

# JEWISH SOCIAL RESEARCH IN UNITED STATES

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The development of Jewish communal institutions in the United States naturally followed a course parallel to the growth of the Jewish population: a small representation previous to the last quarter of the nineteenth century with a prolific increase thereafter continuing to the present day. There are to-day throughout the country, conservatively speaking, more than 1000 philanthropic organizations under Jewish auspices, and the number would be easily doubled, if educational, recreational, and cultural agencies were included. This tremendous development of communal activity brought with it the necessity for co-ordination of effort on the part of individual agencies confronted with common problems; national organizations were created, co-operating media established, and the federation movement launched.

As a natural result of this higher organization came the necessity and demand for specialized service in gathering information for general guidance and executive action. The first effort to bring together detailed information of this character was made by Dr. Cyrus Adler, the founder and for many years editor of the AMERICAN JEWISH YEAR BOOK, the first issue of which appeared in 1899 (5660). These volumes, from the very beginning, contained statistics of interest, directories of local and national Jewish organizations, and bibliographies, and gave a chronological statement of important events occur-

ring during the year. The American Jewish Committee, established in 1906 to protect the Jew from persecution and to prevent infringement upon his civil and religious rights, was immediately confronted with the need of securing reliable data upon the many questions of moment. Charges were made that the ratios of dependency and other social abnormalities among the Jews of this country were excessively large; but despite the firm conviction of the absurdity of these statements, figures necessary to disprove the calumnies were not readily available. The broad problem of immigration, the passport question, the condition of Jewry in the different European countries, were all subjects in which the Committee became vitally interested and upon which extensive information was lacking. Accordingly, an "Information and Statistics" service was established, but, because of inadequate resources, the work during the early years was limited to the clipping of germane articles in the daily and periodical press, to the cumulating of sundry pamphlet material, and to the indexing of relevant bibliographical works.

#### BUREAU OF JEWISH STATISTICS AND RESEARCH

In January, 1914, for the better performance and extension of this work, the Committee organized the Bureau of Jewish Statistics and Research with the object of bringing together, in accessible form, information pertaining to the social, religious, and cultural conditions of the Jews in America, and of gathering statistical data of interest. The immediate tasks undertaken included the collection of all material relating to Jewish immigration; the gathering of statistics concerning the number of Jews in the regular army, navy, and national guard; the number of Jewish burials and marriages in New

York City; the number of Jews engaged in the European war, and the proportion of Jewish criminality. In 1916-17 censuses were taken of Jewish inmates in the prisons, penitentiaries, and reformatories of New York State, of Jewish school children in New York City, and of Jewish communal workers, rabbis, and university students. In 1918, the Bureau made an enumeration of the Jewish population of the United States, and, in conjunction with the Bureau of the Census, statistics were compiled regarding the Jewish religious institutions of the country.

Development of similar character was the Field Bureau of the National Conference of Jewish Charities. The Conference had been organized in 1899, with the objects of providing a medium for the discussion of problems of philanthropic agencies, of promoting reforms in their administration, and of providing uniformity of action and co-operation in all matters pertaining to the alleviation of distress and improvement of social conditions affecting the Jewish poor. The discussions evoked at the regular conferences led to a realization of the need for the detailed study of various problems. As a result, several extensive investigations were made, among which should be mentioned particularly studies of desertion and of the problem of tuberculosis and poverty among the Jews of Denver. The first, it is interesting to note, led to the establishment of the National Desertion Bureau, a unique and important contribution by Jewry, for this agency has performed valuable service in greatly reducing desertions among Jews, thus preserving family morality and resulting in a tremendous economic saving to the community. The second study revealed the fact that the Jews of America were contributing more than three-quarters of a million dollars

per annum for anti-tuberculosis work without any large policy of regulation or plan of organization.

#### FIELD BUREAU OF THE NATIONAL CONFERENCE OF JEWISH CHARITIES

In 1916 the Field Bureau of the National Conference of Jewish Charities was created. Among other duties, it was to serve as a central source of information upon Jewish philanthropic activities, and was to collect data regarding the accumulated experience of the different cities in this field. It was soon evident that the Bureau filled an important place; hundreds of organizations from all parts of the country called on it for advice upon a variety of subjects. Queries were answered concerning record forms, federation work, treatment of transients, fund-raising methods, etc. Important survey work was undertaken in 1918, the most notable task of this character being the Chicago Survey of Jewish Charities, the first thorough study of the entire Jewish philanthropic program of a large city. Consideration was given to the problem of child care, the character of the community's relief work, its social and recreational activities, its health care, provision for the aged, etc., and of the organization and accomplishments of the financial federations. Based upon the facts gathered, a comprehensive community program was outlined, correlating all institutions into a unified scheme of administration to eliminate duplication of effort, and to introduce services hitherto not provided for.

Other developments along the lines of specialized research and information work in the Jewish field were the offspring of the New York Kehillah, which, soon after its organization, found it necessary to establish scientific bureaus of research

to gather accurate data upon community problems and to interpret them properly. Accordingly, in 1910, the Bureau of Jewish Education was created, and one of its first tasks was a survey of the financial status of Jewish schools for the purpose of systematizing and standardizing Jewish religious education. In 1914, the Bureau of Industry was founded to investigate the causes of industrial disturbances among Jews, and to harmonize the conflicting interests of employers and employees. To fill the want of a comprehensive and classified list of the numerous congregations, societies, and other Jewish social agencies of the metropolis, the Kehillah prepared a Jewish Communal Directory. An investigation of the number of Jewish voters in Greater New York was found essential in connection with the Kehillah propaganda for naturalization. Another important question demanding thorough and impartial study was the desirability of federating the Jewish charities of New York. These and other urgent problems constantly recurring, relating specifically to philanthropic work, impelled the Kehillah, in conjunction with the New York Council of Communal Institutions, to establish the Bureau of Philanthropic Research in 1916 "to study carefully, systematically, scientifically, the whole philanthropic problem of the Jews of New York City."

#### BUREAU OF PHILANTHROPIC RESEARCH

The first large task of the Bureau of Philanthropic Research was an intensive investigation of the fourteen Jewish day nurseries in New York City providing daily care for over 1000 children whose mothers are at work. It was found that while a few of these institutions were of very high type and

compared favorably with the best, in others the conditions were such as to call urgently for correction. Some of the more important defects indicated in the lower grade institutions were: quarters unsuited to the work, deficient from the standpoint of fire protection, adequacy of space, and dining, dormitory, and lavatory facilities, inadequate equipment and uncongenial furnishings, carelessness in observing sanitary precautions, insufficient co-operation, too narrow a conception of the task, and the absence of capable leadership. On completion of the study, a conference was called of directors and executives of these institutions and of other persons interested in the problem. The discussions were most helpful, and the co-operation of the nurseries was enlisted in bringing their work up to standard.

The treatment of the dependent Jewish blind was the subject of a second study. It was found that there were fundamental differences in policies and methods among the agencies performing service for the blind, that there was need for more adequate social and recreational activity, also for the extension of institutional accommodations for the adult group, and that training and employment were essential if the blind beggar were to be eliminated.

Other important studies concerned the delinquency problem, the work of employment bureaus, the development of co-operative credit, and the adequacy of facilities dealing with the temporary care of children. The Bureau was also of decided service in making evaluations of the work of particular organizations seeking admission to the New York Federation of Jewish Philanthropic Societies, applying for incorporation by the New York State Board of Charities, and soliciting the support of the community's philanthropists.

Each of the three bureaus described above had in origin its distinct field of inquiry: the Bureau of Jewish Statistics and Research of the American Jewish Committee was primarily interested in gathering general sociological and statistical data regarding Jews; the Field Bureau of the National Conference of Jewish Charities was concerned with making available information about Jewish social service in the different communities of the country; the Bureau of Philanthropic Research was limited in its work to New York. With the development of the individual programs, however, it became apparent that the several functions divided among the three distinct bureaus were intimately related. The purposes of the Field Bureau and the Bureau of Philanthropic Research were closely parallel, the respective operations being distinguished merely along geographical lines; both of these agencies required the more general demographic data collected by the other organization in connection with practically every one of their several studies. The next step taken in the early part of 1919 was but natural; the three organizations were merged into the Bureau of Jewish Social Research, thus centralizing the previously divided functions and, by virtue of the consolidation and larger support, extending the scope of the work.

#### BUREAU OF JEWISH SOCIAL RESEARCH

The new Bureau is particularly conceived as the social research agency of American Jewry, prepared to study its problems, to advance standards of philanthropic administration, and to serve as a central source of information on matters of sociological interest pertaining to Jewry all over the civil-

ized world. In accordance with its purposes, the idealized plan of organization of the Bureau embraced six departments: the Department of Social and Communal Activities in New York City, which concerns itself with the local problems of New York; the Department of Service in Communities outside of New York City, to perform the same service for other communities; the Department of Jewish Statistics, to compile special data upon social, religious, economic, and cultural conditions of Jewry throughout the world, and to gather vital statistics of interest; the Department of Information and Consultation, to provide information and consultant service upon problems of organization, administration, and improvement of social and communal agencies; the Department of Training of Jewish Research Workers, for the training of research assistants; the Department of Publications and Exhibits, to publish the important findings of the Bureau's sundry investigations and studies.

The Bureau of Jewish Social Research has now been in actual operation for one year. The major studies undertaken and completed comprise three comprehensive surveys of vital problems in Jewish social service: one concerned the care of dependent Jewish children in New York City; a second was a Study of the Standardization of the Profession of Jewish Social Work; the third was a Survey of Jewish Recreational Facilities in New York City. Three less elaborate studies have also been completed: one is a modified Budgetary Study of Institutions Affiliated with the New York Federation; another, a Study of the Record Keeping System of the United Hebrew Charities of New York; the third, a Study of the Curricula of Training Schools for Social Service. Three minor investigations were made: one was a Study of the



Endowment Funds of Institutions Affiliated with Federation; another, a Population Study of the Neighborhood surrounding the Brightside Day Nursery; the third, an Analysis of the Distributions in Kind by the Industrial Department of the United Hebrew Charities of New York. In addition to the studies actually undertaken, plans were drafted for other surveys contemplated, among which the following may be mentioned: a Survey of the Jewish Philanthropies of Cincinnati; a Neighborhood Survey of the Williamsburg District in Brooklyn; a Statistical Study of the Jewish Population; a Study of the Jewish Delinquency Problem. The statistical and demographic work of the former Bureau of Statistics and Research of the American Jewish Committee has been continued, and a large number of requests for information made by responsible organizations and individuals either upon the work of particular Jewish organizations, or concerning general Jewish social problems, were answered.

#### SURVEY OF JEWISH CHILD DEPENDENCY PROBLEM

The most important single task undertaken and completed by the Bureau was a survey of the entire problem of Jewish child dependency in New York City. This study was concerned with the adequacy of provision for and character of care afforded by the community to the 50,000 Jewish children who, for one reason or another, come to the attention of its public or private social agencies in the course of the year. The findings of this study in several fundamentals were so original and of such sweeping import that wide attention has been attracted.

For the past twenty years there has been active debate upon the question whether dependent children brought up in orphan asylums thrive as well, physically, mentally, and socially, as dependent children boarded out in foster homes, or those kept in their own homes by giving the mother adequate relief for their support. It was for the purpose of determining by a scientific method which form of care is preferable, that comparison was made of the physical development of groups of Jewish dependent children cared for under the respective plans. It was found that both boys and girls showed consistently and strikingly, in weight and in height, a more rapid rate of growth under family care than under institutional care, and that the institution, in fact, has a regressive effect both on weight and on height, *i. e.*, the longer the child remains in the institution, the less favorably does he compare with dependent children of corresponding age cared for under the family home plan. These findings are in accord with the weight of expert opinion, based on long experience and observation, which has favored the family form of care. It is recognized that the high-grade institution has advantages for the older groups of children, those of ten and over, who can benefit by the special educational, vocational, and social opportunities, but it is clear that the younger element should, as far as possible, be placed in family homes. To effect this development, the report recommends that the present boarding-out bureaus conducted individually by the several orphan asylums be replaced by a strong independent central boarding bureau to perform the work on a comprehensive basis.

The study further indicated that the dependent child problem is, in the main, one of health. Thousands of Jewish

children discharged from hospitals require subsequent convalescent care to prevent relapse and retardation of growth; large numbers living with families, certain members of which are tuberculous, are in need of preventorium treatment; hundreds are suffering from cardiac affections so serious as to require institutional care; a tremendous number of undernourished children require fresh-air treatment and special feeding. With regard to every one of these groups, community facilities are inadequate.

The most constructive recommendation growing out of the study was the need of creating a Clearing Bureau to serve as a central station for the registration, reception, observation, and disposition of Jewish dependent children coming to the attention of the various communal agencies of the city. A Clearing Bureau of the character proposed would enable the community to utilize to the maximum its available resources; would gather accurate statistics upon each phase of the child welfare problem, and thus determine with precision the community needs; would make more judicious and scientific classification of the children, and, in consequence, determine upon the most rational disposition of each case; and would lead to the all-important co-operation of every child-caring agency in the solution of the problem as a whole.

On the completion of the study, a conference was called of directors of child-caring institutions and of workers directly concerned in the problem, at which the findings were discussed and the program recommended by the Bureau endorsed. The recommendations made are now under consideration of the Child Care Committee of the New York Federation.

### SURVEY OF CONDITIONS IN THE PROFESSION OF JEWISH COMMUNAL WORK

The second major study completed by the Bureau was a survey of conditions in the profession of Jewish communal work. The growing unrest prevailing in the ranks of communal workers led to a request by the New York Federation that the Bureau undertake a special investigation of the profession for the purpose of determining whether there was a shortage of workers; if so, what the causes were; and what should constitute an adequate basis of compensation. In the course of this inquiry, executives of the largest and most representative Jewish social organizations in New York City were interviewed, and questionnaires were sent to the communal workers employed by these organizations to obtain supplementary data.

The information gathered developed the fact that the majority of Jewish social service agencies considered were experiencing a shortage of communal workers, that the rate of turnover in personnel was excessive, and that a large number of able workers were leaving the profession. The inadequate salary basis was stressed by executives as the most important single cause for the general dissatisfaction which obtained, but unsatisfactory working conditions, the non-professional status of the work, insecurity of office, friction with members of boards, the absence of a pension system, and loss of faith in the constructive value of the work, were among other reasons given as being in large measure responsible for the unrest.

Another serious fact revealed by the study was that seventy per cent of Jewish social workers had had absolutely no train-

ing for their responsible duties, and that less than one in ten had any approach to what might be termed adequate preparation for their many trying tasks. Opinion in favor of training was emphatically expressed by the majority of administrators of Jewish institutions who have gone on record urging special training as prerequisite for admission into the field of communal work, and also as prerequisite for salary increases. Training, if not obtained at a professional school, becomes a direct burden upon the communal organizations themselves. The student who has completed a course in applied sociology and philanthropy brings to his work a broad understanding of the interrelation of social problems, of the common task of social agencies, and possesses a general equipment which makes possible adaptability and versatility.

With the growing complexity of problems and with the development of a definite technique in coping with the many difficulties, there has come the demand and necessity for the highest intelligence and vision, the finest qualities of personality, of courage, of initiative, of virility, of faith, of enthusiasm, and of self-sacrifice on the part of the professional agents of social reform. It cannot be expected that these qualities and this broad point of view will be secured as long as the rank and file of Jewish communal workers are compensated on a par with the lowest-paid manual laborers and when the conditions of employment are not on a dignified plane.

But while the status of Jewish communal work, as revealed by the findings, may well be viewed as fraught with grave consequences, the situation is far from discouraging. Conditions must be made more agreeable and more promising in order to secure an adequate supply of able and enthusiastic

workers. Towards the accomplishment of this goal these basic recommendations are made: that there be introduced a salary scale for Jewish communal workers involving a definite initial salary, graded for particular positions, providing a reasonable basis for subsistence in terms of present economic conditions, a regular annual increment, and, to stimulate ambition, a reasonable maximum salary; that there be organized, at the earliest possible moment, a training school for Jewish social workers, which would give fundamental and versatile training in the various fields of Jewish social service; that there be organized a committee on co-operation and adjustment, consisting of members of directorates and of an equal number of professional social workers, to compose serious differences arising between executives and their board members which cannot be settled otherwise, to establish standard working hours, vacation periods, etc., to improve working conditions, and, in general, to initiate such other steps as would help to stabilize and to standardize the profession; and that there be created a sound and reliable organization representative of the leadership and of the rank and file, to define professional standards, to express the ideals of Jewish social workers, and to assure cohesiveness and an *esprit de corps*.

Plans are now being made for the organization of a training school which will be conducted in close co-operation with the Bureau of Jewish Social Research; the principles laid down in developing the salary scale for social workers have been applied in a number of institutions; and the reorganization of the New York Society of Jewish Social Workers is now under way.

## SURVEY OF JEWISH RECREATION FACILITIES

The third comprehensive study undertaken by the Bureau was a survey of the recreation facilities in Manhattan and the Bronx for the purpose of assisting the Plan and Scope Committee of Federation to determine what action should be taken with reference to applications from various Jewish recreational institutions for new buildings or extensions of existing facilities. The report made showed in detail the Jewish, non-Jewish, public, and commercial recreation agencies in the two boroughs, which were divided into fourteen districts based on the Jewish population. The extent of recreational social service performed by the Jewish agencies for the Jews of the respective districts was determined, and a clear indication was thereby obtained as to which sections were in greatest need of additional service of this character.

Analysis of the different forms of Jewish recreational agencies showed six distinct types: the *Alliance*, which seeks to Americanize the Jewish immigrants through a variety of social, educational, cultural, and religious forces, and puts emphasis on activities within the buildings; the *Settlement*, primarily intended for the improvement of social conditions of the neighborhood in which it is located; the *Y. M. H. A.*, whose work is purely institutional and primarily concerned with adolescents; the *Jewish School Centre*, which seeks to exert a community influence with the Hebrew school as its nucleus; the *Institutional Synagogue*, which makes the synagogue its pivotal point in radiating Jewishness; the *Synagogue Centre*, which is a synagogue club restricted to the families of the congregation.

A new conception of a Jewish community centre is advanced as a dynamic force to project itself into the life of the neighborhood, promoting its improvement in the general as well as specifically Jewish phases of community problems; to stress service to the adolescent, but to include activities for adults and children; to be a Jewish centre for the promotion of Jewish activities with cultural elements having a prominent place, and to provide recreation as a means of character development, healthy physical growth, and wholesome moral life. "The Jewish community centre is neither a socialized Hebrew school, nor a synagogue extension or a synagogue club, or an imitation of a non-sectarian settlement, or a young men's or young women's educational and physical culture institute. It is a recreation agency, with active neighborhood and communal interests, assigning to Jewish cultural, social, and physical activities a conspicuous part in its program, without neglecting general cultural, aesthetic, and educational work."

The survey developed the need of recreation co-ordinators in each district to ascertain the recreation needs of the Jews in the neighborhood, to take stock of existing recreation facilities, to stimulate their use by the Jewish population, and, in general, to co-ordinate all facilities in a Jewish community program of recreation.

#### STUDY OF RECORD KEEPING SYSTEM OF UNITED HEBREW CHARITIES

A purely technical study was that made of the record keeping system of the United Hebrew Charities of New York, which, realizing the need of new record forms and new statis-



tical methods and realizing also that the problem is one common to Jewish relief agencies all over the country, called upon the Bureau to develop a system for their own use and for possible adoption by similar organizations elsewhere.

As a result of this study, the old record and report forms were discontinued and entirely new equipment and methods installed. The system adopted and already in operation eliminates waste effort, organizes information concerning the individuals under care in clear and logical form, insures continuous and prompt action, facilitates close control by both workers and executives, and almost automatically develops periodic inventories of work accomplished that are concise and self-explanatory. The new methods were found of such decided merit that Philadelphia called upon the Bureau's investigator to install a like system for its relief society, and inquiries regarding the system have been received from a score of other communities. One indication of the efficiency of this system is the fact that it has been possible for the United Hebrew Charities of New York to dispense with the services of seven out of twenty-one stenographers, thus saving approximately \$6000 per annum.

#### ADVICE AND INFORMATION SERVICE

The multiplicity of social organizations, which independently appeal to the public for funds, makes it imperative that there be a central source of information to which persons who have been solicited can turn for advice regarding the worthiness of such institutions. In the absence of a service of this character, the busy man of commerce has often had to trust to chance that his subscription would be devoted to

an essential purpose. The Bureau of Philanthropic Research and its successor, the Bureau of Jewish Social Research, have, during the past four years, answered nearly 300 such inquiries concerning Talmud Torahs, hospitals, convalescent homes, homes for the aged, day nurseries, recreation agencies, national federations, war agencies, and a variety of other organizations. Information has been furnished concerning societies in different parts of the country, and concerning Palestinian institutions.

The importance of this work will become apparent from a few examples: One organization, in existence for several years and claiming to serve the needs of cripples, had distributed hundreds of "mite" boxes throughout the city to secure funds. On investigation it was found that the organization had performed absolutely no service for the group supposed to be its beneficiaries, that the money raised supported one individual who occupied several offices, and that the names of responsible people appeared as officers of the society against their sanction. Another agency was aggressively soliciting members of the Jewish community for support on the ground that it was conducted by Jews, and that its work was among Jews; investigation revealed that the people interested belonged to a colored tribe from an Asiatic country, not Jews at all, that their work was of a low grade, and that service was rendered to negroes only. A dozen inquiries were received, in the main from business firms, regarding this one organization. An illustration of the more constructive aspect of this work is the case of a pioneer agency in the movement for infant hygiene instruction, which continued this activity after the city, benefiting by the experiment, had taken

up and adequately extended the service through its milk stations. When it was brought to the attention of the splendid women directing the enterprise that the need for their original activity had disappeared, it was decided to direct their energies into another field.

The Bureau volunteers a similar service for the New York State Board of Charities which passes upon all applications made by philanthropic organizations seeking incorporation in this State. The possession of a charter gives an agency prestige, implies that the organization is under responsible management, and is entitled to public support; it is therefore essential that the closest scrutiny be made of organizations applying for incorporation. All applications from Jewish agencies are referred for investigation to the Bureau which submits a detailed report to the Board.

#### SERVICE TO FEDERATION

The federation movement has had a remarkable development among the Jewish communities of the country. There are to-day approximately fifty Jewish federations which control the funds of hundreds of organizations, dispensing annually over ten million dollars. These federations are responsible for the adequacy and efficiency of the organized Jewish social effort of their respective communities. It is here that the research function has an organic place, for in order that Federation be made sensitive to the needs of the community, the executive should have at his disposal a staff agency to gather the requisite information for his guidance.

The Bureau has been especially helpful to the New York Federation during this first year of its activity. All of the

major studies, to which reference was previously made, were undertaken at the instance of the New York Federation, and have already proven of decided value in community planning. Of more immediate utility was a modified budgetary study which brought together, in systematic fashion for convenient reference, all data regarding the financial transactions between Federation and its affiliated societies. The Bureau has also been of service in making investigations of societies applying to the Federation for admission. A definite technique has been developed for these investigations which cover in detail origin, organization, administration, finances, standards of work, plant and equipment, statistics, etc.

#### DEPARTMENT OF INFORMATION AND STATISTICS

The more general demographic work, formerly performed by the Bureau of Jewish Statistics and Research of the American Jewish Committee, was of such importance that it was organized as the first distinct division of the Bureau, called the Department of Information and Statistics. A plan was outlined comprising in its main features: keeping in touch with current events of interest to Jewry; making such special statistical inquiries as may be deemed important; compiling directories of Jewish communal organizations; making abstracts from all sources of significant facts of Jewish sociological interest, and providing important bibliographical service. An effective start has been made in the compilation of a thorough bibliography of Jewish social service which will prove of great benefit to all those interested in Jewish social problems. A special study has been completed of the occupational tendencies among Jewish college men. The statistical data

regarding Jewish immigration and the Jewish population in the United States and other countries have been prepared for the AMERICAN JEWISH YEAR BOOK 5681 (vol. 22).<sup>1</sup>

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A brief summary of the development of Jewish social research work in the United States, culminating in the organization of the Bureau of Jewish Social Research, has been presented above. The new Bureau, both in volume of service rendered and in the generation of fundamental concepts in progressive philanthropy, has firmly established its place as an indispensable organ for the adequate treatment of Jewish social problems. The Bureau may now be considered as the staff agency for all organizations and individuals concerned in the care of the handicapped and in the improvement of social conditions. It makes known the best standards in every phase of social endeavor and serves as a guiding hand for executive action. Tasks thus far performed are but the results of what may be considered the experimental period. Organization has now been perfected, and the accumulated experience gained may be applied with redoubled effect and economy to the best solution of the many problems still awaiting attention.

The great Jewish community of New York, numbering one and a half million souls, will continue to demand a large measure of the Bureau's service, but in an increasing degree its facilities will be made available to the country at large. Even during this first year the work has been on more than a local basis. Correspondence has been carried on with a num-

<sup>1</sup> See pp. 361-382.

ber of Jewish communities, advice has been given on a variety of subjects, and the results of the several studies made have been disseminated, throughout the country, to organizations and individuals who could benefit thereby. The Bureau may indeed claim to have already established a national reputation, for communities in the Far West, in the Middle West, and in the South have applied to it for instruction. Arrangements for survey work are now pending with several of the large cities of the country that are interested in overhauling their present methods of philanthropic administration and inaugurating working programs in accordance with the most modern standards. The Bureau has a basic and versatile staff around which it is possible to build rapidly an organization to undertake any task which is legitimately its province. The future holds forth a bright prospect for wide, constructive service in guiding Jewish communal effort to cope with our multifarious problems along the most enlightened paths.