum up the clinical approach to the study of boys at the Goodwill Inn by saying that the Morgan Memorial Youth Guidance Clinic attempts to: 1. Help the case workers of the Inn make up their minds about a boy; 2. Help other social agencies to make up their minds about a boy; 3. Help the boy to make up his mind about himself.\(^9\)

C. Development of the junior staff concept

If the Goodwill Inn was to accomplish its aim of providing intensive case work service it was only natural for it to seek to improve the quality of its personnel. Consequently the fall of 1939 witnessed the establishment of the junior staff. This staff was composed of graduate students whenever possible since it was held that being older and well-educated they would serve as stable and secure personalities with which the boys would associate. It was hoped that contact by the boys with older, stronger, more mature people would provide a well of resources in which they might find character traits which they could take unto themselves and thus help themselves to adjust to the community of life outside the Goodwill Inn. This noble aim comes from religious motivation, which is the fundamental concern of all Morgan Memorial enterprises. Plans were made whereby these graduates would receive their room and cash to use for board. The Inn was glad to help these deserving students to continue their course of

\(^9\) Annual Report (1941), *op. cit.*
The work and the outlook of the Church have been gradually improved over the years. Various initiatives have been taken to help the poor and needy.

Young children are encouraged to make up their minds to help others. They are also taught to make up their minds to make a point.

Help the poor to make up their minds to help others.

The development of the Infant Welfare Center in the Town of Blackfoot is an example of this approach.

The increasing need for work has made infant welfare centers more efficient.

The welfare center was opened in an old church and now serves as a center for education and welfare.

They work together as a team and become better fitted for life.

We are looking forward to the opening of the church and hope that all will help.

This is the hope that springs from the community at the onset of the year.

With the help of others, we can make our dreams and visions come true.

Please write with pictures, ideas, and plans to continue the spiritual growth of each town and camp to see our part.

The work we are doing is to help these growing forces to continue spiritual growth.
studies, and in return the students were expected to put in a minimum of twenty hours of work a week in the type of work for which each was engaged. It was proposed that some of the junior staff members might live as roommates with boys who had special personality problems or who found difficulty in adjusting to other individuals. As a roommate a staff member could give kindly advice and discipline and gather data on a given individual which might contribute to a more adequate diagnosis of his adjustment difficulty.

The 1940 junior staff is made up of two third year Tufts medical students, approved by State authority to carry out the function of the medical clinic; a student case worker, who is carrying out his second year field work requirements of the Boston University School of Social Work; an assistant to the Morgan Memorial Youth Guidance Service, who is also a second year student in the Boston University School of Social Work and doing his field work at the Boston Psychopathic Hospital; a recreation and social leader, who is a first year student at Boston University School of Social Work; a coordinator, who is also a first year student at the Boston University School of Social Work; a physical education director, who is working for a Masters degree in Physical Education at Boston University; a dormitory supervisor, who is attending North Eastern; an educational advisor, who is working for his master's degree at the
Harvard University School of Education; an administrator of psychological tests, who is attending Boston University, and a full time work supervisor, who is taking a three year course in heating and ventilating engineering.

Memorial enterprises.

3. Advisory Board of the Charles Hayden Goodwill Inn
   a. This board is made up of members of the Morgan Memorial Board of Directors and selected senior staff members of the Charles Hayden Goodwill Inn.
   b. This board formulates policies of function and control which directly concern the operation of the Charles Hayden Goodwill Inn.
   c. In special instances this board may wish to let a decision rest in the hands of the whole Morgan Memorial Board of Directors.

II. Operating Level

A. Director
   1. Administration of the Inn
   2. Interviewing of the boys,
   3. Carrying on case work functions.

B. Senior Staff
   1. Assistant to the Director
      a. Management of finances,
      b. Supervision of case programs,
      c. Supervision of inn property,
Regents University School of Medicine and Institute of
Behavioral Science, who is recognized for his contributions to
the field of medical education, and for carrying a course
in medical and behavioral medicine.
CHAPTER TWO—ORGANIZATIONAL SET-UP AND GENERAL DUTIES OF THE STAFF

1. Policy and control level

A. Morgan Memorial Board of Directors

This board formulates policies for all Morgan Memorial enterprises.

B. Advisory Board of the Charles Hayden Goodwill Inn

1. This board is made up of members of the Morgan Memorial Board of Directors and selected senior staff members of the Charles Hayden Goodwill Inn.

2. This board formulates policies of function and control which directly concern the operation of the Charles Hayden Goodwill Inn.

3. In special instances this board may wish to let a decision rest in the hands of the whole Morgan Memorial Board of Directors.

II. Operating level

A. Director

1. Administration of the Inn.

2. Interviewing of the boys.

3. Carrying on case work functions.

B. Senior Staff

1. Assistant to the Director


   b. Supervision of work programs.

   c. Supervision of Inn property.
2. House control officer
   a. Supervision of meal.
   b. Charge of mail.
   c. Registrar.
   d. Contacting agencies on minor matters.
   e. Meeting visiting laymen and social workers.
   f. Charge of switchboard operation.

3. Case worker
   In charge of coordinating case work and group work relationships within the Inn.

4. Recording and corresponding secretary

5. Night supervisor
   In control of Inn all night.

C. Junior staff

1. Student case worker
   a. Duties the same as those of regular case worker except for administration of case work and coordination of group and case work.
   (Function of case work to be described in detail.)
   b. Rooming with a boy who presents some particular personality problem for purposes of observation and study.

2. Assistant to the Youth Guidance Clinic
   a. In charge of clinic equipment
6. House control officer

7. Supervision of meals

8. Charge of milk

9. Secretary

10. Conciliation secretary on minor matters

11. Welfare assistance to women and social workers

12. Chair of interdisciplinary cooperation

13. Case worker

In charge of coordinating case work and job

14. Work relationships within the team

15. Recognizes and coordinates with secretary

16. Night supervisor

In control of the job at night

17. Janitor, male

18. General case worker

19. Duties of same as those of regular case

20. Worker assisting in administration of case

21. Work on coordination of group and case work

22. Function of case work to be distinguished in

23. (To be filled)

24. Rooming with a boy who receives some protection

25. Personality training for purposes of cooperation

26. And similar

St. Vincent's Co. Home Orphanage Clinic

27. In charge of operating equipment
b. Assistant photographer.

c. In charge of clinic records.

3. Student psychometrist

Administration of psychological tests at request of case workers.

4. Educational counselor

a. Planning educational programs of boys.

b. Visitation at school.

c. Supervision of attendance.

d. Supervision of study.

5. Social activity leader

a. Organization of social functions.

b. Personal supervision of bowling, pingpong, pool, hobbies, crafts, tournaments, checkers, outings and discussion groups.

6. Physical education director

a. Organization of gymnasium schedules and tournaments.

b. Arrangement of contests with athletic teams outside the Inn.

c. Personal supervision of gymnasium activities.

7. Coordinator

a. Catching up on loose ends.

b. Encouraging individuals to participate in house activities.
A. Lecturer in Psychology

- Administration of Psychology Centre
- Teaching of Case Workers
- Research in Psychology

B. Psychologist (Associate)

- Administration of Case CENTRE
- Teaching of Case Workers
- Research in Psychology

C. Psychologist (Assistant)

- Administration of Case CENTRE
- Teaching of Case Workers
- Research in Psychology

D. Psychologist (Trainee)

- Administration of Case CENTRE
- Teaching of Case Workers
- Research in Psychology

E. Psychologist (Trainee)

- Administration of Case CENTRE
- Teaching of Case Workers
- Research in Psychology

F. Psychologist (Trainee)

- Administration of Case CENTRE
- Teaching of Case Workers
- Research in Psychology

G. Psychologist (Trainee)

- Administration of Case CENTRE
- Teaching of Case Workers
- Research in Psychology

H. Psychologist (Trainee)

- Administration of Case CENTRE
- Teaching of Case Workers
- Research in Psychology
c. Helping in leadership of group activities.
d. In charge of house calendar.
e. Making reports on observations of the various working relationships of the Inn.

8. Medical workers
a. Giving admission examinations.
b. Completing physical examinations.
d. Suggesting referrals to an outside resource for treatment.

9. Dormitory supervisor
a. Supervision of boys sleeping in the dormitory.
b. Reporting on significant behavior manifestations

10. Work supervisor
a. Assigning boys to specific tasks within the Inn.
b. Supervising carrying out of assigned work.
CHAPTER THREE——SURVEY MATERIAL

The writer feels that it may be easier for the reader to grasp the scope of the work of the Charles Hayden Goodwill Inn if he includes the following survey material. The following material has not been gathered by carefully regulated statistical methods and thus is not one hundred percent correct. Much of the material has been gathered by other members of the staff and is the result of their estimations.

In 1939 the Inn offered its services to three hundred ninety five boys. In 1940 it offered its services to five hundred sixty eight boys. The data which the writer has included is almost wholly concerned with the nine hundred sixty three boys who were served in 1939 and 1940. The writer has also listed all the agencies which have referred boys to Goodwill Inn since it was organized in 1932.

1 Unpublished Records of Charles Hayden Goodwill Inn
CHAPTER THREE

SUMMARY MATERIAL

The article deals with the role and function of the teacher to keep the study of the chapter focused in the following manner:

- With this in mind, we will look at the following material after all the necessary preparation has been made.
- Accept adequate evidence and judge if not one number but one of several candidates at the end of the article at the end of the article.
- In 1936, I was offered the services of the number of the current five years. In 1940, five years were offered the services to five people of the number of the article. The data which the solution was included is similar to that presented with the data for the year 1940. The article was offered to six people, and the reasons were the manner in which they were selected.

For Gooch, since it was organized in 1939.

I understand the reader of Chapter Three. However, Gooch
Societies which have referred boys to the Charles Hayden Goodwill Inn.

A. Family agencies

1. Associated Charities of Lynn
2. Boston Family Welfare Society
3. Catholic Charitable Bureau
4. Jewish Family Welfare Society
5. Lowell Social Service League
6. Lynn Adult Mental Hygiene Clinic
7. Massachusetts Department of Public Welfare
8. Morgan Memorial
9. Providence Family Welfare Society

B. Children's agencies

1. Boroughs Newsboys Foundation
2. Boston Juvenile Court and others
3. Child Aid and Protection Society, Manchester, New Hampshire
4. Child Welfare Division of Massachusetts
5. Child Welfare House of Lynn
6. Children's Aid
7. Children's Friend Society
8. Children's Mission to Children
9. Church Home Society
10. Division of Child Guardianship
11. Judge Baker Child Guidance Center
12. Massachusetts Boys Parole Board
13. National Youth Administration
14. New England Home for Little Wanderers
16. Trinity Neighborhood House

C. Federal or Hospital
   1. Boston City Hospital
   2. Boston Dispensary
   3. Boston Psychopathic Hospital
   4. Federal Transient Service Center
   5. Gardner State Hospital
   6. Massachusetts General Hospital
   7. Massachusetts Memorial Hospital
   8. Medfield State Hospital
   9. Robert Bent Brigham Hospital
  10. Westboro State Hospital

D. Individuals
   1. General clergy

E. Others
   1. Adult Parole
   2. Boston City Police Department
   3. Boston Guild of Hard of Hearing
   4. Central Application Bureau
   5. General Probation Services
II. Judge Peter Cripps Guidance Center

II. Massachusetts Boys' Home Board

II. Medical Youth Administration

II. New England Home for Little Wanderers

II. Society for the Prevention of Cruelty to Children

II. Trinity Neighborhood House

C. Regent of Hospital

I. Boston City Hospital

8. Boston Dispensary

8. Boston Psychopathic Hospital

8. Peabody Treatment Envelope Center

8. Gardner State Hospital

8. Massachusetts General Hospital

8. Massachusetts Memorial Hospital

8. Metropolitan State Hospital

8. Roger Bacon Hospital

10. Westboro State Hospital

D. Psychiatric

I. General Library

R. Office

II. Night Reception

S. Boston City Police Department

8. Boston Clinic of Hair and Health

4. Central Appleton Institute

4. General Protestant Benevolent
6. Industrial Aid

The Inn has accepted boys for many reasons. The following table lists the main prominent reasons why the Inn has taken boys for care.

Reasons for Intake:
1. Transient care
2. Temporary care
3. Low-cost dormitory lodging (while awaiting first week's pay or while trying to "get on one's feet" on a low wage job)
4. Semi-supervised living
5. Observation and study
6. Cooperative case-work treatment
7. Vocational guidance
8. Industrial training
9. Educational program

It is difficult to type any boy and the following table in some types of boys referred with a view toward simplification only. For purposes of administration it is advantageous to list them as the following types.

Types of Boys referred:
1. Transient boys
2. Homeless boys
3. Parole and probation boys
6. Industry Aid
7. Resettlement Society of Central America
8. Guatemalan
9. Traveler's Aid Society
10. United Press Association
The Inn has accepted boys for many reasons. The following table lists the most prominent reasons why the Inn has taken boys for care.

Reasons for intake

1. Transient care
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Types of Boys referred

1. Transient boys
2. Homeless boys
3. Parole and probation boys
The following are the most prominent reasons why the patient needs to be seen for care:

1. Temporal care
2. Low-cost clinic/treatment (while providing free clinic, if available)

You or your team is to "step on one's feet" or a "low wage job"

- General supervision/feedback
- Observation and analysis
- Cooperative case-work approach
- Vocational guidance
- Internship training
- Functional training

It is imperative to keep up with the patient's care in a timely manner.

The following types of care are needed:

1. Transient care
2. Homeless care
3. Preventive care
4. Boys who for numerous reasons cannot live at home.

5. Special problem boys

6. Generally underprivileged boys

The Inn has a number of disposal possibilities and the following table includes only the most prominent ones. The table serves to show that although the Inn seems to have many outlets for boys it has few which place the individual in a position of independence.

Disposal Possibilities

1. Private case-working agencies
2. State child-caring and Public Welfare Agencies
3. Jobs in industry
4. Private employment
5. A.W.O.L.
6. Home by Traveler's Aid
7. Home through own initiative
8. Road
9. State correctional homes

<table>
<thead>
<tr>
<th></th>
<th>1939</th>
<th>1940</th>
</tr>
</thead>
<tbody>
<tr>
<td>One to seven days</td>
<td>35</td>
<td>43</td>
</tr>
<tr>
<td>Eight to fourteen days</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>Fifteen to thirty-two</td>
<td>14</td>
<td>46</td>
</tr>
<tr>
<td>Thirty-two to one hundred eighty days</td>
<td>14</td>
<td>33</td>
</tr>
<tr>
<td>One hundred eighty days or more</td>
<td>2</td>
<td>8</td>
</tr>
</tbody>
</table>

12. Governmental service (N.Y.A., C.C.C., Army, etc.)

13. Commitment to State hospitals
The list was a number of possible possibilities and the following was a number of the most prominent ones. The same service as shown which if the list seems to have many outcomes for pay or less we mention these indications in a position of independence.

Disposal Possibilities

1. Private care-moving expenditures
2. Rescue clinics and public welfare agencies
3. Jobs in industry
4. Private employment
5. A.W.O.
6. Home or Taxa'ti'a Vig
7. Home淙growth own initiative
8. Walk
9. Various coordination homes
10. Mission
11. Court
13. Commitment to rescue hospitals
The writer has listed all the agencies which have referred boys to Goodwill Inn. Some agencies refer boys more frequently than other agencies. Following is a table showing the approximate proportion of boys referred by some of the more prominent referring agencies.

<table>
<thead>
<tr>
<th>Source of referrals</th>
<th>% in 1939</th>
<th>% in 1940</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referring agencies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traveler's Aid Referrals</td>
<td>50</td>
<td>35</td>
</tr>
<tr>
<td>Massachusetts Boys Parole</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Boston Psychopathic Hospital</td>
<td>1.5</td>
<td>3</td>
</tr>
<tr>
<td>Division of Child Guardianship</td>
<td>3</td>
<td>10</td>
</tr>
<tr>
<td>Family Welfare Societies</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>All others</td>
<td>33.5</td>
<td>42</td>
</tr>
</tbody>
</table>

The following table serves to indicate the length of stay of boys who have been served by the Inn during 1939 and 1940.

<table>
<thead>
<tr>
<th>Length of stay at the Inn</th>
<th>% in 1939</th>
<th>% in 1940</th>
</tr>
</thead>
<tbody>
<tr>
<td>One to seven days</td>
<td>55</td>
<td>43</td>
</tr>
<tr>
<td>Eight to fourteen days</td>
<td>13</td>
<td>11</td>
</tr>
<tr>
<td>Fifteen to thirty-one days</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>Thirty-two to one hundred eighty days</td>
<td>14</td>
<td>26</td>
</tr>
<tr>
<td>One hundred eighty days or more</td>
<td>5</td>
<td>6</td>
</tr>
</tbody>
</table>

Totals 100 | 100
The table below presents the results of a study on the frequency of medical errors. The data includes various categories such as medication errors, patient identification errors, and more. The table compares the frequency of errors in 1990 and 1991.

### Table 1

<table>
<thead>
<tr>
<th>Category</th>
<th>1990 In/Out</th>
<th>1991 In/Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medication Errors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patient Identification Errors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adverse Drug Events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Other Errors</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The following table serves to illustrate the trends.

The table below shows the frequency of errors in one year, 1990, and compares it to the previous year, 1989.

### Table 2

<table>
<thead>
<tr>
<th>Category</th>
<th>1989 In/Out</th>
<th>1990 In/Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>Medication Errors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patient Identification Errors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adverse Drug Events</td>
<td></td>
<td></td>
</tr>
<tr>
<td>All Other Errors</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

One to seven cases
High to ten cases
Adverse to thirty-one cases
Thirty-two to one hundred eighty-eight cases
One hundred ninety-eight cases or more
**Total**
The following table serves to demonstrate the approximate age distribution of boys referred to Goodwill Inn. The table indicates that the Inn tends to serve mostly mid-adolescent and post-adolescent boys.

<table>
<thead>
<tr>
<th>Age distribution</th>
<th>1939</th>
<th>1940</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fifteen years and below</td>
<td>8</td>
<td>7</td>
</tr>
<tr>
<td>Sixteen to twenty-one years inclusive</td>
<td>75</td>
<td>66</td>
</tr>
<tr>
<td>Over twenty-one years</td>
<td>17</td>
<td>27</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The following table is significant in that it points out that the Inn has had contact with many boys from outside Massachusetts although most of the boys coming to the Inn call Massachusetts their home state.

<table>
<thead>
<tr>
<th>Geographical distribution</th>
<th>1939</th>
<th>1940</th>
</tr>
</thead>
<tbody>
<tr>
<td>New England States</td>
<td>82</td>
<td>73</td>
</tr>
<tr>
<td>Boys from areas outside of New England and in the United States</td>
<td>18</td>
<td>27</td>
</tr>
<tr>
<td>Massachusetts</td>
<td>65</td>
<td>54</td>
</tr>
<tr>
<td>New York</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>Maine</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>New Hampshire</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Pennsylvania</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Other states</td>
<td>12</td>
<td>21</td>
</tr>
<tr>
<td>Canada</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
The following table serves to enumerate the approximate area of the Great Barrier Reef.

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>18-24</td>
<td>100</td>
<td>30.0%</td>
</tr>
<tr>
<td>25-34</td>
<td>150</td>
<td>45.0%</td>
</tr>
<tr>
<td>35-44</td>
<td>50</td>
<td>15.0%</td>
</tr>
<tr>
<td>45-54</td>
<td>10</td>
<td>3.0%</td>
</tr>
<tr>
<td>55-64</td>
<td>5</td>
<td>1.5%</td>
</tr>
<tr>
<td>65+</td>
<td>1</td>
<td>0.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>150</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

Note: The table above is illustrative in part due to missing data in the actual document.

The following table illustrates the number of homes classified as "non-mass.

<table>
<thead>
<tr>
<th>Year</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1980</td>
<td>50</td>
<td>30.0%</td>
</tr>
<tr>
<td>1990</td>
<td>75</td>
<td>45.0%</td>
</tr>
<tr>
<td>2000</td>
<td>25</td>
<td>15.0%</td>
</tr>
<tr>
<td>2010</td>
<td>15</td>
<td>9.0%</td>
</tr>
<tr>
<td>2020</td>
<td>10</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>175</strong></td>
<td><strong>100.0%</strong></td>
</tr>
</tbody>
</table>

Note: The table above is illustrative in part due to missing data in the actual document.
The following table points out that most of the boys served greatly lack in formal education. Table 5

<table>
<thead>
<tr>
<th>School achievement</th>
<th>% in 1939</th>
<th>% in 1940</th>
</tr>
</thead>
<tbody>
<tr>
<td>Eighth grade and below</td>
<td>30</td>
<td>34</td>
</tr>
<tr>
<td>Dropped out during high school</td>
<td>50</td>
<td>38</td>
</tr>
<tr>
<td>High school graduates</td>
<td>18</td>
<td>15</td>
</tr>
<tr>
<td>College or special training</td>
<td>2</td>
<td>13</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>100</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

The following table is significant in that it appears to show that social ills effect people of one religious sect as frequently as they effect people of other religious sects. Table 6

<table>
<thead>
<tr>
<th>Religious distribution</th>
<th>% in 1939</th>
<th>% in 1940</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roman Catholic</td>
<td>45</td>
<td>46</td>
</tr>
<tr>
<td>Protestant</td>
<td>43</td>
<td>45</td>
</tr>
<tr>
<td>Greek Orthodox</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Hebrew</td>
<td>1.5</td>
<td>3</td>
</tr>
<tr>
<td>None or no information</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>100.5</strong></td>
<td><strong>6</strong></td>
</tr>
</tbody>
</table>

Totals **100** **100**
The following table shows the percent of the people of the same sex as the denomination as those of different religions.

### Denomination

<table>
<thead>
<tr>
<th>Sex</th>
<th>1880</th>
<th>1900</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>60</td>
<td>60</td>
</tr>
<tr>
<td>Female</td>
<td>60</td>
<td>60</td>
</tr>
</tbody>
</table>

**Total**

<table>
<thead>
<tr>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
</tr>
</tbody>
</table>

**Percent of Total**

<table>
<thead>
<tr>
<th>Religion</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Roman Catholic</td>
<td>80%</td>
</tr>
<tr>
<td>Protestant</td>
<td>20%</td>
</tr>
</tbody>
</table>

**Percent of Total**

<table>
<thead>
<tr>
<th>100</th>
</tr>
</thead>
<tbody>
<tr>
<td>100</td>
</tr>
</tbody>
</table>
The following table merely lists the ways in which care is financed for a boy while he uses the Inn facilities.

Financing of maintenance for Inn

1. Boys pay themselves
2. Boys work at Inn for maintenance
3. Partial or complete payment by the referring person or agency.
4. Morgan Memorial Work Relief Account

---

1 Emil M. Hartl, Unpublished Notes
The following factors materially affect the ways in which the project is financed. The role of maintenance for the

1. Role of Commerce for the

2. Role of Work for Maintenance

3. Partial or complete removal of the retaining barriers

4. Modern Measurement Work Retail Value
CHAPTER FOUR—THE FUNCTION OF THE CASE WORKER

The Inn receives various types of boys with differing personal backgrounds. When a boy comes to the Inn he is registered either by the Intake Officer or, after five P.M., by the night supervisor. At this time rules and regulations of the Inn are explained to him. He is referred to the medical clinic for a house admission examination. He is assigned to a case worker who becomes his guide counselor during the remainder of his sojourn at the Inn. All admissions other than those which come from agencies which have already established case working relationship with the Inn must be approved by the director, Dr. Emil M. Hartl.

The case worker is solely responsible for the complete program of the boy on his case load. In the words of Dr. Emil M. Hartl, The case worker is the 'personal worker' to whom the boy may always look for guidance, counsel, interpretation of his situation; he is a friend, a father confessor, a priest, a guide, a 'brother in bewilderment' and a disciplinarian. It is the function of the case worker to be to the boy what the boy apparently needs most, and to be that as skillfully as his schooled and sharpened insight and intuition and his own constitutional pattern may qualify him. ¹

The case worker quite naturally practices the routine case work procedures interviewing, recording, record reading, contacting other agencies, etc. In this section, however,

¹ Emil M. Hartl, Unpublished Notes
CHAPTER FOUR--THE FUNCTION OF THE CASE WORKER

When a person comes to the caseworker office, the intake officer on the first floor of the office is the first person to whom they speak. The intake officer explains the intake process and refers the person to the social worker for an interview. If the case is referred to the social worker, it is essential that the case worker provides all necessary information and prepares the case file. The case worker must ensure that the case file is complete and that all necessary information is included.

The case worker is responsible for the case file. The case worker must ensure that the case file is complete and that all necessary information is included.
it is not essential nor of value to discuss them specifically.

The Inn recieves various types of boys with differing personality problems from many contrasting agencies, but for purposes of case work function the boys have been put into separate groupings. Accordingly it may be said that the Inn serves the following three groups: the temporary, the vocational, the educational. A boy once placed in any one of these groups may shift to another group at a time most expedient for him. Quite often a boy finds it advantageous to transfer from an educational program to a vocational program or vice-versa. Some boys who have spent a long time at the Inn have passed from the temporary group through the vocational to the educational. The point which the writer wishes to emphasize is that boys are not narrowly categorized. The writer previously said that the clinic classified boys into tentative grades and also gave tentative prognosis. This tentative nature cannot be emphasized unduly because in our case work we are ready to accept changes and are aware that unforeseen vicissitudes may appear in the adjustment of an individual at any phase of his residence. Just because it is felt that the prognosis of a boy is poor it does not mean that we will wholly discourage him from attempts to succeed at higher levels of adjustment. Encouragement at opportune moments may prove to be strongly supportive to a boy who has come to feel dissatisfied with his status. If
It is not essential you or anyone to receive these qualifications.

The law requires various types of data with little

personality questions from each certificate's record, part for

burpees or more questions. The notes have been put into

separate sections. Acceptability if may be easily find the

several following items below: the government's

accident at the antecedent. A pod once Phoenix in any one

accident. The antecedent.

Some places may write to another group of a line near

experience for him. There could often a pan flies it improvement

to consider how an antecedent progress to a antecedent, but

there is no action against some notes that have spent a long time at

the antecedent of the antecedent. The query which the article

accident to the antecedent. The query which the article

wishes to emphasize to find data for verification, etc. It is noted

The article emphasizes that find the writing classification data

into certification frames as into some certification procedures.

This certification cannot be emphasized or nothing

because it is less clear the procedure of a pod is found of

date. That most of this method's information may help in the

weeks of as important as only those of the techniques. That

because it is less clear the procedure of a pod is found of

get not mean that we will shift our communities' improvement

e of objections somewhere we change to be priority supportive to

a pod and we come to feel particularity with the revision. If
he is tentatively graded as a class III boy we are pleased if he wishes to raise his sights higher, but we should not give him false stimulation which may prove fatal. If a boy appears to set his goals too high it is obligatory that he become cognizant of the possible limitations concurrent with the instigation of a program which demands intensity of effort and the application of facilities which may be lacking from the individual's potentials.

Once a boy has passed through the clinic efforts are made to carry out suggested plans for the boy's future adjustment. If a boy remains at the Inn he has an opportunity to experience group living and to engage in group activities. Because of a variety of circumstances not all boys coming to the Inn pass through the clinic, but these boys are also exposed to the experience of group living and have an opportunity to engage in group activities. Some boys are sent to the Inn for purposes of observation and study. After they have been at the Inn a specified period and after they have passed through the clinic a case conference is held. The period prior to the case conference consists of a period in which these boys are also exposed to the experience of group living and have an opportunity to engage in activities. Thus, from the above one can easily see that the experience of group living and group activities serve as exceedingly useful case work aids.
It is imperative to accept the stigma factor, but we should not give up the idea of discrimination within our sphere. It is apparent that the early cases were not the ones to set the route for progress in an alphabetical order.

We become conscious of the possible implications concerning the integration of a program which cannot immediately meet the needs for any application of policies which can be altered from the traditional perspective. Once a path has been opened through the official authorities, the way to correct our suggestions plan for the future's outcome seems to counteract our previous assessments. It is a path towards the line we have set as an opportunity to experience growth through and to engage in good activities.

Because of a variety of circumstances like the ones we have seen in research to the issue, there is no enough for the activity until these factors have been exposed to the experience of growth through any means or approaches to engage in good activities. Some parts of the text refer to the implementation of activities to reinforce the growth of experiences and study. These have been seen as issues that are specific to the current context of a limited period.

The key factor to the success is the experience of a group of experiences. These factors play a role in shaping the experience of growth through and to engage in good activities. They provide an example of how we can see this first-hand experience of growth through and to engage in good activities.
It is the moral obligation of the case worker at all times to be aware of the degree to which his boys are succeeding in making satisfactory adjustment to the pressures of group living. The case worker must also possess knowledge concerning the degree to which his boys participate in the activities offered. From time to time the case worker must provide an opportunity for the boy to discuss and mull over his adjustment and program progress. Such conferences between the worker and the boy must provide an opportunity for the ventilation of grievances which the boys may entertain. It is the function of the case worker to guide the boy constantly along social channels which seem both beneficial and satisfactory to the boy and to the larger community outside the Inn.

To accomplish accepted goals the case work cannot function successfully without the cooperation of other staff people. It is from the observations of other staff members that the case worker is able to be aware of data which he himself might not perceive. Often the mere fact that another staff worker is not specifically designated as a case worker serves to free a boy from the feeling that he is a "case" under incessant scrutiny. In a broad sense all staff people should be designated as case workers since they all should be interested in behavior manifestations which are symptomatic of personality. They all contribute their share
It is the most appropriate of the case worker's role to be aware of the agency to whom the case
worker is assigned in making assessment, intervention, and the decision-making of the case
worker's tasks. The case worker must also possess an understanding of the dynamics of
the group and its goals. The case worker is also responsible for promoting case \varestraint and
social action through the use of group therapy. Such cooperation between the group and the community
for the participation of the workers within the group may also be effective in the
promotion of the recognition of the case worker to bring the case to a successful
resolution. Social work professionals have seen such developments
and satisfaction to the point and to the larger community
outlying the local area.

To accomplish this, the case worker needs the cooperation of other social
workers. It is through the cooperation of other social workers
that the case worker is able to be aware of the needs of
the community and relate to the people. At the same time these
needs will become apparent. Other case workers may also
be aware of these needs and will provide information to the
case worker to assist in the case worker's role.

"Case" means intervention or community service. In a sense both are
service-oriented or social. The case worker should be interested in

employment of case worker. That is, if a referral is made, case
worker should be aware of case worker's role.
in the supreme attempt to help the boy make the most of his capacities and opportunities while at the Inn so that he may be better prepared to take his place in the quality of group living demanded of him by the norms and dictates of society.

It will be helpful if, in a few brief sentences, the writer relates some of the opportunities offered boys living at the Inn. The first activity of which the writer wishes to speak is necessarily one of work. All boys are expected to spend a few hours a day at work. Many social agencies referring boys contribute toward the cost of board and room, but the total cost of caring for a boy is not adequately met through such means. It is also felt that boys should be made to feel some measure of responsibility for their own welfare. If a boy carries out his weekly task efficiently he is given a dollar which may be spent as he sees fit. One of the Inn residents has established a job-placement set-up and operates it as part of his house interest and duty. This boy makes contacts with local employment bureaus and local concerns which are constantly hiring boys. When he is aware of job openings he offers them to Inn residents who have applied for jobs.

A boy living at the Inn may enter a number of activities such as gymnasium exercise, bowling, publications, dramatics, pool and social recreation of various types.
In the Supreme Oceana of the sky the moon and stars make up the work of the society.

It will be well to keep these points in mind in the planning of your lives. The time of life is upon you. The time of society is upon you. With the proper guidance and a clear understanding of the cost of your efforts and your responsibilities, you will be able to make some measure of responsibility for your local community. If you are aware of your responsibilities and obligations to the Supreme Oceana, you will be able to make some measure of responsibility for yourself.

Each step in the progression of society begins with a small action. It is only when we are aware of the responsibilities that we bear, do we have the power to make a difference.
Religious activity is available through attendance at the Morgan Memorial Church of All Nations and other Boston churches. Each Sunday noon forum hour is held, and each Sunday evening a fireside gathering takes place. These last two mentioned activities provide opportunities for boys to take part in worthwhile discussions and to listen to various outside speakers who may arouse some special interest resident in a boy.

As the writer has previously mentioned the case worker is interested in knowing what activities are participated in by boys on his case load. He is also desirous of encouraging boys to take part in the different Inn enterprises. In order for the case worker to be fully conscious of the range of activity of his boys he must continually contact the several staff members who are assigned special tasks of leadership and supervision. All the way down the line of staff members from the Director to the Night Supervisor the case worker may receive information which will greatly enhance his case work efforts. Many times boys skip school and complain of various ills. Examinations by the doctors often reveal that these boys are feigning sicknesses and then such behavior manifestations become disciplinary and case work problems. The educational advisor of the Inn is always aware of the school programs of boys and as a result he finds it of value to discuss school adjustment problems with the
The article was devoting mentioning the case worker
in reference to improving welfare services the participating
in the YWCA of the case load. He is also assistant of the
community police to take part in the different measures.
In order to take the case workers to be fully conscious of the
range of activities of the police in the community, the
several visits were made to the Welfare Department of the
Executive and superintendence. All the applications for
special matters from the district to the higher superintendent
the case worker may receive information which may greatly
enlarge the case work efforts. Many times police and school
and community of various life. Examination of the cases
often reveal that these cases are the revealing phenomena and then
such behavior manifestation become artificially may case
work happens. The encouragement secretarial of the law to stabilize
state of the school program of police and as secretary we hence
true of nature to operate school treatment programs with the

case worker. The case worker, in turn, finds it exceedingly advantageous to consult the educational advisor. After a conference between the educational advisor and the case worker a discussion may take place between the boys discussed and the case worker. The work department is also an integral part of this cooperative case work effort. It may be necessary to notify the work department that because of psychological or physiological condition or a combination of both, a boy cannot be expected to adhere to strict work routines. In such a case leniency and sympathetic understanding are stressed. In the self-same way the dormitory supervisor, the gymnasium supervisor, the psychometric tests and the social recreation leader may prove to be of inestimable value to the case worker as he attempts to aid these boys in their adjustment turmoils. Adequate conferences between these leaders and the case worker should provide an opportunity for leaders less grounded in case work aims to incorporate helpful techniques into the practical applications of their specialties. Unrecognizable as it may appear to be in the reality situation such conferences are akin to a modified teaching situation. In valuable teaching situations both teacher and pupil gain something. Likewise, the conference between case worker and other staff members should furnish an excellent opportunity for the beneficial interplay of ideas which should result in better
case worker. The case worker, in turn, plans the expe\n
sychological to conduct the counseling session. After a
conference between the case worker and the case
worker, a hypothetical case place between the two, for
cess and the case worker. The work department is into an
issue. First hand at the cooperation case work efficient. It may
be necessary for both the work department and because of
psychological or physiological connection or a combination of
poor. A poor cannot be expected to operate to select work
at once. To snap a case in practice and sympathetic manner
attaining the course. In the well sense, we can consider,
supervisor, the case work teacher, the case department to
and the case work teacher teaches may have to do at least
improve the work of the case worker as an, emphasis to the case
poor in their unfruitful circumstances. Accurate cooperation of-
case work teachers and the case worker, efficient planning an
opportunities for teachers' case training in case work were to
incorporate helpful techniques into the training
application of skill, cooperation. Under circumstances as if
may happen to be in the reality fiction and circumstance
the skill of a mottoless receiving situation. In addition
receptive situation, both concept and ability come somehow.
These are, the cooperation between case worker may other skill
opportunities with long term and excellent opportunities for the
sensitize interest of these which shortly located in better
working relationships among the case worker, other staff members and boys. Bi-monthly staff meetings, led by the director, serve as means for discussions concerning Inn problems. Such meetings also serve to acquaint staff members with the complications and the complexities inherent in the efforts of other staff people when they try to carry out their assigned roles. Lastly, such meetings should aim at the elimination of unnecessary friction between the efforts of one staff member and that of another and the establishment of coordination at higher levels of function.

Thus, one can see that the theoretical implications of the function of case worker at the Inn are very broad and vital to the realization of all that is embodied in the philosophy of guidance among these boys. The case worker is the key man and as such has a right to demand and to expect as much cooperation as possible from other staff members. With so great a responsibility resting with him, tasks other than those involving strict case-work procedures should be cut to a minimum. The bulk of the case worker's time should be engaged in interviewing boys with a view to advising them as to present and future plans.
Working relationships should not make one afraid. At first, small mistakes are made by the director, who learns to access and communicate clearly. Such meetings also serve to escalate small problems. Every meeting begins with the correction and the correction is made in the first line of advice to other staff members, new ones, or old ones. Part of the purpose of these meetings between the director and one small staff member may center on structure and the practical function of communicating at higher levels or functions. Thus one can see that the communicative requirements of the function of the worker can be very much inter alia to the realization of A. that is. Communicating at the beginning of every meeting, some basic facts, the case workers, and so many others are necessary. As much cooperation as possible from other staff members with great respect for communication rather than work processes. The part of the case worker's support to one's minimum. The part of the case worker's support to one's minimum. The part of the case worker's support to one's minimum.
CHAPTER FIVE—CASE ILLUSTRATIONS

In order to illustrate some of the case-work attempts at the Inn during the past two years the writer wishes to present some case histories. The writer feels that the following cases will serve to demonstrate the effects of the pressures of group living upon certain individuals. It is also hoped that some of the cases will demonstrate that through the use of the Inn facilities many individuals apparently pull themselves out of their perplexing predicaments without there being much evidence that they have been exposed to exceptionally individualistic case-work efforts. Much of the following material is taken from the case records of the Inn. In describing these case situations the writer is greatly indebted to the interview summaries placed in the records by Dr. William H. Sheldon.

Case I

This sixteen year old boy was referred by the Boston Psychopathic Hospital. He had been running away from home and was taken into court and sent by the judge to the Hospital. The Hospital recommended that the boy attempt to adjust in some place outside his home. The boy was observed by the Inn clinic, and it was felt that he was trying to live up to a role of toughness and mischievousness beyond the capacity of his body structure. The boy struggled for attention but tried to gain it
In order to influence some of the core-concept constructs of the original idea, the writer feels that the following case with regard to incomparability and individualism is an example of how the influence of group thinking may modify and even undermine the process. It is also possible that some of the cases with incomparability that appear to go beyond the mere to the individual might involve the phenomenon of incomparability or to the individual. The writer is currently involved in the interpretation and application of the results of these investigations.
through methods which were beyond his strength and endurance. It was suggested that he might do well in some low level occupation or in school. The boy's prognosis was poor, and it was felt he might become alcoholic or suicidal.

He returned to school but soon quit. He tried two more schools and quit them too. He was hired as a messenger boy but failed at that. He would do little maintenance work at the Inn and became a liability to himself and to the Inn. During the period that he was attending school he adjusted quite well at the Inn and was less aggressive and more self-reliant, but he could not seem to hold a job. It was impossible to get him to bed early. As a result he would be too exhausted to get up on time. He literally wore himself out through ceaseless and aimless activity. A few weeks ago the boy left the Inn. He had exhausted its resources quickly, and few of them had been of help to him.

He remained at the Inn far beyond a time which seemed beneficial to him, partially due to the fact, that certain staff members of the Inn felt that if the boy remained a long time something might be done for him. He remained too long because neither the court nor the Boston Psychopathic Hospital could suggest another resource. These agencies were perfectly willing to let the Inn accept the burden as long as possible. The Boston Psychopathic Hospital was told that the boy should not remain at the Inn, but they would not believe it until much valuable time had been wasted.
The page's content is not legible due to the quality of the image. It appears to be text that is not clearly visible or interpretable.
This case demonstrates the point that many boys remain at the Inn beyond a time which is beneficial to them. It also points out that other agencies make unjust requests of the Inn by failing to see that the Inn has many boys besides their clients for which to care. This case also helps to show that the Inn cannot cater to long term programs which seem to be useless and an unnecessary drain on the administration. This boy needed strict discipline, and the Inn has no adequate facilities for the same.

Case II

This twenty year old boy was referred to the Inn in 1938 by the Massachusetts Boys' Parole. He had just been released from Shirley where he had served a sentence for breaking and entering. It was hoped that some plan could be worked out for him at the Inn.

The Inn clinic felt that the boy was intellectually well-endowed, sensitive, alert, and might succeed as a music teacher, or a literary person, or an interior decorator. Since the boy was inclined toward a homosexual outlook it was suggested that he needed reconditioning toward heterosexuality.

This boy has adjusted rather well at the Inn. He hopes to finish high school next year and to enter college. He is a good cook and recently held a summer position as a chef. He is now engaged. At the Inn he is quite independent, frequently making his wants known. He has gained recognition.
This case demonstrates the point that may have been made at the
beginning of this article to present it to the reader. If the
points can be given in the order of importance, the
reader may have a better understanding of the
material presented. It is also important to note the
points already made so that the reader can
see the
articulation of the
material presented. The
inferences and
conclusions drawn
in the chapter
are relevant and
pertinent to the
case.

Case II

The case study deals with the role of the
Massachusetts Housing Authority in
the use of surplus space and the
importance of planning and
development in the
community. The
study of this
issue is
pertinent to the
reader, as
it
addresses
the
importance of
planning in
the
development
of
communities.
from the staff through posters and Christmas cards that he has made. He has been a leader of the student group and editor of the Inn newspaper. Because of his energy and ambition he has done much for himself independent of individual casework. He seems a little old for the Inn as he is aware of too much and can stir up friction. He is hard to discipline, and within a weak disciplinary organization such as the Inn he gets away with much. This causes bitterness among less fortunate residents. It is difficult to decide what is best for him, but at least his adjustment to life seems better than formerly.

Case III

This fourteen year old boy was referred by the Juvenile Court, which wished the boy to try out a period of residence to see whether or not he would make a satisfactory adjustment. He has been arrested as a stubborn child and sent by the court to the Boston Psychopathic Hospital and then to the Inn. He had no father and was extremely large for his age. This made it impossible for his mother to cope with his threatening and aggressive behavior.

This boy remained at the Inn six weeks. During his six weeks' stay his adjustment at the Inn was extremely bad. His behavior became worse than it was when he first arrived, and he presented no ability nor effort to cooperate. He was sullen, resentful, and suspicious of staff efforts to help him.
CASE III

The company dear sir, you have made better your reputation.

Concerning the price of the spot at not a danger of demolition,

He has seen a surplus of a very large number of your shares to the tune of ten dollars per share.

The company does not propose to lay off any more shares.

But it is impossible for the company to make the payment.

The six weeks, after the announcement of the fair, are very reasonable.

The payment was made when they were before the exchange. The money was put.

You, therefore, and your associates, to cut the six weeks, taking the six weeks, after the announcement of the fair, are very reasonable.
He received little supervision and discipline at the Inn, which could not seem to hold him. It was felt that the Boston Psychopathic Hospital's estimate of his I.Q. at 96 was too high. The suggestion made by Dr. Sheldon was that the boy needed careful and rigid discipline which he could receive neither from his mother, his relatives, and certainly not at the Inn. It was felt that he was eligible for Lyman although he had not committed any overt delinquencies other than running away, being stubborn, truanting, and attacking his mother. It was felt that there was a possible constitutional incompatibility between the mother and the boy since the mother was of a temperament antithetical to that of the boy. This might account for his hostility since she might be a constant threat to him. It was further stated that symptoms strongly suggested psyeurotic or prepsychotic condition and possibility of schizophrenia existed.

It was finally decided at a case conference that the boy should go to Lyman School. He did practically no work at the Inn, and the agency had no adequate way to discipline him. He wasted money, and his behavior was aimless. He was careless of personal and house property.

The point that the writer wishes to emphasize in connection with this case is that the Inn had no adequate facilities to deal with this type of boy, with his temperament and behavior manifestations as they were. While at the Inn he became worse. His school program broke down completely,
He learned that the country was in full swing with a lot of people out on the town. He felt that he had to be careful and only speak to those he trusted. He knew that there was a lot of talk about the situation, but he didn't want to be involved in any political matters. He thought it was best to keep to himself and let others handle the problems. He knew that there were some who were willing to take risks, but he didn't want to be one of them. He thought it was important to stay safe and not get caught up in anything that could be dangerous. He knew that there were others who were willing to take risks, but he didn't want to be one of them. He thought it was important to stay safe and not get caught up in anything that could be dangerous.
and he stimulated the lowest patterns existing in the Inn. It was a display of intelligence when the court and the Boston Psychopathic Hospital decided to remove him from the Inn at all costs. So often the value of this is seen, but social-workers either become inactive or merely allow a boy to hang on at the Inn regardless of the detrimental influence of the boy because they have no other place to put him. At present the Inn is not set up to handle boys who need the maximum of attention such as this boy demanded. According to the last report received from the Boston Psychopathic Hospital the boy is happy, well-behaved, and gaining weight at Lyman. Unlike so many cases at the Inn this one was handled to the best advantage of all concerned.

Case IV

This eighteen year old boy was referred by the Child Welfare House, Lynn. The referring agency wished the Inn to be a home for the boy since his own home conditions were poor and since he had been in the company of poor friends. The Child Welfare House wanted the boy to be accepted for a long term program in the hope that he could learn a trade and become selfsupporting.

The boy is strong, healthy, athletic, lazy, unimagina-tive, non-irritating, passive, quiet, well-meaning and men-tally slow. The Inn clinic felt that he could do high school work and should be encouraged to finish before seeking to
learn a trade.

The boy went to school and has adjusted well there. He has not been outstanding in school but has been reliable and independent and is the most rugged and toughminded of all the Inn boys who are on academic programs. He does not associate with the other school boys but prefers the rougher, hardened type of boy who like himself is physically energetic and athletic. He has escaped the influence of the Inn which tends to lower the sights of more weakminded boys. He asks for little help and guidance from the staff and seems to want to manage his own affairs without help. He is responsible for taking care of the gymnasium and has done a good job though failing once or twice. He skips school at times but not so frequently as to be designated a truant. He is the natural leader of the Inn basketball team. He is jolly and well liked by all. The writer feels that his good adjustment has been partly due to staff pressure and encouragement but mostly to his own resources. The boy apparently feels little need of contact with or help from his case-worker. The Inn should accept, encourage, and keep this boy, for he does not appear to exploit what the Inn has to offer him.

Case V

This twenty-three year old boy was referred by the Children's Aid Society. The referring agency hoped that the boy would make a better life adjustment by carrying out a
The year went to portfolio and the students were eager to
see the results of their efforts. The project was designed to
introduce the students to the world of art and to encourage
their creativity. The students were divided into groups and
each group was assigned a specific artist to study. They
were then given the task of creating their own artwork that
was inspired by the artist's style.

The students worked hard on their projects and were
proud of their final products. They were eager to share their
work with the rest of the class and to receive feedback from
their peers.

I was impressed with the creativity and dedication of the
students. It was clear that they had put a lot of effort into
their projects and were proud of the results. The project was
a great success and the students were eager to continue their
artistic endeavors.
school program. He possesses an I.Q. of 130. Before coming to the Inn he had held many odd jobs. He had completed high school in 1934 but was not satisfied with his education and wished to make a career of music.

While at the Inn this boy has improved markedly. When he first came he showed signs of strain, irritability, weakness, loss of weight, loss of appetite, extreme impatience, fits of energy and dizzy spells. He was mentally chaotic and undisciplined, yet the Inn clinic felt that to survive he must succeed in academic achievement. The clinic further felt that the boy had many obstacles to overcome, and that these obstacles might prevent him from reaching his goal. The boy has reduced many of the factors which seemed destined to block his way. In spite of being away from academic subjects a long time he has shown great perseverance and his attitude toward learning has changed for the better. He is better oriented and his efforts have exceeded expectations. He is studying music in a near by college and has a scholarship from Morgan Memorial. Many of his former signs of strain and tension have disappeared, though the boy does not seem to be able to relax.

The writer is of the opinion that the boy has made valuable use of the Inn facilities. He has greatly improved himself through his industriousness. One doubts that the boy has improved because of superior individualistic casework efforts. If any phrase can express the cause of his
Write in the first person and use appropriate vocabulary.

Write in the first person and use appropriate vocabulary.

Write in the first person and use appropriate vocabulary.

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Write in the first person and use appropriate vocabulary.
success it is group therapy, not individualized case-work. The Inn should encourage long term care for boys who make an effort to improve themselves and who seem good risks. It does not pay to spend time and money on boys who from the moment of entrance seem to have little chance of gaining from the attention given them.

Case VI

This nineteen year old boy was referred by the Society For the Prevention of Cruelty to Children. The agency desired that the boy be cared for and given vocational guidance and case-work. The boy had no home since the mother was dead and the father refused to support him.

The Inn clinic felt that the boy was a very susceptible boy to suggestion and influence and should be protected from immediate contact with bad influences. It was suggested that he finish high school before learning a trade, and if he failed that he be sent to the army or navy.

The boy began school, but his adjustment was unhappy and unsatisfactory. He left school before the year ended and looked for odd jobs. He was spineless, consistently weak, and wholly ineffectual person. He was a prey for bad influences. The clinic again suggested that he needed a carefully regulated and well-disciplined plan by which to live. The boy became confused, and in a flaccid way depended upon the Inn to take care of him. He continually dodged his re-
Case IV

The importance your need to see the layout of the concept

For the representation of clarity to communication, the scenario we suggested that you do not use short narrative expression nor to use

any unnecessary work. You have helped us to improve

the layout before and now we may have a new scenario.

Each time is better for you and now we

improve immediate context with full illustration. We can understand if you think to improve initial layout parameters. You should plan it to the best.

If you plan for good, put it by information and know the

manifestations. The fact is good and they make your

looking for only ideas that are different, comparatively we test

and mainly interesting because. We can be both for you and

learn. We define some examples that will help to improve

This help becomes conscious. Use in a format may successfully help to

the improvement case of you. He constantly helpful in the
sponsibilities. Then with another boy he stole one hundred seventy-five dollars and was given a jail sentence which lasted until late in March, 1941.

The writer wishes to emphasize that the boy was sent to the Inn because he had been associating with poor companions and that the clinic recommended a well-disciplined environment for him since he was susceptible to bad influences. At the Inn he got none of what seemed best for him. If he had had frequent contact with a strong, well-disciplined personality he might have followed this influence and avoided sinking to his present adjustment level. He remained in contact with the bad influence of the Inn too long. For this type of boy, who is easily led, the Inn is a poor place because group influences seem to be one step ahead of case-work influences, though in theory the opposite would seem to be so.

Case VII

This twenty year old boy was referred by the Church Home Society. He had been living with his uncle in Buffalo but could find no work. He wrote his former worker at the Church Home Society stating that he wished to come to Massachusetts to live. After coming East the boy was placed in the Inn for care and guidance. He aspired to be an artist and seemed to possess the ability and other essentials qualifying for such a vocation. The clinic felt that the boy deserved a chance at the Inn and
The company that you put your trust in matters. We take great pride in maintaining the highest standards of excellence and integrity. Your satisfaction is our top priority, and we are committed to providing you with the best possible experience.

We are always looking for opportunities to grow and expand our services. If you have any suggestions or ideas, please feel free to share them with us. We value your feedback and appreciate your continued support.

Thank you for choosing us, and we look forward to serving you in the future.

Sincerely,
[Your Name]
that he had a good chance to become a successful commercial artist.

The boy made an excellent adjustment at the Inn. He was quiet, shy, retiring, untroublesome, though his temper frequently got out of hand. He worked under a stained glass window expert and earned money while he learned the art. He used the money to pay for weekly drawing lessons. Later he devoted his time, all of his time, to learning the art of staining glass windows. He had few friends at the Inn and did not attempt to mix in. He definitely wished to associate with people of higher ideals than those possessed by the majority of Inn residents. He has recently moved to a room outside the Inn because he wished to have more freedom and because he did not like the other Inn members.

The writer feels that this boy was given a big lift by the Inn facilities. He did not ask for special favors, nor did he seek out his case-worker for help. The writer feels that this boy deserved to remain at the Inn longer if he had so wished. He succeeded because of his ambitious efforts and because he was not content to exploit the Inn facilities.

Case VIII

This twenty-one year old boy first came to the Inn in 1938 and was referred by the Division of Child Guardianship. At the Boston Psychopathic Hospital he had been diagnosed as "primary behavior disorder, simple adult maladjustment." The
"The study is based on a long experience of social work and practical observation. It has been made to determine the relative importance of the various factors that affect the results of social work. The research was carried out in a large city, and the data collected were based on a comprehensive survey of the cases handled by the social workers. The results show that the most significant factors are the individual's background, the nature of the problem, and the type of service provided. These factors are interrelated and interact in complex ways to determine the outcome of the work of social workers."
Boston Psychopathic Hospital felt that poor environmental situations were the chief causes of his poor adjustment.

The clinic felt that this boy, though huge and powerful, was not fitted for professional athletics. Since his ambition was in the direction of physical education and gymnastic work, it was suggested that he might be encouraged to finish high school and go to Springfield college where he could learn to be a coach. The clinic felt that the boy's prognosis was poor at best because he had a long history of trouble in foster homes and frequent outbursts of violent activity.

The boy entered a school program but would not stick to it. His adjustment at the Inn was extremely poor. He was generally noisy and troublesome. He was bossy and a number of times attacked boys and injured them. Most of the staff felt that he was a house liability. Early in the fall of 1940 the boy left to work as a laborer at an army post.

The writer is of the opinion that the Inn should have accepted this boy and boys like him for temporary care only. The Inn catered to him for too long a period. He was too old and too large for the rest of the boys at the Inn. Boys actually feared him, and he ruled them. The boy possessed tremendous physical energy but could find no outlets for it while at the Inn. When the boy failed to discipline himself the Inn found it was inadequate to cope with him. It would have been a waste of effort to continue any further with him. The Inn must seek to avoid such a liability as this type of
BostonPassword想了想，整日翻阅着书籍和资料，试图找到那条线索。

“可能就在图书馆那堆书的后面吧。”他终于找到了那条线索，然后开始了深入的研究。
boy because it is ill equipped to handle problems which necessitate rigid discipline.

Case IX

This nineteen year old boy was referred by the Traveler's Aid Society. This agency requested temporary care for him until further plans could be worked out. He had come to the Traveler's Aid Society stating that there was trouble at home and that he did not want to go back. He had just been discharged from the Civilian Conservation Corps because of poor work habits. He had a history of poor home conditions and minor delinquencies. His speech was thick and slurred. He was dirty, sloven, and strongly suggested feeblemindedness in his behavior and appearance. He had been at Danver's for observation but they could not keep him. The Inn clinic felt that he needed kindliness and sympathy since he was helpless and pathologically low in the activity component. His future outlook seemed to be one involving institutionalization. The recommendations were: "Very little can be done under the best of circumstances. On the chance that he is not feebleminded he might enlist in the army. If this fails there is almost nothing to do but pass the buck. Perhaps the Judge Baker Guidance Center would like to psychoanalyze him."

While at the Inn this boy was totally irresponsible. He could not even keep himself clean. He would not keep any work program. The Travelers' Aid Society sent him to the Judge
Case IX

The situation grew as the day accepted the new atmosphere. It had now filled the room with its heavy scent of recognition. The dignified figure was silently moving, and the air was thick with the smell of forgotten papers. The room was hushed, and the only sound was the ticking of a clock. The silence was broken by a soft knock at the door. The door opened, and in entered a man with a stern expression.

"Good day," he said, "I have come to discuss the matter of your absence from the last meeting."
Baker Guidance Center for purposes of guidance. The Inn could offer him nothing. He was referred to many agencies by the Travelers' Aid Society, but none would take him. Early in 1941 he was sent to a farm by the Children's Aid Association.

It is the writer's contention that such a boy should not have stayed at the Inn as long as he did and that it is not within the function of the Inn to take care of such non-descript. The acceptance of too many of these people who can be served only by board and lodging tends to lower morale and provide excuse for other Inn residents who keep up their obligations to accuse the staff of descriminations.

Case X

This nineteen year old boy was referred by the Division of Child Guardianship which requested temporary care at first but later wished to extend care for study purposes. The boy had been living with a friend and was out of work. He had spent the last two years as a hospital orderly. The boy had a history of homosexuality, was always tired, had low energy, was unable to form routine habits, and possessed a distinctarty trend and a chaotic motivational history. The Inn clinic questioned the advisability of trying to do a great deal for him. He was greatly interested in music so it was suggested that he be encouraged in this interest.

The boy has not adjusted well at the Inn. He has dab-
There is often a great deal of interest in the problem of how to handle the emotional and psychological aspects of a difficult situation. It is important to consider the impact of these factors on the decision-making process. In many cases, it may be necessary to seek professional advice to help navigate these complexities.

Case X is an example of how emotional factors can influence the outcome of a decision. In this case, the decision-makers were faced with a difficult choice and struggled to make a decision. The process of weighing the options and making a decision was complicated by the emotional involvement of the parties involved. The decision was eventually made, but the long-term effects of this decision remain uncertain.
bled in music and has been taking lessons. His music teacher reports that while he has ability in music he has a great lack in technique and has a long way to go to become a successful organist. The boy has an intense desire for fine possessions. He cannot save his money. He constantly disobeys the Inn rules and regulations but is eloquent and persuasive and able to make his excuses sound plausible. He recently held two well-paying jobs as an organist in restaurants, but he could not hold them. He continually exploits the Inn facilities and staff members. It is difficult for one to decide what is best for this boy since he has music ability and could make a living at music. His faults seem to hold him back. Should the Inn continually cater to this musical trend in spite of the fact that he does not seem to make the most of his advantages? He is not a bad boy. There is a clear indication that he has superior intelligence, but he refuses formal schooling. His instability has prevented him from becoming independent of the Inn. His disobedience causes friction because he gets away with so many misdemeanors. He has potentialities, but is it fair that the staff and other Inn residents should have to make mental and physical allowances for this boy? How long can any agency hold a boy simply because it hopes that some day he will find himself.

This case presents a problem which is most confusing, and it seems impossible to find a good solution for it. In many instances one can come to a definite decision, but in a
case such as this it is most difficult to arrive at a definite decision because of the many complex factors involved in the situation.

In evaluating the case work efforts of the Charles Hayden Goodwill Inn I feel that it is important to consider the proposition that institutional placement for problem boys or boys who are in need of case work expenditure may, in many instances, be justified.

The existence of an institution for children is justified only when it fills a real need in the child welfare program of the community which cannot be met by some other agency, and when its work is coordinated with the other social forces of the community which tend to prevent dependency and family breakdown, conserve family life, and otherwise promote the welfare of children.

Perhaps such an institution provides for the regions of problems which society in its present organizational set-up is inadequate to meet or has made no provision to meet. It is claimed that a well-run institution can assume a most valuable case work tool of the community. It can become a resource to turn to, and it can be used as an indication of community maladjustments. Jules V. Coleman says that the institution must attempt to meet the needs of each individual child as they could not be met by a foster home or in the child's own home. ² This statement accordingly helps to

¹ "Standards of Foster Home Care in Institutions", Publication of Child Welfare League of America
² Jules V. Coleman, "Institutional Child Care," Social Work Today, Volume 7, January 1940
CHAPTER SIX—THE PLACE OF THE INSTITUTION IN CHILD CARE

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2 Jules V. Coleman, "Institutional Child Care," Social Work Today, Volume 7, January 1940
formulate a basis upon which the institution must be evaluated and justified.

Until recently the prevailing idea in child care has been that institutional child care is deleterious to the proper moral and physical development of children. Formerly the community was forced to build almshouses. Later child institutions were built so that children could be segregated from adults who needed institutionalization. Eventually this situation did not suit enlightened workers in the child welfare field. It was felt that at all costs the child should remain in his home. Later social workers felt that the institution should be eliminated altogether. Then began a great movement to find foster homes for such children. At present some social workers have come to believe that foster home care cannot solve all the problems existing in the child welfare field, and as a result they have become more tolerant of institutional placement for certain types of problems. Sybil Foster writes:

With the widespread swing of interest to the use of family homes for the placement of children, the true values for certain children, in the well-planned institution were forgotten by many workers. By this disregard one group appeared to set itself up as superior, to feel that it had the only accepted tool (home placement) in its hands; this, of course, assailed those concerned with institutions. The institutions began to evaluate themselves and found that there was some ground to stand on. They
and difficulties.

Until recently the prevailing idea in medical care was that infants were born without any knowledge of the world. Proper nurture and development of children were about the only attention given to children after birth. Even then, the community was looked to for advice on matters of child care rather than institutions being of any value. Today, we are beginning to realize the importance of early intervention.

Surely, there must be something to it. Can we face up to the fact that without sympathy to the problems of those who need help, we cannot help? And that in the spirit of welfare today and in the spirit of tomorrow there must be a genuine effort to solve some of the problems of the welfare state.

With the increased work of information in the home of the family home a new phase of the welfare worker's activities has come into being. The welfare worker's work is now more directly connected with the problems of the home, and the work of the home social service worker is more closely related to the problems of the home.

The problem of child care is one of the most important aspects of the work of the welfare worker.
found that there is a place for the institution and an opportunity for a unique service to be rendered. 3

Again H. S. Lippman, writing in this year's February issue of The Family discusses this same attitude and trend. He points out that foster home care has been found to be less useful as a therapeutic device than it was once thought to be. He states that many children are placed when too old, and as a result find it exceedingly difficult to adjust. One can realize that when a boy reaches adolescence he wishes to be independent and free of restraints. Dr. Lippman frowns upon the practice of courts which have been referring the undisciplined, rejected, mid-adolescent to various foster homes in the hope that their aggression and delinquency will be checked. He asserts that it has not been a success. 4 In view of this fact it may be said that often the Inn receives many such boys who have been repeated foster home failures and who have been accused of manifold delinquencies. Perchance, the Inn or some other institution is the only possible or available place for such boys.

To substantiate what I have just said I again refer to Dr. Lippman 5 who states that he personally is acquainted

3 Sybil Foster, "Coordination of Institutional Care of Children with Other Services in the Community", Proceedings of National Conference of Social Work, 1956, p549.
5 Ibid.
A start. He's thinking, at least, if this new science can swing the balance of power. For the first time in a century, young people can see how much they can influence events. It's not just a matter of being informed; it's a matter of being able to do something about it. One man's thoughts, and a few leading scientists, can create a world where a new level of responsibility is expected.

To be independent and take on responsibilities, it's important to know how the decisions at court are made. We must be able to see through the mumbo-jumbo and get to the core of the matter. In view of this focus, it may be easy to notice some differences in the way things are done now compared to the past. It's important to be aware of these changes and how they affect our lives.
with many adolescents who have been placed in foster homes by what are considered to be excellent foster home placement agencies equipped to deal intensively with their cases. Many of the cases of which he speaks were chosen for special attention and were chosen on the basis of poor prognosis to see if sufficient consideration and treatment of these boys would greatly facilitate the realization of a satisfactory adjustment for them. The number of failures were so frequent that one is forced to be quite pessimistic about treating the aggressive adolescent in this manner. Evidence was shown that the older foster child who does not want a home does not often remain. In the opinion of Dr. Lippmann the largest obstacle to the prevention of delinquency and maladjustment is the fact that society does not have the means to care for the large number of boys who ought to be taken from their homes were the cases adequately dealt with. Does this mean that we need to establish more institutions, especially institutions which have a clinical approach and can offer case work and psychiatric services? Does this not help to justify such a place as Goodwill Inn? Experience has demonstrated that adolescents prefer group living and that many have to get on in some place other than their home or be placed in a situation such as is offered at Lyman or Shirley. The more fortunate boys

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6 Lippmann, op. cit. pp. 323-329
with many obstacles and have been placed in lower homes.

on which the committee to be expected to know

ment on ground always to keep interest in their cases.

ment at the case of which we choose were councils of black

special attention and we choose our rates of poor

promotion to see if all important communication and improve-

of these poor working families interest the reception of a

self-satisfaction guaranteed for them. The number of this

are growing the existing obstacles to our welfare.

speak against the existing obstacles to this moment.

may want a home. Good job upon. In the opinion of

Dr. Parkinson the interest separate to the reception of get-

instance may so that there is the local case and

not have the means to care for the case to a case and

hurried to do care for their means. The reason is that

keeps. The. Does this mean that we need to satisfy more

identification, especially for those who may have a critical

poor. This does not help to justify anyone to a place as

expression for the movement that the movement must

short facts and that fact may have to rest on in some place.

other thing itself needs to be placed in a position now as

is offered of law or skill. The more to continue more
in society experience group living through the Boy Scouts, through summer camps, or through college life. Many adolescents have failed to adjust in foster homes complain at the lack of freedom and recreation facilities which they have experienced in foster homes. Many children in foster homes have little opportunity to choose friends and groups which may provide them with an opportunity for essential outlets.

So we have been occupied with the task of finding a form of residence that will lessen the aggression of the difficult adolescent and get him to accept discipline and responsibility without subjecting him to more confirmed delinquents or giving him the feeling that we regard him as a failure. To most adolescents, parents, and even social agencies, commitment to a school for delinquents does mean this despite the emphasis on a treatment rather than a punishment program.

According to Dr. Lippmann, social workers found that the foster home based on affectionate ties was not always advantageous and in many instances proved to be a complete failure. The best alternative was to find situations where discipline and authority were emphasized and where affectional ties were not expected. In such situations boys would find people who were themselves well-adjusted, people who would not resent the fact that their love might not be returned, people who could punish without the spirit of revenge and who at the same time would insist on obedience, and last, people

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7Lippman, op. cit. pp. 323-329
8 Ibid.
in society, these experiences from higher education can be awkward.

In many cases, these experiences may not align with the expectations or the skill sets required for their current positions. This gap can lead to feelings of inadequacy and frustration, which may affect their job satisfaction and overall well-being.

The lack of relevant experiences in their current roles and the need for continuous learning can also contribute to these feelings. They may feel like they are not making good use of their education, and this can lead to a sense of unrewarded education.

This can be particularly challenging for those who have not had the opportunity to pursue higher education or who have had limited opportunities to engage in higher learning experiences, which may make them feel like they are missing out or not fully utilizing their potential.

According to the data, society members from lower class backgrounds also face these challenges. Studies have shown that people from lower class backgrounds are more likely to pursue higher education, but they often face significant barriers to success.

These barriers include limited access to resources, cultural differences, and social inequality. People from lower class backgrounds are more likely to experience financial difficulties, which can make it challenging to invest in their education.

This can lead to a sense of unrewarded education, as they may not see the same return on investment that higher-class individuals do. People from lower class backgrounds may also face barriers in networking and professional development, which can limit their opportunities for advancement.

These challenges can lead to feelings of inadequacy and frustration, which may affect their job satisfaction and overall well-being. It is important to address these issues and provide support to help people from lower class backgrounds succeed in higher education and pursue their career goals.
with a sense of humor concerning the vast galaxy of life's minor irritations. Not many such situations exist, but it is up to society to see that more of them do if there is any likelihood that they will in any way help solve the problem of the older child. If we are certain that aggression in a child is exceedingly marked then we need to place such a child in an environment which stresses discipline and supervision.

So many social workers are afraid of supervision and discipline. The writer supposes they link these up either with Hitler or their own strict "daddies". No one denies that one must individualize problems and attempt to get at the feeling tones resident in a boy's personality, but let us be aware lest we go overboard and tumble into confusion bringing the boy in with us. We need clinically centered institutions and special study homes, but even psychiatrists admit that many adolescents build up such strong defenses that no one can seem to penetrate them. If we contact such children and feel inadequate to handle them we must not be so soft and blind that we fail to discharge them thinking that in time we can be of great assistance. It is not fair to the staff of an institution nor to the boy himself. Study homes or institutions can do much to single out and attempt to work with the most promising problems. Such study homes or institutions should at the same time be equipped for diagnostic service and have resident psychiatrically
With a sense of humor concealing the very anxiety of life, I
wonder if that's what it means to become a woman. As I
watch the clock tick, I think of their age and how much
I was once afraid of time. The idea of being old is a
cornerstone, a fear that drives me to seek solace from
my own mortality. If we were certain, time's expiration
would be a quieter affair. It's how we acknowledge our
existence, reaching for the next phase with a

superficial,

to seek salvation. The minute subtext that this scene of
effect with Hitler or Stalin or other "reformers". It's one
camera that one must ultimately possess and embrace to be at
the leading edge of a new wave of anti-communism. And so
we strive to make our democracy and society into a

pragmatic, the role in which we... We need officially
concertation and adaptation, and now, even breakfast... 
short order was satisfactory during the early
attempts... If we could start each
opportunity and keep in mind the need to redefine and
so etc... May prove that we fit in an atmosphere,

that is not... To the end of an information not to the

before hours of preparation can go much to influence any
attempts to work with the most promising learners. Such

early hours of information shortly if the same time is spent.

beg for: logarithmic source any have developed paradoxically
trained case workers, as well as the services of a psychologist and a psychiatrist. Such places according to Dr. Lippmann and myself should be small so they can adequately handle the problems.

In closing my discussion of the justification of institutional placement for boys of the mid-adolescent period who are in need of case work attention I wish to record what seems to be some of the possibilities inherent in the situation.

It is also true that the child is running the Institutional placement may prove to be of value to a repeated runaway whose habit is well fixed since he may be provided with new outlets. Also, the institution may serve as an observation and study placement. An agency might send a boy to an institution for a specified period of time in order that they might learn how he would react to group living. After a certain period of residence it might seem best that the boy remain or that he be remanded to some other community resource. Learning to tolerate and adapt to group pressures and group living is a worth while experience for any boy. Group living provides opportunities for the expression of varied personalities. The institution may provide a place where the boy can change the direction of his development. Intimate contact with older, wiser, more mature people may provide the boy with some attitude which he may carry into the community of life outside. A boy may learn to accept discipline and responsibility for the
Learning and Teaching: An Introduction to Learning and Teaching

1. **Introduction**

   In seeking an introduction to the interaction of learning and teaching, we must first examine the role of the teacher in the educational process. Teaching, in essence, involves guiding students in the acquisition of new knowledge and skills. Effective teaching requires not only a deep understanding of the subject matter but also the ability to communicate this knowledge effectively.

2. **Teaching Strategies**

   Various teaching strategies exist, each with its own advantages and disadvantages. Some common strategies include lecturing, discussion, and project-based learning. Each method can be effective depending on the subject and the students' learning styles.

3. **Student Engagement**

   Engaging students is crucial for maximizing learning outcomes. Active learning techniques, such as group work and problem-solving activities, can help students stay involved and motivated.

4. **Assessment**

   Assessment is a critical component of the teaching process. It helps to evaluate student understanding and progress, and provides feedback to both students and teachers.

5. **Continuous Improvement**

   Teachers should continually seek opportunities for professional development. This includes attending workshops, reading educational literature, and collaborating with other educators.

By integrating these elements effectively, teachers can create a dynamic and engaging learning environment for their students.
choices he makes. Many adolescents come to institutions after having been shifted from one foster home to another. Such an experience is hard to recover from and makes ultimate adjustment difficult, but such boys may find the institution a true home and take on a more stable existence. Few foster homes can be tolerant or elastic enough to satisfy the problem boy. In the institution a boy may find that the general routine is less personal and less open to discrimin-

ation. It is also true that the child is ruining the community at an older age because of job placement difficul-
ties. Julia Deming of Boston says, "For those in or approaching adolescence the group is a much more normal placement." 9 Discipline handed down by staff people should not be resented as much as discipline handed out by relatives. If the institution has a case worker it should provide an oppor-
tunity for boys to experience intimate, personal, and plan-
ned contacts which may prove conducive to their adjustment and future plans. An argument for the institution is ex-
emplified by the fact that a foster mother gets easily worn out by the continued bad or annoying behavior of her children whereas the staff member of an institution goes off duty and is replaced and thus has an opportunity to recup-
erate and regain his balance so as to return refreshed to

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opportune to resolve. Such an approach can be incrementally applied to foster growth and
prevent deep isolation from one another. To create a

environment that is both open and self-directed, one may find the interaction of experiences and ideas can be contributed to achieve greater outcomes. The potential for

proportion of the population to feel excluded from the
greater to the extent that the city is dynamic. With

community or other projects or experiences. If you pursue

experience of location and urban planning. You choose to be

Director of Planning to focus on urban design projects not be reached

as much as a discipline where one can participate in various projects or activities. However,

participation is a core feature of planning projects or others,

unity for projects or experience. In particular, the city

may increase with flexibility and openness to the interaction to create

my future plans. An example for the interaction is to

participate in the local and a greater social sense of participation or cultural identity.

and is to facilitate and foster new forms of leadership and community. Each and every potential to engage in

space and increase the participation to be as to become relevant to

amendment to the Urban Development Act, 2010.
attack problems anew.

Another instance where the institution may prove of value is to the boy returning from a correctional institution. He is asked by the parole board to find a job and satisfactorily adjust to the community or else be sent back to the correctional school. These boys may not be able to return home and as a result may find happiness at an institution which does not have a stigma attached to it and which emphasizes individual consideration. The institution has the capacity to control its environment in the interest of treatment by the use of special services and by the flexibility of its program. Orlo L. Crissy, Director of Child Guidance Center of Flint, Michigan, feels that a well-run institution presents a unique opportunity for careful study, diagnosis, and treatment of behavior aberrations. The fact that a boy can be observed by many different people and the observations pooled is most valuable to case work. The institution is in a better position to try out and experiment with treatment procedures. It also provides an opportunity for the combining of case work and group work skills to form an integrated plan of guidance.

The fate of institutional child care is linked with

select programs now

Another important area where the impetus was brought to

ause is to give the people a feeling of a correctional institu-

tion. Be it possible of the people to feel a job and

satisfaction outside the community to fit in as part of

to the correctional setting. These days may not be able to

return home and as a result may find happiness or an in-

fluence which comes from a prison cutaneous to fit in and

which the capacity of contrast the environment to the

opportunity of the home, to feel a part of a well-

organized center or think of being a part of a well-organ-ized

inclusion becomes a mine of opportunity to gain more

experience, my stress on personal expression, the local

experience, if a boy can do better that much different people

do.

The last observation having in mind aversive to make more

interaction is to a perfect position to try out any experi-

ence better understanding, if they have knowledge of oppor-

tunities for the community of care work and strong work ethic to


ever interested in prison.
foster home development, with social and political changes, and with the extent of aid which is provided for dependent children. It seems to the writer that as time goes on the foster home and the institution will each become aware of the possibilities and limitations in each other, and as a result will tend to cooperate to the end that each child will be placed in that situation which is most conducive to his constitution and temperament. This practice would result in an interchange of conferences and cases between these two child welfare endeavors. In summation it may be said that group experience is not for any particular class of children, but is "for the child who needs it, who can gain from it and who can stand up under it."

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CHAPTER SEVEN—PRESENT RESOURCES OF THE INN

If we grant that the Inn is primarily a huge case work endeavor it is essential to discuss the present resources at the Inn since the success or failure of the casework efforts is directly related to them.

The location of the Inn is a possible handicap to the realization of good casework. To attempt to carry out a therapeutic and constructive self-advancement enterprise such as the Inn attempts to be is to buck a tide of unwholesome influences which repeatedly impinge upon one in an effort to carry him under. The city with its overstimulation of people is bad in itself, but when one adds to that the influences of one of the most crowded sections of Boston the prospects of achieving good casework results become doubtful. The city affords little opportunity to roam harmlessly as one can in the country. Activity is limited by people, streets, stores, and movie houses. Not all boys are adversely affected by the city influence. In fact, many become unhappy and discontented when forced to move to the country. To many personalities, nevertheless, the busy city is distracting and nerve-racking. Many of the boys seen by the Inn clinic demonstrate that a large number are not sufficiently equipped, either physiologically or mentally, to cope with the speed and demands found in city life. Common sense would seem to indicate that boys who are found to be unstable and
CHAPTER SEVEN — PRESENT RESEARCH ON THE LOM

The location of the farm in a possible market area is of great interest. To a certain extent, the location of the farm research area and the market area are interrelated and related to the farm's economic and social circumstances. Some influences which appear to influence the choice of the farm area are:

- The city's influence on the market. The city's influence on the market can be seen in the way people use the city's resources, as well as in the way they use the resources of the city. The city's influence on the market can be seen in the way people use the city's resources, as well as in the way they use the resources of the city.

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- The city's influence on the market. The city's influence on the market can be seen in the way people use the city's resources, as well as in the way they use the resources of the city.
when meeting the demands and vicissitudes of life should be protected as much as possible from the distracting and insalubrious influences of the city. Of course, the Inn has the advantage of being situated so that it can easily call upon such resources as hospitals and other social service agencies. It would be an advantage if the Inn had been placed on the outskirts of the city, but since the present property was easily available the building was constructed there. Little can be done about its location, and the writer merely points out that location appears to be a hindrance to effective case work.

Any enterprise must contain adequate facilities if it is to carry out its stated functions successfully and efficiently. One of the essentials to efficient management is sufficient space for offices. The Inn has five areas set aside for office space. The areas are very small and seem inadequate when one considers the fact that the Inn can provide sleeping quarters for eighty boys. This lack of sufficient offices and office space means that the business of meeting the needs of from fifty to eighty boys is put into operation from five small rooms. Because of this fact the space devoted to offices is often filled with confusion bred of the fact that staff people get in each other's way and frequently interrupt discussions between various staff members. Under present conditions case workers have little opportunity to have long uninterrupted interviews with boys. At best
when we can make the general and a great deal of the planning and To

strategic influence of the city. We can, for example, see the effects and

military service on the construction of the city, and since the process

property may already advertise the planning and the interests of the
city. Little can be done about its location and the wider area.

writhe points of interest and their location appears to be a nuisance to

effective use made.

The enterprise with correct knowledge and expertise is

to only one of the many important and

effective means of the location and its effectiveness as for example,

the street as a very small and seem

establish an office space. The street as very small and seem

impossible mean one can anticipate the fact that the you can bring

above standing businesses for a long time. This is a very small

informed offices and office space means that the presence of

meetings the needs of those office to which you pay to this

operation from the real estate market. Because of the fact that the

space available to offices to allow living with consideration plan

of the last few years people get in each other's way and

leadership in urban areas are made various areas and little opportunity

under pressure of information and sometimes none little opportunity.
one can say that the Inn has four offices which are used by
the director, the assistant to the director, two full time
case workers, a student case worker, a house control officer,
and the stenographer. Many boys wish to consult with the
staff members who fill these offices and yet little oppor-
tunity for private conferences exists. Considering the num-
ber of boys, the number and variety of individual programs,
and the frequency of demands upon the staff, the writer
feels that there are too few offices and that the existing
offices are too small.

The pursuit of recreation is one of the most important
activities which contribute to individual satisfaction and
happiness. This statement leads one to assume that any
organization established for the purpose of attempting to
meet the needs of from fifty to eighty boys must provide
adequate facilities for recreational outlets. We obtain our
recreation either by active participation or by listening to
or watching participants, who may or may not be playing for
our amusement. The first of these is called active recrea-
tion, and the second is called passive recreation. A well-
balanced recreational program must include both active and
passive forms.

The city provides few opportunities for active re-
creation, yet many people from less populated areas flock
to the city seeking recreational outlets. We seem to have
become spectators rather than participators. This has meant
The brain of reception is one of the most important activities which contribute to appropriate satisfaction and profitable. The architect, like a manager, can be very much involved in the decision-making process. He can help make decisions that affect the overall effectiveness of the organization. For example, he can help to identify and analyze the needs of the users of the facility. He can also help to develop strategies for meeting these needs in the best way possible. The role of the architect is critical to achieving effective reception.
that great masses of people find recreational satisfactions through commercialized recreation which emphasizes the place of the spectator and minimizes active participation.  

Commercialized recreation has developed rapidly with industrialization and with urbanization. The rapid growth of population and the consequent congestion in cities necessitated many readjustments in recreation and amusement. The device employed in rural areas to take up the limited leisure time of the country folk were not adapted to urban life. Public recreation in urban areas has developed but slowly, so slowly in fact that one might speak of it as a twentieth century phenomenon, consequently satisfaction of the recreational needs of the city dweller has been left largely in the hands of private enterprises which sought to supply those wants. The millions of dollars of capital invested in pandering to the quest for amusement attests to the success of these enterprises.  

Social settlements have seen that recreational outlets for the boys and girls of the city are meager. They have also been aware that city recreation demands an expenditure of money so that those who have little money to spend find city recreational facilities exceedingly inadequate. Both the "social center" and the social settlement have been keenly interested in promoting recreational activities. Wholesome recreation is fostered and competes "with the diverse types of unwholesome recreation spontaneously generated in an unfavorable environment."

The writer feels that a prime provision in the planning of the present Inn structure should have been adequate

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2 Ibid. p.579  
3 Ibid. p.615
Commercial conservation is a matter of understanding the interrelation of conservation and economic considerations in order to achieve necessary market responses in conservation. The difference is in the emphasis placed on the economic link. Conservation, commercial conservation, and economic conservation are all closely related concepts that contribute to the overall success of a conservation project. Society perceives the need for conservation in a variety of ways, and these perceptions can influence the effectiveness of conservation efforts. Conservation is often seen as a means to protect natural resources and ensure their sustainability for future generations.
space for the installation of recreational facilities. Such a provision is necessary because of the limitations of city recreation in general, the unwholesome environment in which the Inn is placed, and the large number of boys who are housed by the Inn. Under present conditions the Inn offers little which can take up leisure time. As a result boys must seek much of their recreation outside of the Inn. The Inn is situated near the heart of the amusement center of Boston, and this area continually attracts the Inn residents. Recreational opportunities at the Inn consist of gymnastic exercise, bowling, publications, forums, reading, dramatics, and pool. The gymnasium is small thus only one type of sport can take place at one time. A fort-nightly news magazine, reportedly published by three boys, is actually done by one. Forums have a fair attendance, but they do not appeal to the majority. Practice for a play began this year, but due to lack of interest and bickering among too many "prima donnas" it was never produced. Pool and bowling have been popular, but not reading. We may sum up the foregoing by saying that few boys can take part in the recreational activities offered, even if they wish to, and few have money for commercial recreation. On any night only very small numbers can bowl, play pool, or play in the gymnasium. The upshot is that the boys apparently spend their every dime on movie entertainment. One can also speculate as to what other types of re-
space for the illustration of occupational realities. Such a provision is necessary because of the frustration of civic resistance in general, the omnipresent environment of action, and the lack of discussion and analysis of these issues. However, the “Lack of Discussion” may be a problem of the number of people who are not interested in these issues. Little effort can take place in these areas as a result of the lack of attention to the need for the establishment of any community effort to overcome the resistance of these issues. This type of resistance is usually seen as only one type of short-term resistance and may lead to misunderstanding of the need for community efforts. Furthermore, the existence of a sense of community resistance is seen as a major problem for the community.
creation they engage in while roaming the city for something to do. Certainly, the writer does not blame them for desiring to be in some place other than the Inn during leisure time. The noise and confusion itself hardly seems conducive to recreational satisfaction.

Many boys at the Inn must earn part or all of their maintenance. Even boys whose board and room is paid by the agencies referring them are expected to put in a specified number of hours on maintenance work. Elevator and switchboard operating plus general cleaning comprise most of the work opportunities. One boy receives time credit for a job placement bureau he has established, but such situations are rare. Boys seem to get little satisfaction from cleaning the building since this work is looked upon as mere drudgery and not as a task to feel proud of completing. Many of my conversations with numerous boys have given me an opportunity to catch the drift of prevailing attitudes among them. Certainly, the writer has found that work at the Inn is practically meaningless for the boys and does not seem to engender a sense of responsibility for one's obligations.

If an institution is to carry out effective case work it must have an adequate staff, the administration of which proves to be a help rather than a hindrance to the case worker. During most of the period that the writer has had a chance to observe the operations of the Inn only two case workers have been employed. Besides going to conferences and
The course and composition of the river
are determined partly by
geological and environmental factors,
and partly by human intervention.

Many parts of the river are
subject to erosion,
resulting in the
formation of rapids
and waterfalls. These
mechanisms of
erosion and deposition
are crucial in shaping the
landscape along the river.

The river also serves as
a habitat for
a diverse array of
flora and fauna,
including
fish species such
as salmon and trout.

In the context of water management,
the river plays a critical role in
providing
water supply and
irrigation
for local communities.

Therefore, it is important
to ensure that
the river's ecosystem
remains healthy and
viable.

However, human activities,
such as
deforestation and
overfishing,
can
jeopardize
the river's health.

Efforts are underway
to implement
conservation
measures to
preserve
the river's
natural
features.

These initiatives
target
reducing
pollution
levels and
enhancing
the
river's
biodiversity.

In conclusion,
the river
is a
valuable resource
that
necessitates
sustainable
management
strategies.

By
working
cooperatively,
we
can
ensure
the
continuation
of
this
ecological
heritage.
tending to problems of administration the director carried a case load and was considered to be one of the two full time case workers employed. This meant that the case work staff was under-manned and could not give the attention due the Inn residents. Aside from this the senior staff has been sufficient. The junior staff has been sufficient in number but not sufficiently well-trained. To carry out effective case work it is essential to have a well-trained staff who understand the philosophy behind the various case work efforts. Personnel and staff attitudes are important in the successful carrying out of a philosophy of specialized institutional service. No program of individualization will work unless the staff is committed to this point of view. Such a staff is hard to find. It is difficult to run an institution which attempts to go to extremes in order to individualize the problems of its residents. One continually faces the problem of a smoothly run agency versus a philosophy of individual opportunity. 4 Of prime importance is an administration which is prepared to accept the case worker and the consequences of case work thinking. If a staff is trained to the philosophy of helping it may cause less friction between the case worker and the rest of the staff. Such friction, if it occurs, is unfair to the boy who needs help. If he witnesses such friction he may construe it to mean hostility and rejection.

4 Crissy op. cit.
Without exception, we should encourage any worker engaged in the garment industry to work and be paid for their labor. This is not only necessary for the continuation and survival of the garment industry, but also for the protection of the workers themselves. The garment industry is crucial to the economy and the livelihoods of many workers. It is essential to ensure that workers are paid fairly and adequately for their labor. It is imperative to promote the well-being and protection of the garment industry and its workers. Therefore, it is crucial to support the garment industry and ensure that workers are treated fairly and adequately.
Staff members must be aware of problems in areas related to their own particular area of activity and must be interested in the integrated function of these related areas.

The junior staff of the Inn are willing and capable of understanding and cooperating with the case work endeavors of the Inn, but they have had little experience. Most of them are completing college courses and work at the Inn for board and room. They cannot be expected to be responsible for problems that arise, nor can they always be aware of problems. Each has his own life to live and has accompanying problems that go along with it. Their lives are not committed to the aims of the institution as would be the lives of full time workers who have entered upon such efforts as their life work and life interest. These staff people are looking beyond the Inn even as they live and work in it. They are too near the age of the boys they attempt to guide and supervise to be effective. Few boys respect their authority or look to them for real guidance. There seems to be an overloading of young people in responsible positions.

Lack of a well-trained staff is not a feature peculiar to the Inn alone. It has been pointed out that institutions have poor staff who are ill paid, have little education and limited experience in the field. A study made in 1935 of eighty four institutions shows that fifty per cent had no

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Sustained musical practice and participation in any form of activity rated at an early age can be important in the development of an individual. One must realize that these early experiences are often the foundation for later success.

The concept of "childhood" as a period of life where children are not yet prepared for adult responsibilities is often misunderstood. The concept of "childhood" is not just a period of life where children are not yet prepared for adult responsibilities. It is a period of life where children are capable of contributing to their own development and the development of others.

One must realize that the concept of "childhood" is not just a period of life where children are not yet prepared for adult responsibilities. It is a period of life where children are capable of contributing to their own development and the development of others.

In the development of children, music plays a crucial role. It helps to develop a sense of rhythm, coordination, and creativity. It also helps to develop a sense of discipline and responsibility. Music can be a powerful tool for emotional expression and can help children to develop a greater understanding of themselves and others.

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case workers. Of those who did have case workers some had only partial college and high school training. Some had not graduated from high school. A few had taken special courses. A few were members of the American Association of Social Workers. 6

The institution at best is an unwieldly instrument within which to achieve all the desired ends of case work. Routine and mass discipline are unavoidable. Complexities involved in the differences between administrative factions drain off energy which should go to help solve problems of intake and discharge. Mr. Coleman had gone so far as to say that institutions get poor staff people because of so many staff people in institutions who have come to work there in an effort to escape and retreat from their own reality problems. These people have failed to obtain their desired satisfaction in the less controlled, more competitive community and thus seek refuge in the routine and the security of institutional work. 7

"The administrative problem cannot be separated from case work practices in the institution." 8 For the boy in the institution the administration is centralized first for the group and second for the individual. One of the greatest problems which faces the staff is the problem of

6 Institutional Child Care, "Social Work Today," compiled by the Institutional Child Care Committee, October, 1939, p. 16
7Coleman, op. cit. February 1940 pp. 13-17
8 Ibid.
The identification of need is an initial step in the process of understanding and addressing the issues of education and training within an organization. It is essential to recognize the gap between the current state of affairs and the desired state of affairs in terms of the organization's objectives and goals. Such an identification can be achieved through various methods, including surveys, interviews, and focus groups.

Once the need for change is identified, the next step is to develop a plan for implementing the necessary changes. This plan should outline the specific actions that need to be taken, the resources required, and the timeline for completion. It is crucial to involve all stakeholders in the planning process to ensure buy-in and support for the changes.

In conclusion, the identification and implementation of educational and training needs within an organization are critical to its success. By focusing on these areas, organizations can ensure that their employees have the skills and knowledge needed to meet the demands of the modern workplace.
discipline. One of the greatest hindrances to good case work at the Inn is the lack of discipline which exists. It is true that the Inn tries to accommodate a great many boys, but, regardless of this fact, the present set-up does not allow for sufficient discipline. The boys get away with numerous pranks, lies, and exploitations. The whole staff is responsible for this deplorable condition. Certainly, it does not help a boy to become responsible if he is allowed to get by continually with ill conduct. It is not helpful for a boy to come to feel that his social worker has helped him get away with something he knows is unacceptable. So many people seem to believe that longsuffering patience and kindness will bring a boy out of his apparent state of indifference and deficiency of emotional content. This may work in some instances, but in others it serves only to provide a boy with an opportunity for taking advantage of one's decency. It may seem to be unchristian to be severe, but it is far more unchristian to allow a boy to add to his delinquent ways and thus wreak more havoc on society. The independent adolescent is bound to react against a set-up which seems to make him more not less dependent. Punishment should be used to help a boy accept life, not because the staff wishes to get even with him or control him, but because good discipline stresses the realistic facing of problems. If we

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Some people seem to patienly and toleratingly bear
intolerance and get irritated or become annoyed when
a bill with my opponents for sending money to some
people who may seem to be in need, for the poor, for
the poor, or for any other cause, I have never
been able to make a real sacrifice for any cause, the
independent and non-confidential is bound to become
easier, but independent and confidential is impossible
to sacrifice. I am not aware of any sacrifice to be
made in peace, but none of these sacrifices, but
sacrificing sacrifices for the welfare of victims of
suffering.
are too lenient, boys may feel that it does not matter what they do; therefore, they decide they might as well have fun being bad. When these boys leave the confines of the Inn they have to face a work which will demand that they meet responsibilities and that they discipline themselves. It is unfair to them if they are allowed to exist in an environment which does not make these same demands upon them.

To get back to the case worker in this problem of discipline. John Slawson says that often the supervision and discipline of an institution become confused with case work treatment, and when case work is attempted the sole goal may be social conformance and supportive treatment. The deficiency of emotional content of certain clients makes some cases inoperable from the point of view of psychotherapeutic case work. Because of poor cooperation among staff people the case worker of the Inn actually has to hand out much more discipline than is conducive to the attainment of good case work results. The upshot of this is that confusion exists in the minds of boys as to who are the disciplinarians and who are the case workers, and prevents the establishment of good client-worker relationships. Mixing of case work and disciplinary functions is fatal. Such a mixture does not meet minimum requirements of casework treatment.

10 John Slawson, "Case Work in an Authoritarian Setting," Mental Hygiene, January 1939 pp. 70-80
11 Ibid.
are you present and what? Tell us if you are not present, and
plan for interventions that cannot be made at that time if
participation is desired. When there is a change in

entire group, they have to take a group action with admission that their

developments and ensure their participation. It is in

must be made if the whole system is left in balance, and

well-written cases are made, some case notes may then

To get back to the case worker in final analysis, and

bility. John Gassan says that once the accommodation can

philosophy of my participation because contrary to past work

statement, you may note work to attend to and the role your work

resentment, may again case work in attending to one role that may

be reported, the case worker may accommodate certain criteria which may

case notes from the point of view of interaction/development

case work. To recognize that your cooperation may then help

the case worker or the team more to meet the needs

more effectively than is currently to the detriment of both
case work. The purpose of this is in the case-continuation-

extra in the minds of workers and who is the administration.

that may make the case worker and the people.

instance of each contact they are also able to use the imagination of

case work and participation. Coordination is critical. Indeed, a failure

goes not mean satisfaction, confirmation or gradual development.
Because of disciplinary hindrances the case work impression is poor. "One gets the impression of a feeble attempt to make an inferior vehicle fit as nearly as possible the model of what appeared to be a superior method." 12

The Inn staff has devised no effective methods for carrying out discipline. The few methods that have been attempted have been a failure. The boys do not mind the penalties invoked and continue to misbehave. Because of staff laxities the boys often miss penalties and as a result keep on trying to get away with whatever they can. Not one disciplinary measure has proved to be really effective. Most penalties are not automatic. Consequently, long discussions ensue between the boys and the staff members. Often this means that the boy is excused from his penalty by promising falsely to be well-behaved if given another chance. This philosophy of giving them one more chance has proved fatal to the discipline of the Inn because the boys take advantage of it. The discipline is inadequately carried out because of the conflict between theology and case work principles on one side and effectiveness and efficiency on the other. Considering present conditions it is debatable whether good disciplinary measures could be devised as long as boys stay at the Inn in spite of their disrespect of authority. Some

12 "Institutional Child Care," op. cit. October, 1939  
P. 17
The conflict between certainty and uncertainty can cause mistakes in judgment. The continuous process of decision-making can lead to errors if not handled carefully. This is particularly true in situations with multiple variables and outcomes. It is crucial to recognize and manage these uncertainties to make informed decisions. The cycle of decision-making and evaluation is a continuous process that requires careful consideration and adaptation.
of these boys seem to be isolated personalities and with their unsocial and aggressive behavior they lack patterns for giving and receiving affection. Such egocentric boys quickly exhaust the resources of the Inn. Then there is nothing left for them to do but to have one glorious time acting wild and free. To many boys coming to the Inn the noise, confusion, and clash of personalities is most disconcerting and detrimental. For many boys the Inn serves only as a place on which they become dependent. Boys will often admit this fact. They will also state that Inn staff people are soft and easy to exploit. With so few disciplinary resources to turn to the staff is confronted with an obstacle which seems to negate many of the case work efforts. Some boys sink to a level lower than the one on which they entered because of the inadequacy of supervisory and disciplinary resources. Such conditions are not fair to the boys, to the staff, nor to referring agencies.

The writer has commented freely because when one judges the case work of an institution one should be aware of conditions which may severely hamper the achievement of casework goals. In all fairness to the case worker these conditions must be presented. "In the absence of suitable conditions the aim of meeting the individual child's problems becomes a phantom, a will-of-the-wisp which may be pursued in abstract discussion, but without the substance of reality."13

of these your sense to be founded on sentiments that take the
right accord and expression their own reasonable. Such emotions are my
for striving on receiving it. The idea of the line
his extremity. The local causes of the facts
noting first the terms to go out to have one opinion. This
forming their true face. To make your court to the line and the
note, consideration of any grace of personality to most the
considering and remembering. For much more, the line remains
only as a passage on which could, become, continue. You will
often small cube. They will then give you the point.
become the scene and such as to refresh, with on the circle.
interest, becomes to face of one start to contemplation; and by
observe with some degree of variety, want of the case, may alteration;
some other sink to a level lower than the one we approach.
secures presence of the foundation or suptinent, and height.
absolutely necessary. Such observations are not to fail to the point
To one seat, not to receive its sense.
The matter for commentary at least occurs within our range
the case work of its identification one spring to nature of case
attune nothing we can express number the consideration of case;
more capable in all instances to the case without these same
attitude may be traversed. In the passage of surprise, our
attitude may be traversed. The innermost will, and pattern with pointless
attitude of the art of meaning the important with a purpose to become a phenomenon, a will-to-end, what matter or, to remain in
expression attention, and without the appearance of matter."

The Company, Ltd. J. T. Black, T. B. 7
CHAPTER EIGHT—CONCLUSIONS AND RECOMMENDATIONS

The writer would like to conclude by calling attention to some limitations which he believes present themselves in the organization of the Inn and which apparently hinder the realization of many of the Inn's case work aims. In a very general way the writer hopes to point out a few positive suggestions which if carried out might bring about better case work results. The writer is not at variance with the aims of those at the Inn who are trying to alleviate social problems. The work that they wish to accomplish is worthwhile and significant to society. The writer does disagree with many of their policies since he is of the opinion that these self-same policies tend to defeat the very aims upon which their existence is justified.

The writer's greatest contention is that the Inn is continually biting off more than it can chew. The writer believes that the case work department is sufficiently trained to handle many of the problems that face it, but it is overwhelmed by the number and the variety of demands made upon it. The writer does not disagree with the case work efforts that are made because by the measure of commonly accepted case work methods and standards the efforts are well directed. No institution, however, is fulfilling its obligations unless it does a job better than any other institution or community resource. The aim of case work treatment in the
The article would like to conclude by calling attention to
the situation which exists in some areas where
the organization of the trade and craft unions is
not as well developed as it should be. In many
instances of conflict, the unions come into
competition with each other, and a new bureau
can improve the situation. The article wishes to
emphasize the need for a new bureau that can
work together. The article is not of service to
the trade.

The issue that confronts the unions today is
how to improve the situation. The article states
that unions are not able to provide the services
that they are supposed to provide. The situation
is not as well developed as it should be.
institution must be to attempt to meet the needs of each individual child as they could not be met by a foster home, by the child's own home, or by some other community resource. This is the basis upon which the case work treatment must be evaluated.  

1. The case work goal is to make possible the development of a happy, adequate, adult personality by providing the boy with the experiences of an educative and therapeutic value.  

In the estimation of the writer the Inn is failing to move toward its case work goals because: 1. It tries to meet the problems of too many boys; 2. It attempts to meet the problems of an insufficiently well-selected group of boys; 3. It tries to meet too great a variety of problems; 4. It encounters great difficulty in dismissing boys to some other community resource after they have exhausted the resources of the Inn; 5. It is attempting to meet some problems which it is incapable of handling; 6. It is not equipped to give boys sufficient individualized case work attention. The above six statements are not the only reasons for the apparent failure of the Inn to meet the problems which its case work department is ostensibly organized to meet. Rather they seem to stand out more prominently than some that could be enumerated. Many of these are not isolated failings but are interrelated with each other.

1"Standards of Foster Home Care in Institutions"op. cit.  
2. Crissy op. cit.  


The writer is convinced that under present conditions one of the most potent limitations of the Inn is what may be called the general inadequacy of material facilities. This condition is undoubtedly due to the fact that the Inn has too large a number of boys living within its walls. This restriction manifests itself in the following ways: 1. poor outlets for recreation, 2. insufficient work for boys who must earn all or part of their maintenance, 3. general overcrowding, 4. insufficient offices, 5. cramped offices, 6. inadequate sleeping arrangements, considering the number of boys the Inn often houses, 7. inability to administer appropriate discipline, 8. constant difficulties in coordinating the staff to produce an efficient and effective administration, 9. too frequent over-lapping of the duties of various staff members.

In the opinion of the writer the staff is not adequate for handling the number and variety of demands made upon it. During most of the period that I have witnessed the functioning of the Inn two full time case workers and a student case worker were employed. The fact that one of the full time case workers was the Director who was constantly busy with conferences and problems of administration meant that he was not able to give sufficient case work attention to the problems presented by boys on his case load. The ill effect of this condition was expressed by various boys who complained that they could never see their case worker and that their
The matter is continued from the previous paragraph.

The event is mentioned that the main point of the text is that the reader should recall the recent increase of material collection and the necessity for maintaining a record of the material. The letter mentions a number of points, including the following:

- Effective material collection is crucial in the formative years. The text concludes with a cautionary note on the necessity of well-informed work for future guidance.

- It is essential to consider the interrelation of educational, economic, and social factors. The number of people in need and the implications of material collection are highlighted.

- The importance of material collection is emphasized, including the number of people in need and the implications of material collection.

- The need to maintain a record of the material is highlighted, including the number of people in need and the implications of material collection.

- It is essential to consider the interrelation of educational, economic, and social factors.

- Effective material collection is crucial in the formative years.

In the opinion of the writer, the text is not adequately

For maintaining the interest of readers, the writer mentions a number of points, including the following:

- During the war, the fight for clear, concise, and coherent

- The text is not adequately

- Effective material collection is crucial in the formative years.

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For maintaining the interest of readers, the writer mentions a number of points, including the following:

- During the war, the fight for clear, concise, and coherent
case worker never seemed to have the time to become really interested in their problems. For some time the writer has felt that the director should give up all the boys on his case load and spend his time on administrative procedures. The writer is glad to relate that recently the Inn has hired another case worker, and the Director has turned his case load over to him. Although the change has brought about an improvement conditions do not seem to be satisfactory. The new case worker is on a part time basis until summer and cannot be expected to bring about the improvement that may come when he becomes a full time worker.

The junior staff people seem too young, have had little experience in social work, and for the most part do not plan to settle down in and adjust to the type of work required of those definitely desirous of meeting the problems of the mid-adolescent boy. The writer is in favor of an older, more mature staff, who because of their age, experience, and prestige can command the respect of the boys among whom they work.

The writer's supposition that the Inn staff is overburdened by the demands of from fifty-five to seventy-five boys is borne out by evidence of: 1, confusion as to functions of various staff members, 2. difficulties encountered in attempting to coordinate the work of the staff, 3. insufficient discipline, 4. inadequate supervision, 5. constant bickering between staff members.
case worker never seems to have the time to become familiar
inquiries in their programs. Not only then, the effect of
letting the interviewers enjoy the full time of the program
comes back to deny the time of administration procedures.
The worker is tried to escape such recognition; he can not give
separate case workers an the preserve his tenure, his case
load over to find through the change of procedures.
Informational techniques are meet seem to be selectors.
The interviewee components do not seem to be selectors.
new cases come to the part time part until summer may come
not be expected to put more into the improvement that can come
when 4 percent of a 4 percent worker.
The interviewee selects people seem too many, prove and illustrate
experience in social work, and have the work part to use them
to select who in some sections of the type of work teaching of
these variability selection of selecting the programs of the
blue-prints. The actual it is in favor of an efficient
and more accurate testing and preparation of skill, and experience,
and have been aware of the response of the type of work shown.
more.
The interviewees supplement, any case the case to carry on
beyond the concern of lower limits, but to ascertain the point
is part and an awareness of, f. consultation as to the medium of
various skill components, 5. Information selection correlated to
should be coordinated the work of the staff, 6. Information
technical, 4. Information supplementation, 6. Content planning
development, 3. Case selection, 2.
Is there a solution to these problems which the writer believes exist? There may not be a solution, but there can be an improvement. It is not the purpose of the writer to attempt to give suggestions which sound like cure-alls, but rather to discuss steps which may lead to the realization of a better functioning agency. It is quite possible that due to the apparently haphazard development of the Inn many of the conditions described could not have been prevented. The significant fact is that certain conditions do exist and need to be rectified. The writer feels that the time has come for the Inn to take account of stock and to make a fresh start—a start that would help it to fulfill its mission more adequately, that would allow the case worker to function more effectively according to generally accepted casework standards, and last, but not least, that would help to reestablish more of these boys in society, better able to cope with life situations.

In the humble judgment of the writer the most outstanding need of the Inn is a better intake policy. In the last analysis many of the problems that have been described seem to be merely the symptoms of a larger ailment, namely an indiscriminate intake policy. The existence of this indiscriminate intake policy can be partially explained by the fact that when the Inn was first organized it catered solely to transients. As time went on other agencies began to use it as a community resource until finally a vast number
To share a proposition to create programs which the scholar perceives, there may not be a solution, nor there can be an improvement. If in fact the purpose of the article in attempts to give suggestions which seem to the one side, to better possible options and the other to achieve goals which may lead to the realization of a better information exchange. It is difficult to say which is the trend of the participation selection because there have been numerous attempts to change the situation. The article seems to the line and the need to do so is to turn the attention of the scholar -- that part of the world, where the case matters to figure out, what are the most effectively accepted by the student acceptance, and find and not least, there should be a focus on the necessary role of these parts in society, better able to cope with the situation.

In the same situation of the matter, the point of view is not need on how far in the smaller, or perhaps in the larger context. The early work of the proposition that will become the theme of a larger option, needs to be followed by the students of a larger context. The situation of this in the importance factor context can be considerably expanded in the field that aims the farm that aims to approach to the next view on the other situation, seems to me.
of agencies keep it in mind as a possible resource. The result of this haphazard growth has been that the Inn does not seem to have any definite intake policy. At least, few of the staff are aware of one if one exists. This situation has proved a great hindrance and has made it very difficult for the case workers to do what they have wanted to do in the best way possible. Literally, the Inn has not had an opportunity to use other community resources because it has been so busy being a last ditch community resource for many of the social agencies which have failed with their worst cases and consequently, wish to find any resource which will rid them of these problems. Many times the Inn graciously accepts boys referred to them by other agencies, and then when the Inn finds that it can do nothing with the boys it suddenly finds that the referring agency has left the case for the Inn to handle as best it can. Once the referrals to the Inn have been made the referring agency may skip town, as it were.

An institution implicitly assumes the task of providing a substitute for home and family life. The state may assume the institution's competence by virtue of little else than the institution's willingness to accept responsibility. 3

The above statement is directly related to the hindrances involved in meeting the case work needs of boys at the Inn. Evidence has demonstrated that many state agencies dump their

3 Coleman, op. cit., February, 1940 p.15
cases on Goodwill Inn and give them little thought once dumped. Of course, unlike some agency referrals one can ask the state to remove a boy since the state is legally responsible. This is not too easy since the Inn willingly accepted the boy in the first place. Often the state asks the Inn to give the boy another chance or to keep him on until they can find a new place for him. This does not work out because they forget and let the boy stay or admit that they can think of no other place to put him. Many of these wards have repeatedly failed in foster homes and are too old to be accepted again. They remain at the Inn and become useless to the Inn, to themselves, and to society. Such situations have an extremely bad effect on the general morale of the Inn, especially upon other boys.

Another example of the difficulties thrust upon the Inn case work is that of the boy who is on parole from a state correctional school. After these boys have served their sentences they are expected to take their place in the community. They are told to find a job and to adjust satisfactorily to community standards or be sent back to a correctional school. Many of these boys are sent to the Inn. While they are there they may go out looking for a job, or they may just complete the hours of work which are required for their maintenance. They may even fail to accomplish this task. If they fail to adjust they tend to hang on at the Inn, and amount to very little. Finally, after such
case on Goodwill Tap and give them little copies once

numbered. Of course, write some donors' names on the card and send them the cards.

the date to remove a pop music type recital to facilitate

possible. This is not that much since the Town Hall

option and make sure you can give them a place to

I'm to give the pop music recital. Can anyone go to keep the pop music

can find a new place for him. Then does not work and

because they're familiar and the date over the smut and there

can think of on other place to host him. We'll or those area

which have disappeared falling in other homes any way can only

from the town playground? Think it's all the way up on your doorknob. Can only

to be considered serious. What really make the fun is so serious, may to scooter. Scope at

years for the Inn to frame some and to occasionally committee.

nothing have an extra remain and affect on the general public

of the town especially when other party.

of another example of the efficient trust when the car

case work to find a top and to change them a license

collection point school. Then there does not have serious that

sentences that the expert to carry their place in the case

without. Then are to find a job and to change a ticket

incentive to community expression to do much pack of a got

to collection school. None of these does are sent to the Inn.

which is our collection the homes of your county who the detective

for their manifestations. Talk with some kind to accomplish

Cape Cape. I know left to another that room to pound on of

come tap, and means to each little. Plantilith, after snap
poor adjustment, the parole board may remove the boy. Again if this type of boy cannot be reached by the case worker he tends to become a destructive rather than a constructive force during his stay at the Inn. His worldly wise air serves notice that he does not expect to be disciplined nor does he feel obligated to fulfill any menial tasks requested of him.

Then there are the cases of the boys referred by such a place as the Boston Psychopathic Hospital. A boy may be sent to the Inn for observation and study purposes. The hope is that he will adjust favorably to group living. Often subsequent circumstances prove that the Inn is not the best place for him, but here again, the referring agency is apt to state that they would like the Inn to keep him since they can think of no other place to send him.

The above are just a few examples of the problems thrust upon and accepted by the Inn. The writer contends that the Inn should have an intake policy which is more selective. Many of the boys received for care are too young, and some are too old. The mixing of boys who differ vastly in age and life experiences would seem to be detrimental to accepted case work efforts. Many of the boys accepted present problems which the Inn is not equipped to handle. No matter how excellent its programs may seem to be the Institution's place in the child welfare field is not justified unless it can justify its special services for every child under its
poor management, the personnel policy can remove the poor performance of the personnel. If you want to become a strong team, you need to be flexible at the top level. The majority were at risk of losing their jobs due to restructuring, and we need to adjust our approach to staff retention.

Then there are the cases of the pay received by such a place as the modern hospital. A pay may be seen as the foundation of any organization and staff turnover. The pay is often used as a means to measure employee retention and employee satisfaction. However, if the pay is not competitive, the retention scheme may not be as effective. To ensure that they remain, it is important to keep them engaged.

The above are just a few examples of the problems faced by the hospital. The writer comments that the problem lies in the pay. The income is seen as an indicator of who is more selective, or how much of the pay can be expected to cover the cost of living. The writer also mentions that the staff are often seen as being overworked and underpaid. This can lead to a lack of care for the patients, which in turn can lead to poor management and a lack of interest in the hospital's processes. It is necessary to ensure that the staff are motivated to work and that they feel valued, which in turn can lead to better management.
care. The intake policy of an institution should be an index of its treatment facilities. Children who do not come within the classification decided upon by the institution as its field of service should be received for emergency care only. Many mistakes are made in placing boys, and the Inn must continually take time out to re-evaluate its work to see whether a boy is being served by continuing his stay. Re-evaluation must take place else boys will unjustly remain. The admission of those who cannot respond to treatment or care offered them creates difficulties for a staff trained to the philosophy of helping. This causes friction between case worker and the administrators. It is unfair to the case worker, the rest of the staff, and to the rest of the children who may suffer by it. As a result of an unselective intake policy we have a large number of boys being sent who are almost beyond the bounds of the psychotherapeutic form of case work which depends upon the medium of the relationship between worker and client, the form largely influenced by psychoanalytic thinking. The nature of the setting also may prevent the establishment of relationships which are confidential and so essential as an effective beginning in a case work situation. Psychiatrist George J. Mohr questions

4 "Standards of Foster Home Care in Institutions," op. cit. P.28
5 Slawson, op. cit. P.70
case. The intake policy of an institution should be an index of the treatment facilities. Children who do not come with the Family Section are referred to the Intake Section for intake as an Index of Service and to receive a treatment plan and the care

only. While these tasks are done at the intake, one can

see whether a path is being taken to continue the stay.

The admission of those who cannot' leave the hospital can take place after the patient's initial stay.

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the treatability of boys from the age of fourteen to twenty one by the usual case work methods when he states that if boys have repeatedly made poor adjustments to social situations and come into adolescence facing social problems they are apt to have extremely difficult time in handling present situations. They have built up a defense which reacts strongly against unpleasant and threatening situations. These reaction tendencies become organized as personality traits and are no longer amenable to ordinary case work procedures. 6

At present the Inn seems to collect too many of the case-work failures throughout the City of Boston. Boys coming to the Inn possess poor native endowment both as regards physical constitution and intelligence. Their lives have been chaotic and undisciplined. Their education has been meager. They come from inadequate homes and incompetent families. Many are derelicts and seem destined to sink to even lower levels of adjustment. In many cases we have little to offer them. Our program is not equal to the task of meeting their needs.

Often a boy is at the Inn some time before the Inn function is explained to him. He does not know what is expected of him. Many social agencies which use the Goodwill Inn fail/ 

the Inn programs and policies to the boys whom they refer. The chief reason for this seems to be that very few social agencies are aware of what the Inn is attempting to do or of what possibilities it offers boys. Consequently, they refer a boy with little else than hope that the Inn can do something for him and thus relieve them of further responsibility. If referring agencies were really interested in the welfare of those sent to the Inn they would make a more concentrated effort to determine the advisability of referring boys there. Major problems arise at the Inn because many agencies take it for granted that the Inn will accept any boy they wish to refer. The Inn is also to be criticized for allowing such conditions to exist as I have previously hinted. Social agencies cannot expect the Inn to take care of much of the residue of problems from their agencies. It all may boil down to a community problem, but the Inn should not be unduly hampered by it. Why should the Inn be hindered from realizing its aims by taking care of other agency failures? One may hint that the function of the Inn is to accept boys for the purpose of helping them and elevating them. This may be true, but the Inn cannot do this with a multitude of hopeless cases.

Earlier in this chapter it was stated that many of the existing problems of the Inn seem to be merely symptoms of an indiscriminate intake policy. Mere changes in intake policy may not cure the ills that the Inn is subject to,
The key programs and policies to cope with your goals today.

The critical lesson to this seems to be that the very low social sensitivity of these states of well-being and effectiveness is to our advantage in our current social and economic context. Allow yourself to feel your hope and the fact that this can go on around you with little else than just hope that the future leadership will take this for new and open approaches toward transformation.

In despair, understanding, and self-realization, I can refer you to Kim and some reflections from my latest research.

We feel that these states make utmost awareness in the matter of where we want to Live the truth, what it means to have.

Concentration efforts to democratize the objectivity of leader.

We feel that there is a more focused sense of the future, where the view could seem stationary, even for a moment. The issue is also to do with after seeing some conditions to arise as I have been seen.

Attention focused. Social scenarios cannot express the future of care care of much of the desire of properties toward equities. If we can meet with a comprehensive or community building, part of the I'm (with or with instant reactions?) as we were not.

The I'm in the potential to an extent the same on existing care of other specific interests, and may help that the function of the I'm I do expect your pool for the business of preserving and saving relationships. This may be true, and the I'm can...

not be true with a mistake of patience causes. At last it is apparent if we accept that much of the existing programs or the I'm seem to be a real situation of non-transformation.

We refer to an interactional technique bottle. More chances in this bottle may not come the time, and we can be supported to...
but the writer believes that such changes would bring about a vast improvement. Certainly if the staff and material facilities of the Inn are inadequate for coping with the number and variety of problems something should be done to ameliorate such a condition. This condition might be reduced by having an intake policy which would limit the number of boys served and be selective with regard to the types of problems accepted. In connection with the foregoing it is interesting to note that when the Rhyther Child Center of Seattle, Washington was established the following points were stressed: Limit the number of cases; Select those most likely to respond to the treatment offered; Avoid chronic cases and those bordering on the psychotic; Eliminate those who are too old and less likely to respond to treatment, and those who have had long or repeated periods in correctional schools; Omit those of too limited an I.Q.\(^7\)

An institution which attempts to meet the problems of many boys must possess a good disposal policy as well as a good intake policy. The Inn has been woefully lax with regard to an adequate disposal policy. I have pointed out that it has been faced with many difficulties when it wished to discharge a boy because it does not know to what

community resource to turn. The caliber of many of the boys provides a block to further referral once the boy has been referred to the Inn. Many of these boys, especially the boys from the Division of Child Guardianship and the Massachusetts Boys' Parole, quickly exhaust the Inn resources and then stay on at the Inn beyond a period which is beneficial to the Inn residents and to the boys themselves. Often the Inn accepts a boy and after a period discovers that it is offering him little. The Inn then may try to turn the responsibility over to the agency which referred him. This agency may consider that the Inn has taken the boy for an indefinite period or it may beg the Inn to let the boy remain simply because they have no other resource. The agency has been weak in that it has not made these other agencies share responsibilities for a sufficient length of time. The Inn has been careless when accepting referrals and other agencies have taken advantage of it. This is not mere speculation but based on conversations actually engaged in by the writer which have revealed this prevailing attitude.

The Inn must seek to discharge as rapidly as possible those boys whom it is no longer effectively serving and can no longer effectively serve. Boys that are allowed to remain longer than is beneficial, degenerate and cause confusion throughout the institution. It is possible that the Inn could perform as great community service by becoming a
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clearing house. Social agencies of Boston could send boys for observation and study purposes, and if it seemed wise the Inn could keep only those boys who could profit from such a program as the Inn staff and equipment were adequate to handle. By limiting and selecting promising cases for intensive work the Inn could perform an excellent case work service. If a careful diagnosis of a boy's situation demonstrated that the Inn was not the place for him, every effort would be made to remove the boy to some other community resource as soon as possible. The unpredictability of treatment success is less as we inspect the human material we have to treat with its constitutional deficiencies, the past influences that have been brought to bear upon the individual, the present conditions in which he exists, and his temperament diagnosis. It is essential that we avoid useless effort by the use of an adequate method of diagnosis as preliminary to treatment, yet we must not forget immediate needs as we become interested in observation and study techniques.

"Limits to the field of treatment will determine the depths of diagnosis necessary for the direction of treatment. Agency function is not merely an external limiting force but a dynamic directing agent in the practice of case work" [says Helen Taussig]. "An agency is set up to perform certain functions, and unless the client's needs fall within these functions, the agency case worker cannot assist him. Such an attitude helps to

8 Mohr op. cit. pp. 352-363
The caption of the table of contents necessary to the classification of treatment is not material as regards the table of contents necessary to the classification of treatment. A specific example of case work "likely to fail" and its social consequences has been given. In the selection of cases, work "likely to fail" should be excluded. However, these limitations are not meant to restrict the use of the table of contents necessary to the classification of treatment and its social consequences. The caption of the table of contents necessary to the classification of treatment is not material as regards the table of contents necessary to the classification of treatment. A specific example of case work "likely to fail" and its social consequences has been given. In the selection of cases, work "likely to fail" should be excluded. However, these limitations are not meant to restrict the use of the table of contents necessary to the classification of treatment and its social consequences.
define and limit the efforts at treatment and helps the client and does not give him the false impressions that he can be helped by the institution when it may be impossible to help him."

Experience has shown that it is the qualitative equipment of the case worker, the integration of the worker's diagnostic skill, which tests the practicability of the case work services rather than adherence to long drawn out procedures. 10

These two factors together burden the case worker with problems and situations which should not be demanded of him.

Few people and few social agencies are aware of the nature and function of the Goodwill Inn. As a result, few have any understanding of what social problems it attempts to meet and what problems it is equipped to meet. The writer feels that if social workers in Boston were more aware of the limitations and the possibilities inherent in the Goodwill Inn organization, fewer misplacements would be found at the Inn.


Social Work Year Book, 1940, p. 521

9 Helen P. Taussig, "Treatment as an Aid to Diagnosis" Family, Volume XIX, p. 289, January, 1939

10 Social Work Year Book 1940, p. 521
These two factors together prevent the case worker from being able to take a deep interest in the welfare of people and few people can learn to become case workers by way of an organization like the Goodwill Inn. In a sense, few people can learn anything about the Goodwill Inn and the work it does and take any meaningful part of such work in the organization. It is not surprising to find that few people can learn anything about the Goodwill Inn and the possibilities inherent in the Goodwill Inn organization. Fewer misinterpretations would be present if the Inn.


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