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# ET CETERA

Junior League of Grand Rapids Inc.  
Anniversary Issue 1975



GERALD R. FORD LIBRARY

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The purpose for which this Corporation is to be formed is exclusively educational and charitable and is:

- to promote voluntarism,
- to develop the potential of its members for voluntary participation in community affairs,
- to demonstrate the effectiveness of trained volunteers.

## What's it all about?

**It's about YOU.  
It's about YOUR interrelationships.  
It's about YOUR community.**



**ABOUT YOU:** The Junior League offers a chance to use your talents. You try your talents in different places and in different ways, and then discover what fits your personality best. You try to work with pre-schoolers—it's not for you. You try to work in the Juvenile Court System—it's not for you. You try to organize a day-long seminar, ah—that's you! You ponder, "Why is this me?" You begin to analyze yourself and your strong and weak points, and it all begins to fall into place. The Junior League is assisting you in realizing your full potential. You can evaluate yourself; you can see where you wish to grow. You realize that you have much to contribute and the ability to fulfill your interests, both now and in the future. The Junior League can be a vehicle for individual growth and development. So, if you let it, the Junior League can help you best be *YOU*.

**ABOUT YOUR INTERRELATIONSHIPS:** While you are developing your potential in the Junior League, your personal associations, whether they be with children, spouse, parents or close friends, will be developing. They will be experiencing your growth. This intimate group will see that you care about the world and the community of which they are a part. They will see that concern for others is also concern for them. People do not function as separate entities. What we receive, as children, as adults or as members of a community interrelates and depends upon what we give. This is good citizenship. This is voluntarism: to care; to become involved; to see necessity; and to take action for change. Citizenship and voluntarism demonstrate to those close to you that you care about their heritage. They, in turn, learn to care. They see you as more than a teacher, secretary, executive director, accountant or housewife. Through your growth, they grow.

**ABOUT YOUR COMMUNITY:** And the community benefits! When you become involved and your associates grow with you, the community prospers through the contribution of trained, confident, educated, and enthusiastic citizens. It responds to and reaps the benefits of the challenges of change, risk, flexibility, negotiation, and compromise. Community impact will be extended as a result of the expanded capability and focused competence.

Through involvement, you may be a small part of the total community, but you have exemplified how each "you" relates to the other, and that's what it's all about!



*Judith C. Spindle, President  
Grand Rapids Junior League*

# History of the Association of Junior Leagues, Inc. by Margaret Pyle

The Junior League was founded in New York in 1901 by Mary Harriman with the help of Natalie Henderson. Their purpose was, first, to interest young society women in all kinds of charitable and social effort and, second, to make more effective their volunteer service.

Boston was the second city to form a League in 1907. In 1912 the six existing Leagues held a conference in New York. Since 1917 Junior League Conferences have been held annually.

The need for a central organization was met in 1921 when the Association of Junior Leagues of America, Inc. was formed by thirty leagues. At this time the Association was chiefly a clearing house of information for the Leagues. It was not until 1930 that a professional advisory staff was formed.

The Association, headquartered in New York City, has grown in service and in size. Today there are over 220 autonomous Junior Leagues in the United States, Canada and Mexico, with a membership of approximately 110,000. The projected growth rate for the Association is 2.5 Junior Leagues a year. In 1971, to reflect its international composition, "of America" was dropped from the name of the Association.

All Junior Leagues are exclusively educational and charitable. They share a common purpose with the Association: to promote voluntarism; to develop the potential of its members for voluntary participation in community affairs; and to demonstrate the effectiveness of trained volunteers.

The 19 members elected to the Board of Directors have the responsibility of directing the affairs of the Association. The Board represents the top level of authority. It fixes broad policies, determines the general course of the Association as directed by member Leagues and appraises the effectiveness of over all results. The Association Staff translates into action the plans and policies established by the Association Board and member Junior Leagues. It also provides professional advice in many fields to any League upon request.

The Grand Rapids Junior League has had an active involvement with the National Association. Between 1970 and 1972, Rosemary Murphy, a former president of the Grand Rapids League, served as a Regional Director of 15 Junior Leagues in Ohio and Michigan. During this time she served as Chairman of Program Services. This committee helped to develop the Environmental Conference in Chicago and the Criminal Justice Seminar.

During Rosemary's term, the Association was continuously examining and re-examining its role as a relevant organization. As a result of its continuing search for the best structure to assure new vitality and purpose for the organization, AJL reorganized. The Association is now divided geographically into six Areas, each having an Area Council. The function of these Councils is to coordinate Area services and assist Leagues in identifying and meeting their needs. Council offices are located in New York City, Washington, D.C., Atlanta, Chicago, Dallas and San Francisco. Grand Rapids is a member of Area IV with its office in Chicago. Barbara McGuihl, of Grand Rapids, is presently serving as an elected Area Council member. She provides service to nine Leagues in Area IV according to their needs and priorities. Her responsibilities include attendance at conferences, area meetings, workshops and seminars, as well as making individual League visits to provide assistance and counsel in the maintenance of standards.



Mary Harriman

# The beginning. . . by Jo Bender

Although the Junior League of Grand Rapids is proudly celebrating its 50th birthday, it also is in the unique position, for a Junior League, of being able to look back to its ancestors.

It was in the year 1903 that a group of debutantes formed the Butterfly Guild of Butterworth Hospital. The very name suggests the life-style of the era. However, for almost twenty years the Butterflies flew in many directions raising money for their Maternity Free Bed Fund through Cabarets, Valentine Balls, and Dog Shows.

The amounts raised through these ventures seem small compared with a Bargain Bonanza, but you got a lot for your money in those days. The figures for one year show that complete hospital charges for mother and baby amounted to \$2.31 a day.

From 1922 to 1924 Nellie Clements was the president of the Butterfly Guild, and during that time it was suggested to her "why not change your guild into a Junior League?" Although this was a rather unorthodox procedure, Nellie took a chance and contacted the National Headquarters while on a trip to New York. A Miss Gould, presiding at a lone roll-top desk in the New York Junior League Club Rooms, turned out to be "The National Headquarters". However, she graciously offered a skeleton constitution, and things were underway.

After a year's probation, we were approved, and in 1925 became a bone-fide Junior League with Nellie as our first president. At this time, the Maternity Free Bed Fund, amounting to \$5000.00 was turned over

to Butterworth Hospital, and a plaque commemorating the gift was placed in the lobby of the hospital.

When we became a Junior League, the archives reveal that there were 161 members, classifying them as active, sustaining, non-residents and transfers. It became something of a problem, as several older sisters refused to admit to being forty. However, having passed that roadblock, we proceeded to the drafting of our constitution, which was accomplished by Nellie Clements, Florence Steele, and Gertrude Wilcox, ably assisted by a lawyer-husband, Mr. Benjamin Merrick.

Operating on the hours of work system, and allowance being made for extra League activities, one of Mr. Merrick's sticky problems was how much credit should legally be given for having a baby.

Upon his advice, in 1926 the League was incorporated. The incorporation papers were signed by Nellie Clements (Past-President), Florence Steele (President), and Josephene Bender (First Vice-President).

1927 saw the League move from a strictly charity role to one of helping those who help themselves. We inaugurated the Part-Pay Maternity Plan, whereby the cost of confinement was shared by the patient and the League.

Thus, a new era began in which we assisted in worthwhile activities and instituted several pilot projects. Some worked and some didn't, but the League was beginning to play a vital part in the development and enrichment of life in Grand Rapids.



Mrs. Harold Lamb assists at the Clinic for Infant feeding.



Our three founders . . . L. to R. Florence Steele, Nellie Clements (seated) Jo Bender.

# 1925-1935 by Jan Brander



If you knew the "right" people, had a father or father-in-law with the "right" last name or were a member of the Butterfly Guild of Butterworth Hospital, you could have been one of the early members of the Grand Rapids Junior League. That's the way it was in the golden age of high soci-

ety. A newspaper article of the day described the Junior League as an organization where by ladies of leisure may volunteer their time to their community. Grand Rapids even had its own royalty, for one of those ladies was the Baroness Katie De Korsak.



Baroness Katie De Korsak

It was Mrs. Carl A. McNabb of Paris S.E. who had the distinction of owning the very first Belgian police dog in Grand Rapids. "Siroco" was shown in the Junior League Bench Show of 1925 in the Klingman Building.

In 1925 the new League opened a magazine stand and small office in the Oakwood Manor. John Blodgett stopped each afternoon upon leaving the bank to purchase some chocolate mint candies and a magazine to sustain him on his daily walk to his estate on Plymouth Road S.E.

Annual Conference reflected the splendor of the times when representatives to the 1929 Conference in Wilmington, Delaware reported on a dinner held in the palatial estate of Pierre duPont. Features of the home included immense greenhouses and beautiful electrical fountains.

The annual spring luncheon at Kent Country Club often included a craft show by the League members. In 1928 the blue ribbon for the most unique entry went to Mrs. Ted Booth for her mounted moths.

Social position was not without its advantages. In 1930 Mrs. Thomas McAllister, the League president, received a handsomely printed invitation for the League to attend the formal opening of the Grand Rapids Sewage Disposal.

The transition from Butterfly Guild to Junior League was one of sheer coincidence. "When Laura Palmer came home for a visit from Atlanta, she said 'Why not apply for membership in the Junior League? They're springing up all over.'" recalled Josephene Bender.

Application was made in the fall of 1924, and the A.J.L.A. accepted the Butterfly Guild as its newest League in January of 1925.

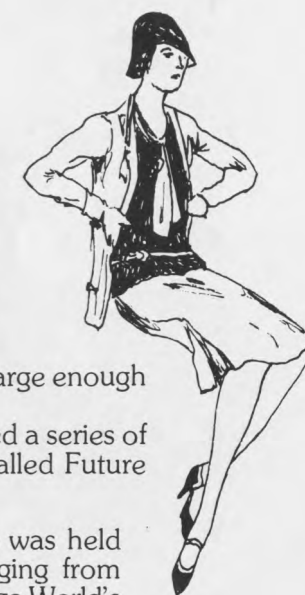
"We had so few rules that Jo Bender, Gerty Wilcox, and I got together and made them up to suit ourselves. We decided each member should put in 100 volunteer hours a year. I used to lay awake nights wondering what we would do to anyone who didn't fulfill her 100 hours," admitted Nellie Clements, "but we were fortunate. It never happened."

In those years the active members paid annual dues of \$5.00 and an A.J.L.A. head tax of 50c. The major thrust of their work was a part-pay plan for maternity patients at Butterworth. This campaign seeking safer maternity care came from doctors'



Mrs. Benjamin Merrick visits a patient on 'part-pay' plan at Butterworth Hospital.

# 1925-1935



referrals and consisted of education and financial help for new mothers. One letter of appreciation addressed to the Ladies of the Junior League tells of hearts made glad by the care and help received at Butterworth Hospital such as could not have been had at home.

The League also became patrons assisting the infant Grand Rapids Symphony whose soloist at the piano in 1926 was Betty Vandenberg, daughter of Senator Arthur Vandenberg. The response to the new symphony venture was such that the 1927 *Grand Rapids Herald* reported there was, . . . "no place large enough to hold the symphony concerts."

In 1926 the first provisional course was begun. It lasted six weeks and included a series of lectures and tours of League volunteer areas. Two years later a committee called Future Policy was formed to "look around" and help the League branch out.



Junior League Women's Exchange . . . Florence Steele (behind counter) and Mrs. Thomas Waters.

A variety of fundraisers was held throughout the years ranging from childrens' plays at the Chicago World's Fair to amateur boxing tournaments at the Armory, but one of the most exciting events was the visit in 1930 of Admiral Richard Evelyn Byrd, who spoke at the Fountain Street Baptist Church. Admiral Byrd's visit was marked by a rare occurrence as the papers reported, ". . . Admiral Byrd broke a rule against outside appearances made necessary by his over-weening popularity" . . . and took time to visit the 140 patients of the Sunshine Sanitarium.

In 1931 the Placement Bureau was established . . . "for the purpose of finding the right job for the right person . . ." explains Helen Hutchins in her annual report. With this addition the League began to take on the shape we recognize today.

Though constant change and involvement have kept the Junior League pertinent and vital, a few age old problems ring as familiar in 1975 as they did in 1925. Year after year the annual reports discuss the controversy of fundraising versus volunteerism, and in 1931-1932 we read "The board . . . regarded it unwise to appeal to local merchants for funds . . . at a time when they were having the greatest difficulty making ends meet."

Unsympathetic drama critics were also not unknown. In 1929 the Junior League brought to Grand Rapids the Pulitzer Prize play "Street Scene". Under the headline "What Value Drama?" the *Grand Rapids Herald* had these comments. "What excuse is there for such a play as "Street Scene" . . . where is the advantage of parading these depressing pictures before us? . . . the theater's chief purpose is entertainment. Such plays as "Porgy" and "Street Scene" are not entertainment."

In a printed rebuttal president Dorothy McAllister defended the play and the League's action.

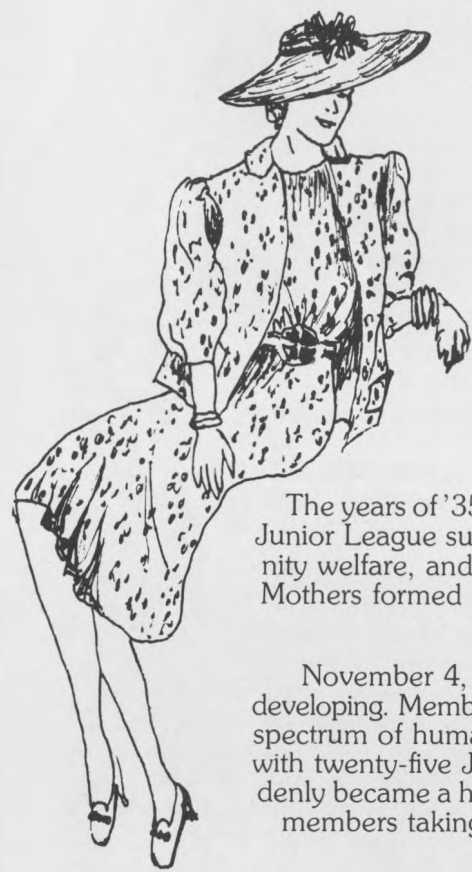
"Street Scene . . . is the most successful play on Broadway during the last two years. After expenses, the profits were \$4500.00. This shows that the public welcomed and appreciated such drama . . . could anything then be less entertaining than *Macbeth* or *King Lear* or . . . more depressing than *Othello* or *Richard III*? . . . It is one thing to dislike tragic drama; it is another to object to its presentation on the stage."

Oh, the past is with us yet, and few there are that need sigh for the good old days.



Mrs. Thomas F. McAllister, president of Jr. League; Admiral R.E. Byrd and Bishop John N. McCormick

# 1935-1945 by Nancy Davis



The Junior League of the mid 1930's began their charitable year with a festive atmosphere of fund-raising. Junior League musicals, follies, ballet, art, caberet and dinner dances, complete with elegant satin ball gowns, ushered in each social season.

On the desk of the Presidents during those days probably stood an ink well and blotter, engraved stationery and the 2 cent stamp. It was "style all the while" when members motored to a meeting in a daring new Zephyr of LaSalle.

The years of '35 to '45 were turbulent years for Americans. The Junior League supported programs for the handicapped, maternity welfare, and the arts in all forms. Remember radio stories? Mothers formed a group to insure educational non-violent programming for their children. Sound familiar?

November 4, 1941 saw a new form of social consciousness developing. Members began programs designed to assist a broader spectrum of human services. The British War Relief was staffed with twenty-five Junior League volunteers. The Red Cross suddenly became a household word for the Junior League, with 162 members taking part in defense related placement during the emergency year of 1941.

The parties and gala cultural activities all but ground to a halt, as able women volunteered their hours and their hearts to the war effort. Making bandages, and saving tin cans, paper and rags, to conserve resources became a way of life. Food and gas rationing came into effect and items such as film and shoes were considered a luxury.

Many of the present active members in Junior League were small children during World War II. In researching this decade it is apparent that the men in service could not have, as effectively, fought the war without the noble support of the army of volunteer women at home. Junior League provided high morale to soldiers in the field, consolation and love to the wounded, and a pipeline of clothing, equipment and essentials to the forces overseas.

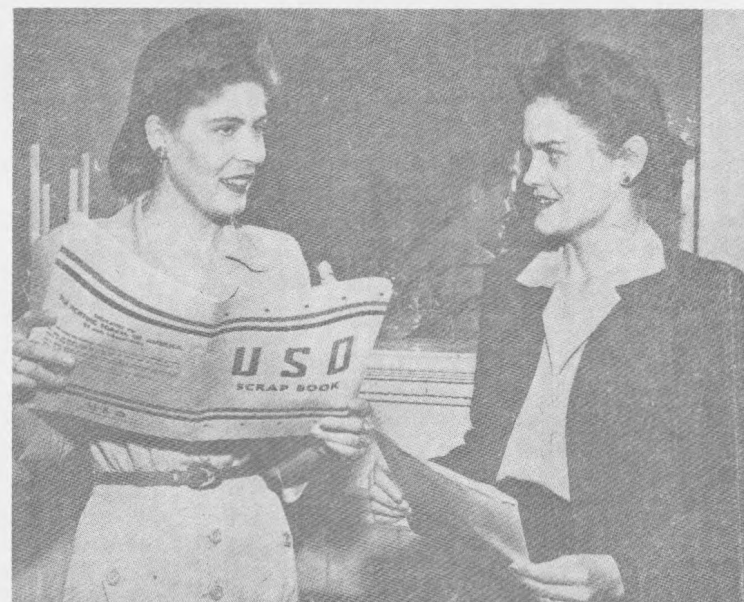
With husbands and sons half way across the earth, Junior League leadership manned communications, hospitals, rationing continued, the women of the Junior League were intensely active holding our country together in a time of personal sacrifice. The training and commitment of the Junior League provided a vast new era of effective dedication in initiating human development programs.

There was never a time before or since when the leadership of Junior League women was so vitally needed and so willingly offered.



Mrs. Cyrus B. Newcomb Jr. depicting the glamour of the mid-thirties.

# 1935-1945



Displaying one of the scrapbooks that the G.R. Jr. League is making for the U.S.O. to be used in military or Naval hospitals etc. are Mrs. M.R. Bissell III and Mrs. Russell Jervis.



Mrs. Gerald R. (Betty Bloomer) Ford



Mrs. Gaylord C. Gill Jr. inspects one of the victrolas donated to Fort Custer.



Participating in "Merry Go Round" the musical review of 1936 . . . Betty Bloomer is third from left.

# 1945-1955 by Dozie Pantlind

The decade 1945 to 1955, "The Middle Decade" of the Junior League's fifty years in Grand Rapids, was one of transition and innovation.

On May 8, 1945, as we prepared to gather at the beautiful home of Mrs. Dudley Waters on College Avenue, just south of Fulton Street, for our Junior League luncheon meeting, the news flashed around the world that the Germans had surrendered, and the war in the European Theatre had ended. Never will we forget standing in Mrs. Waters' beautiful panelled library to sing the "Star Spangled Banner" and repeat the Lord's Prayer.

Thus, a new era of reconstruction began for the country, the world, and the Junior League. With volunteer Civil Defense and war related projects at an end, many long-neglected areas of concern were given priority.

The Cerebral Palsy Nursery School was established in the basement of the Mary Free Bed building, and it was successfully operated by the League from the fall of 1946 until February 1, 1954. Complete control was then assumed by the Grand Rapids Board of Education and the United Cerebral Palsy Fund. This seemed to be a fine example of a "demonstration project". (A pilot project started by the Junior League with control later assumed by the community after its value had been proven.)

The Kent County Children's Home on Walker Road, then called the Juvenile Home, in a shocking and deplorable condition, became of great concern. Beginning with a gift of a movie projector and rented films from Middleton's Drug Store, the League's interest and participation has grown through the years, until today a Volunteer Probation Officer Training Program has been established!

The Second Best Shop, after holding a one-week-a-year stint, became a permanent project with our first headquarters at 52 Sheldon Street.

Childrens' Theatre, completely produced by League members, presented plays for both fifth and sixth graders and third and fourth graders alternately for both the city and county schools.

The Grand Rapids Art Gallery Program was established for fifth and sixth graders in the public schools. League volunteers conducted gallery tours and brought illustrated talks to the school.

"Laddies First", the Follies of 1950, was a great hit to watch, much fun in which to perform, and a financial triumph for 1950. We earned \$8,878.45.

In 1952 free concerts by the Grand Rapids Symphony orchestra for fifth grade pupils were initiated.

The Rent-a-Picture Shop of the Grand Rapids Art Gallery, a self-supporting and thriving business today, was established in 1952.

Meanwhile, representation by the League on various community boards was requested. Our participation as hostess to the 1952 A.J.L.A. Region IV Conference and hostess to the Legislative Committees of the Junior Leagues of Michigan in April, 1955 indicated the growth and spreading influence of the Grand Rapids League.

In April, 1955, the League voted to establish a Child Study Center in co-operation with the Child Guidance Clinic, and to under-write the salary for a co-ordinator of the Gerontology services in the community.

The "Middle Decade" - Truman-Eisenhower years - was a time of relative peace, prosperity, and progress. Federal Grants had not entered the picture to a great extent, and the community depended largely on private donations and volunteer assistance. The social problems of later eras had not yet



Marian Metcalf serving as volunteer at Cerebral Palsy Nursery.

# 1945-1955

appeared, and the economy was relatively stable. The crime rate was fairly low, the drug scene had not yet arrived, and the rebellion of youth had not erupted.

Many League members were products of "finishing schools" and had been "sheltered" from the world. The Provisional course of that day would probably have no meaning for the Provisional of today and vice-versa. The complexity of community problems of today seem a far cry from those of 1945-1950.

In closing, this journey into the long ago past has brought back so many warm memories of fifteen happy and rewarding years as an Active member. The Junior League has been an important factor in my life. The experience and training that I received have opened many doors, with opportunities for service, and I treasure dearly the many firm friendships developed through shared endeavors and concerns.

It has been said that "Service is the rent we pay for the space we occupy on earth." I like that thought. But much more, I like to remember Jesus' words to his disciples, "In as much as ye have done it unto one of the least of these, my brethren, ye have done it unto me."



Jo Bender directing Ginny Becker and Betsy Baker in scene from "Johnny Appleseed" presented to 4th - 6th grades.



Included in the Follies of 1950 "Laddies First" were L. to R. — Jack Collins, Herb Boshoven, Hi Collins, Katie Boshoven, Betty Collins and Susie Collins.



Marking and pricing for the "Second Best" shop. L. to R. . . . Mrs. Holmes Ellis, Mrs. James H. Sheppard, Mrs. Felix Alfenito and daughter Susan (Mrs. Charles Andrews).

# 1955-1965 by Sally Hillman



The decade of 1955-1965 saw both the beginnings of new, and endings of old, League projects and policies. It also must have established the record for the most new locations of our office as we moved (and remember, this included costumes, scenery flats, and all manner of theatre paraphernalia) from 1501 Lake Drive to 403 Eureka (over the Second Best Shop) to our present location of 1500 Wealthy—although the office was then across the hall in the eastern half of the building.

During these years our monthly meetings were invariably luncheons at Kent Country Club which members attended wearing suits or dresses (certainly not pants!) and generally hats. Our daughters and sons went off to school in carefully ironed dresses or shirts and trousers. Jeans were almost - if not - non-existent. Crew cuts were still "in." Baby sitters were available for 35 to 50c an hour, and shopping expeditions were downtown only, as the malls and even Gaslight Village were not yet with us. Despite the homogeneity of our membership in these years (the yearbook membership list stated "all street addresses are S.E. unless otherwise indicated"), the members were inclined to be hesitant about speaking up at meetings to question or criticize Board recommendations. As the decade progressed, efforts were made to encourage and stimulate more vocal participation by bringing in people trained in group dynamics and later using some of their techniques. Group meetings in the homes were also held to further narrow the communications gap. Unfortunately, although we were struggling against the "social" image so often associated with the Junior League, the organization's activities still were relegated largely to the society section of the newspaper.

For raising money the decade began with a Follies, the last until 1974's "River City Review" despite the frequent telephone calls from Mr. Cargill trying to lure us back on the "boards". It provided a welcome respite from our permanent fund-raiser, the Second Best Shop, at which each member was required to work six times a year and to furnish with a certain dollar value of clothing, furniture, or assorted bric a brac. The Shop's manager, Mrs. Milne, struck terror into most of us, particularly when we took in our clothes and trembled as to whether they would be deemed sufficiently immaculate and well-preserved to be accepted. Will we ever forget those eagle eyes inspecting the men's trousers?!

When finally it was determined that the Shop's profit reflected only a few cents per woman hour expanded, we withdrew from the venture and for awhile turned to a lecture series. While this had proved highly successful in other communities, it was not popular with our members and a committee was formed to consider alternate possibilities. Thus Bargain Bonanza was born and, as we all know, is still alive and flourishing.



In celebration of the 30th Anniversary of Junior League in Grand Rapids.

# 1955-1965

While these monies were being accumulated, we were busily developing new ways to spend them. During this decade we both initiated and turned over to other agencies the Child Study project (or Pre-School Child Development Center), the Coordinating Council for the Aging, Rent-a-Picture Shop, Children's Symphony program, Homemaker project, and the USC Community Action Volunteer program. Also terminated were two projects with which we had had our longest association - the Children's Art Talks and the Children's Theatre. The art talks were still carried on by individual members devoted to that program, but the Children's Theatre in its particular form (as entertainment offered free to any school) was lost forever. Paradoxically it was the one project that had attracted the largest number of volunteers, generally involving 90 to 100 of our members each year and creating a great feeling of camaraderie and pleasure.

Perhaps one of the more significant administrative changes of our decade was to eliminate the two-year presidency. Besides becoming increasingly difficult to find women willing to commit themselves for two years, it seemed sensible to involve a larger number of the highly talented, capable, and well-qualified women in the organization. The outstanding leadership that the League has enjoyed since then and the tremendous strides made in community involvement and awareness seem to reflect the wisdom of that change.



Provisional Class attending Community Service Course on Child Study. L. to R. Mrs. Christopher H. Southwick, Mrs. James F. Ford and Mrs. David A. Wallace.



Junior League participants in forum "Focus on the Future." L. to R. Mrs. Siegel W. Judd and Mrs. David Amberg.



Eleanor Roosevelt was guest of Lecture Series in 1960. L. to R.: Mrs. Minor L. Keeler, Mrs. Harry W. Allen Jr., Mrs. Roosevelt, Mrs. Harold J. Phelps.



Members of Symphony visit 5th and 6th grades to acquaint children with music to be presented at concert.



# 1965-1975 by Carrie MacKay



The Junior League of Grand Rapids is "moving right along". The membership base has become larger and diversification of members' interests led us into broad fields of health, education, and welfare that we never had forseen. The emphasis in the 1960's and early 1970's was on league membership and on the community, and in working out the concept of partnerships between public and private agencies. The ladies took off their grease paint, came out of the classrooms with their art and symphony talks, ended their pre-school volunteerism, and began to ask for and obtain professional advice and assistance in piloting new projects throughout the city. We had the "smarts" to know that with the size and importance of these various programs, we needed the professional consultants to help us achieve the ultimate result for and from the community.

In 1965 came the Arts Council of Greater Grand Rapids which co-ordinated all art programs throughout our city. We gave them a headquarters in our office. Through the League, the Council for the Performing Arts for Children was formed. This innovated a series of professional theatre for the children with both League and community representation on its board.

The following year we committed ourselves, with a \$10,000 grant, to Goodwill Industries of Grand Rapids, thus providing jobs and interests in an especially needed area in our city. At this point the Art Museum assumed responsibility for the Childrens' Art Program.

We began printing a monthly Cultural Calendar in our local newspaper co-ordinating all lectures, theatre, musical and special cultural events for the public. Also, in 1967 we had our first In-League Auction as a part of Bargain Bonanza. We co-sponsored and co-piloted an all day seminar on day-care

with the Dyer-Ives Foundation. In the spring, we contributed to the first Arts Festival which was a direct outgrowth of the Arts Council.

In 1968 we terminated our Museum docent project with the development of the Grand Rapids Museum Docent League. We also contributed a grant to the Blandford Nature Center. With the Seidman Foundation, we co-sponsored an all day Community Education Seminar on Educational-T.V. and were visited by A.J.L.A. representatives who observed and participated in the Seminar. Best of all, we proudly were the recipients of the Annual Award for Outstanding Community Service from the National Association of Social Workers.

In 1969, under the guiding hand of Rosemary Murphy, we raised the curtain on the elimination of racism with a series of evening meetings with our husbands. We sponsored a visit from Dr. Eva Schindler-Rainman, a behavior scientist! With our funds we supported the newly organized Project Rehab and Open Line, a telephone service for the youth.

Dr. Paul Fuller studied about us in 1970 with his In-League evaluation. We learned that we join our League because we are interested primarily in community service and secondly for self education. There are also some of us who find it a great relief from "home routine". The League was instrumental in hiring a city planner. We co-sponsored a lecture on population patterns and problems. Our funds also supported The Bridge and Advisory Center for Teens.

The lovely president Susie Slawson brought us - ah ha - the advent of Women's Lib. Our education programs focused on specific skills and procedures for meeting the challenges of 1971 and years to come. Switchboard replaced Open Line providing help by telephone to all ages, twenty-four hours a day. The League had a series of service programs concerning Urban Revitalization and Urban Concerns.

In 1972 we voted to take a public stand on ecology issues, equal rights, remedial reading and pollution. We were really getting bold! To prepare for and educate ourselves to be competent, we had League membership training sessions on Leadership. We co-sponsored Fifth District Women's Political workshops, Penal Reform

# 1965-1975



Children attending a guided tour at the zoo.



A scene from our "fun-raising" fund-raiser, Bargain Bonanza.



This last decade has introduced us to many thought provoking seminars.



Accepting the award from Dan Walsh of Kent Community Hospital for contributions towards Project Empathy are: L. to R. - Nancy Lierle, Judy Britton, Jan Boyles, Joan Gebauer and Pat Hoff.

Seminar, and "The Me Nobody Knows". And more frosting on our cake, we received an award from Kent Community Hospital for Outstanding Contributions through our involvement in Project Empathy.

On to '73 and '74: we were really in full swing. We had 27 representatives on Community Boards and 15 Project Chairwomen reporting to the Council for Community Concerns. We put Grand Rapids on the map when we were the scene for the State Public Affairs Conference on Criminal Justice. We became involved in SCAN-the child abuse program, the Bucket Brigade-a teaching tool for tutoring on a one-to-one basis, and the Emerging Arts Forum. We sent our ladies everywhere for information and training skills-ten delegates attended six conferences outside of Michigan, and two other conferences were held in Grand Rapids.

Have we come a long way, Ladies! And this is only a small resume'. We haven't even mentioned the six Bargain Bonanzas bringing the League a total of \$150,655.56 for our Community Trust Fund. Or to say anything of our grants to Western Michigan Opera Association, Heritage Hill Association, Civic Theatre, Black Free Theatre, Artrain, Project Empathy, Voigt House, the Zoo, Youth Symphony Program, and many, many more.

We're not crawling or walking slowly - we're standing tall and always growing. We're walking away with the jobs that need to be done; we're accepting the challenges to be met by us and our community, and we will run away with the satisfaction of doing the best job ever. We've got legs!!

## ... a Tribute to Florence M. Steele



In celebrating the 50th Anniversary of the founding of the Grand Rapids Junior League, your first three presidents had hoped to be together for the occasion. But death last year took our dear Florence Steele, and Jo Bender and I are left.

These past 50 years have been a long continued friendship between us which grew stronger and lovelier with the passing time.

Jo and I would like to pay our sincere tribute to a dear friend in the name of all Junior League members.

*Nellie C. Clements*

### Thank you to the following individuals and institutions who have donated kind services and goods to the projects of the Junior League this past year.

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**We would like to extend a special THANK YOU to our secretary, Marilyn Oosterbaan, for her help and dedication to the Junior League.**

## Special Anniversary Wishes. . .

Dear Members,

For years I have been proud of my association with the Junior League of Grand Rapids and enjoyed the monthly bulletins reporting on just what the newest thing the League was into.

It always seemed to be a driving force in betterment for our community, keeping pace with both needy and modern problems of the every day world.

I'm grateful to have had my indoctrination into these experiences when I was once a provisional. Today I am grateful to think I have the marvelous opportunity to continue this work but to even a more meaningful degree throughout the country.

It is with great satisfaction that I congratulate you all on this our Fiftieth Anniversary-

God Bless,

*Betty Ford*

Betty Ford



Betty Ford visiting a children's Hospital for the Mentally Retarded in Washington D.C.

# Junior League Presidents 1925 - 1975



Nellie Clements  
1924 - 26



Florence Steele  
1926 - 27



Josephene Bender  
1927 - 28



Dorothy McAllister  
1928 - 31



Helen Hutchins  
1931 - 33



Eleanor Cornelius  
1933 - 35



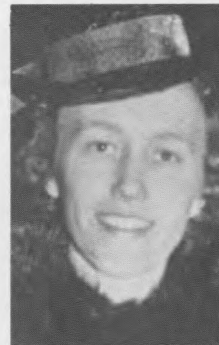
Catherine ("Bill") Woodruff  
1935 - 37



Caroline Allen  
1937 - 39



Helen Cornelius  
1939 - 41



Eleanor Moritz  
1941 - 43



Emily Sheppard  
1943 - 45



Barbara Lamb  
1945 - 47



Margaret ("Peg") Cartier  
1947 - 49



Mary ("Obe") Ellis  
1949 - 51



Laura May Ripley  
1951 - 53



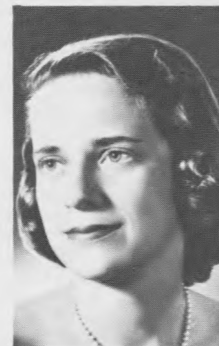
Dorothy ("Dozie") Pantlind  
1953 - 55



Margaret Gill  
1955 - 57



Phyllis Sheperd  
1957 - 59



Marilyn Allen  
1959 - 61



Sally Hillman  
1961 - 63



Patricia Edison  
1963 - 64



Elspeth ("Ebby") Minor  
1964 - 65



Marcia Pilling  
1965 - 66



Patricia ("Pat") Cawood  
1966 - 67



Carolyn ("Carrie") MacKay  
1967 - 68



Luella ("Lou") Warnshuis  
1968 - 69



Rosemary Murphy  
1969 - 70



Barbara Eggerding  
1970 - 71



Susan ("Susie") Slawson  
1971 - 72



Janet Boyles  
1972 - 73



Gretchen Vandenberg  
1973 - 74



Judy Spindle  
1974 - 75

## . . .in the Name of the 50th by Presh Oldt

"We appreciate your agreeing to be a chairman."

"But. . .but. . .but. . ."

"We know you'll do a good job."

And so began the challenge of Project Volunteer. The background information was skimpy. Someone had told someone who told someone else she thought a seminar on volunteerism would be a good way for the League to celebrate its 50th Anniversary. Not much to go on but then, better than nothing!

I attended my first meeting back in March, 1974. There were representatives from the League, Y.W.C.A., Women's Resource Center, and Voluntary Action Center. Initially we spent time getting to know each other. We were each leaders representing our organizations and identities had to be established.

"Haven't I met you somewhere before?"

"Well, you do look familiar. Do you shop at Thrifty on Thursdays?"

Considering ourselves professional, League representatives decided a contract from each sponsoring organization was in order. In this way financial commitments could be formalized and responsibilities understood. Feeling very official, we attended the next meeting with contract in hand. The committee's response to this proposal brought to mind an old Chinese proverb, "Silence speaks louder than words." One could surmise either (a.) the explanation was poor, (b.) the idea was poor, or (c.) finances were poor. We finally offered that the League would have a contract, but it wasn't necessary for anyone else.

We remained leaderless for quite some time but then it was decided that since we kept meeting at the same house and the hostess was nice enough to serve coffee each time, she should be conference chairwoman.

Every time I attended a meeting the faces were different. My assumption of being in the right place was based on the fact that the hostess remained the same and every now and then I heard "Project Volunteer" mentioned.

Originally the purpose of the project was to:

1. Determine problems of volunteers and agencies in the area of volunteerism.
2. Develop possible solutions to these problems for implementation.

It was decided the specific problem areas would be determined by a survey of volunteers and volunteer agencies. Weeks were spent writing, printing, mailing, administering, and tabulating the surveys. Survey results: Most volunteers are content with the status quo and agencies have a few problems but nothing too crucial. We had two choices—we could

drop the project or we could find another purpose. Never say die! We put our heads together and established the purpose of Project Volunteer as being, "to bring together those vitally interested in the volunteer movement in Grand Rapids and to provide a forum for exploring major issues in order to influence the direction of volunteerism." We even established goals for conference.

1. To expand the roles and raise the status of volunteers.
  2. To increase agency expertise in working with volunteers.
  3. To produce a directory of volunteer programs and volunteer opportunities in the Grand Rapids area.
  4. To produce a compendium of all areas of the conference with primary emphasis on workshop results.
  5. To create a coalition of volunteer coordinators.
- We don't know if we have enough funds to implement these goals but feel we can postpone this concern until the bills arrive.



## . . .in the Name of the 50th

Anyone who has ever served on a committee knows planning takes time. For example, it took us three meetings to determine the definition of volunteerism. This was a crucial issue because once decided there was no turning back. Is a volunteer a volunteer if he or she is paid expenses? What constitutes expenses? Is a student who receives course credit for his or her work a volunteer? After much soul searching a consensus was reached (only four were present). For the purpose of the conference, volunteerism is defined as service given freely (without payment in the form of money, course credit, diversion from jail or diversion from the military) but for which expense reimbursement may be received.

The next two meetings were devoted to how to spell "it." "It" could be **v-o-l-u-n-t-e-e-r-i-s-m** or **v-o-l-u-n-t-a-r-i-s-m**. We all agreed on **v-o-l-u-n-t-r-i-s-m**. To use **e-e** or **a-** that was the question. A tense situation, and so a vote was taken. It was close, but the **e-e**'s won. "It" became volunteerism.

Things were really rolling now. We established date, place, conference schedule, and workshops. The conference would be held Tuesday, April 15, 1975, at Central Reformed Church. Workshops would include Pathways for Volunteers, New Directions in Volunteer Training, Roads to Recruitment, Volunteer Evaluation, Changing Roles of Today's Volunteer, and Developing New Volunteer Programs. Six mini workshops would be offered: Fundraising do's and don'ts, Coalition of volunteer coordinators, Mechanical skills for volunteer coordinators, Communication tools for volunteers, Training for community boards, and Change agency as affirmative action.

Acknowledging that there are varying views on volunteerism, the committee decided the subject could best be handled in a panel discussion. Mary

Nordenbrock of the Grand Rapids N.O.W. chapter; Rosemary Murphy, Junior League sustainer; and Adele Weaver of the Continuum Center for Adult Counseling at Oakland University accepted invitations to discuss the topic "Volunteer - Saint or Sinner."

The keynoter Elly Peterson of the National Center for Voluntary Action was asked to sketch volunteerism on the national level.

No more obstacles were encountered until it was discovered workshop coordinators were asking the same resource people to participate. One woman felt she could be a resource person in two workshops at the same time. A toss of a coin decided where she was most crucially needed.

The decision making process is an on-going one. Just recently, transportation for conference participants was eliminated after the planning committee decided the one woman who offered her car could not cover the entire city. Professional recorders were also eliminated when it was learned a professional recorder's responsibility would involve turning on a tape recorder.

The committee feels that the conference will provide a setting for looking at volunteerism in Kent County and determining direction for future progress. It is difficult to evaluate an event prior to its occurrence, but all things considered, I feel sure Good Housekeeping would approve.

(A sincere thank you to Karen Lott, Marianne Delavan, Pat Reis, Barb McGuirl, and Joanne Coretti of the League; Jo Kelly, VAC; Becky Knack, Sally Charnley, Diane Casey, and Sue Blandford, Women's Resource Center; Patti Gunn of Grand Rapids Junior College; and a number of others for the many hours of hard work. May we always find humor in our efforts.)

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# River City Review '74

**"It was just three weeks ago today, that rehearsals got under way. . ."**

From row 15 of the Ottawa Hills Auditorium the River City Review was a fun filled evening of "star studded" entertainment. From "I Got Love" to "Belly Up" the show was loaded with Bob Gregory Spectaculars!

- strobe lighted dancers (just you find 15 strobes in GR for free!)
- whistling naval-aires
- multi-camera slide show (that worked nearly every time)
- and outright gymnastics performed by outright amateurs in the Can-Can finale.

It was a great show (in spite of Mike What's his name) but then when you ask the co-chairwomen to critique their own show what can you expect? The efforts put forth for this fiftieth event were no less spectacular than the show itself. Our steering committee provided leadership, steam and sometimes brute "power" to get the job done. We began in June to organize our "top dollar" solicitors. Some of the most unlikely ladies found

themselves really enjoying their calls on local executives and helping them "unload" their boom time profits. Most of the other committees spent the summer with "pre-stage" fright awaiting our director and his directions.

October 30-Bob Gregory arrived with an excruciating headache that eventually involved three local doctors and brought us a Cargill back-up in the form of our second director-Rick Northcutt-And his dog Ruffles. In spite of the variations from normal, our fearless director set everyone into full gear! Properties scoured the city for washboards, black lights, and tambourines. Set designers debated over the semi-nude for the bar-room scene. Costume ladies transformed the cast. Make-up handed out false eyelashes in ten different styles. Programs were compiled and tickets sold.

In honor of our fiftieth year we raised fifty thousand dollars for our community. We did it with the help of many community people as well as Junior Leaguers in front of the lights and behind the scenes. The spirit of friendship and fun was truly the best of this "follies".

*Kathy Muir and Margy Jones*

# Color Kent County

Streetwalking, corner sitting, museum loitering, etc. are generally not considered to be the ideal mode of conduct for a Junior League member to follow during the summer months in Grand Rapids. However, when there is a coloring book about the community in the future picture, these habits are necessary for research purposes!

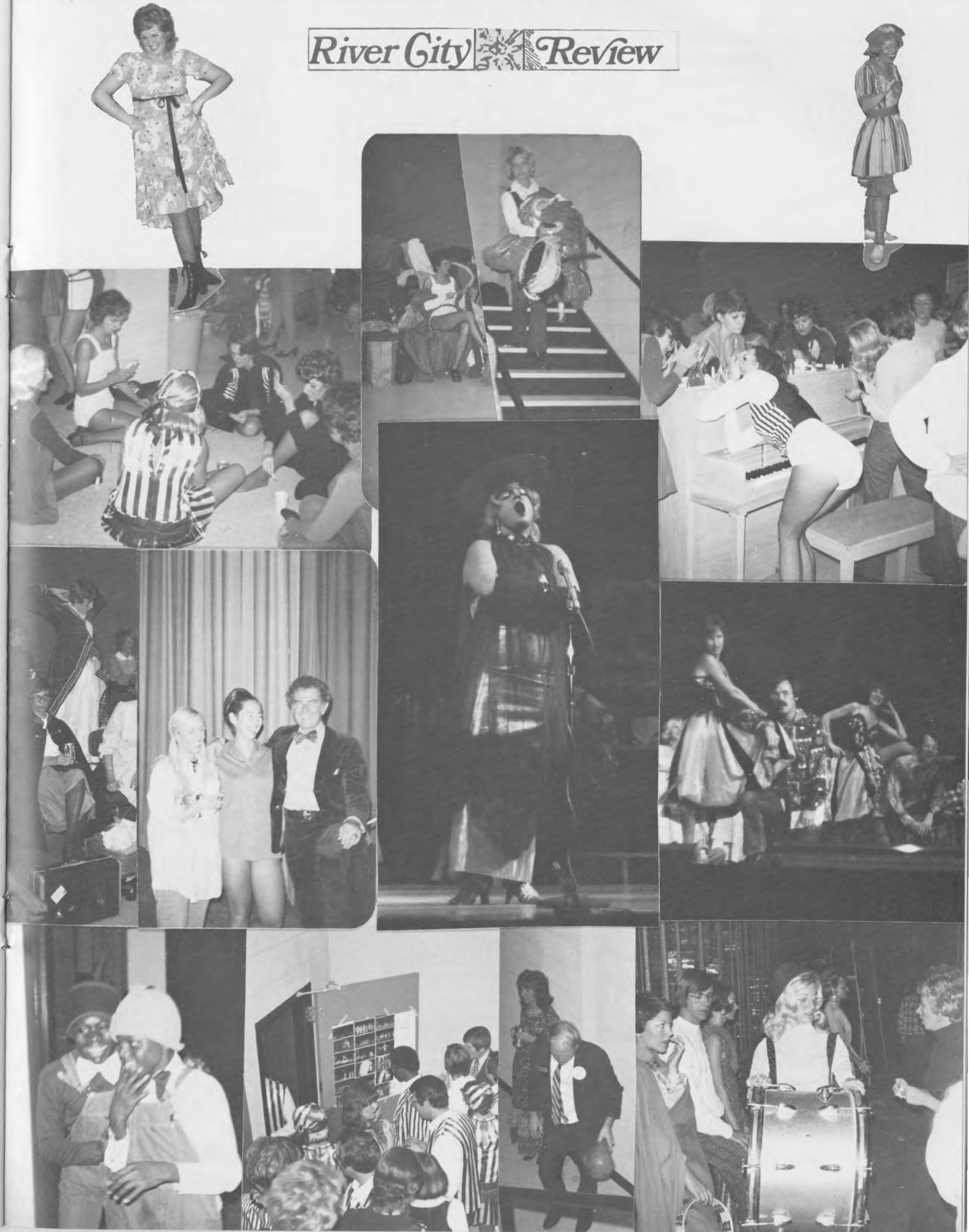
"Color Kent County" was voted on at the April, 1974 group meetings. It was to be a fundraising project to support a seminar on Voluntarism in 1975 as part of the 50th Anniversary activities.

Many hours were spent in committees between April and June. Decisions were made as to what content would be included in the book that would be educational as well as fun to color. Since the community is usually studied at the third and fourth grade levels in the schools, it was decided that we would strive to appeal to this age group.

Various printers were contacted. Pricing and marketing procedures were considered at length. Illustrations were completed, and copy was written. Lo and behold, by September 10, 1974 a book was born! It was presented to the League membership at the September meeting and is being marketed locally.



*Sandy Jackoboice*



# Happy Anniversary

by Sally Gleason

The committee to honor the Junior League of Grand Rapids' 50th Anniversary planned a special luncheon, Wednesday, April 16th to pay tribute to the dedication and accomplishments of all of its members - past and present. The luncheon, to include all previous members as well as our newest provisional class, will honor all those women whose hard work and creative energy helped establish and support so many of Grand Rapids' cultural and service organizations. Special honor will be paid to Nellie Clements, Josephene Bender, and posthumously to Florence Steele, our three founders. A short program will highlight the achievements of each decade and recount some of the lighter moments too!

The 50th Anniversary chairwomen hope that this special luncheon will give every League member, past and present, a real grasp of the history and contributions of the Junior League and a renewed sense of purpose for the future.

As a festive finale to our anniversary year, the committee plans a gala June picnic and band concert to thank our husbands and families for their continued help and support.

**The Junior League has invested over a quarter-million dollars in the community in the past 50 years and invests over 12,000 volunteer hours annually in our city. The following shows where our money and volunteers have been.**

- Maternity Department, Butterworth Hospital
- Maternity Welfare Project: Butterworth, Blodgett and St. Mary's Hospitals
- Partial financing of Civilian Defense Volunteer Office
- Cerebral Palsy Nursery School
- Grand Rapids Symphony Orchestra, Children's Program
- Pre-School Child Development Center, Child Guidance Clinic
- Coordinating Council for Aging
- Grand Rapids Art Museum
- Family Service Association
- Grand Rapids Public Museum
- Community Action Volunteer Project
- Goodwill Industries
- Council of Performing Arts for Children
- Western Michigan Opera Association
- Grand Rapids Art Council
- Blandford Nature Center
- Project Rehab
- West Michigan Environmental Action Council
- Educational Television
- Children's Theatre
- Switchboard
- Talent Turn-On at South Middle School
- Youth Contact Center
- The Bridge
- Urban Revitalization, salary for assistant city planner
- Heritage Hill Association
- Grand Rapids Civic Theatre
- Advisory Center for Teens
- Black Free Form Theatre
- Project Empathy
- Artrain
- Waalkes Juvenile Court Volunteer Probation Officer
- Training Program
- Women's Resource Center
- "The Me Nobody Knows"
- Docent program at the Zoo
- Bucket Brigade
- SCAN
- Voigt House
- Emerging Arts Forum

## ...on Researching an Anniversary Gift

Community Research was given the task of studying and researching the community for our 50th Anniversary gift. Last spring the League membership had decided on a Human Service gift rather than a "brick and mortar" gift. This spring survey also showed our membership to have strong interests in these four areas: 1. A detoxification unit - for drugs and alcohol. 2. S.C.A.N. - suspected child abuse and neglect nursery. 3. Criminal Justice. 4. Red Pages - crisis and emergency telephone numbers bound in a special section of the telephone book.

Community Research committee established criteria to measure the need of each area of concern. The criteria were:

1. Unfulfilled community need
2. Long-range implications of the program
3. Strength of organizational structure
4. Originality of the project
5. Relation of the project to League interest and priorities
6. Opportunities for Volunteerism as defined by the Community Research committee: "Volunteerism can be at all levels of a program—Conception, development, enrichment, execution."

We soon discovered that a special task force was already at work establishing a Detoxification Unit, and this was rapidly becoming a fulfilled need in our community.

The Ad Hoc Red Pages committee was not only researching but actually compiling the Red Pages and writing a proposal for Michigan Bell Telephone. Because we do not know, at this time, if MBT will approve this idea and if they do, how much it will cost Community Research voted to proceed in forwarding the proposal to MBT but not to set aside any money at this time for its costs. The committee felt that if and when the project was cleared by MBT, Community Research could then designate money, if necessary.

Now, Community Research could concentrate on the two remaining Human Service projects: SCAN and Criminal Justice. As our research on SCAN proceeded, it became evident that a SCAN Nursery would be premature in ameliorating Child Abuse problems. A program of community education in the field of Child Abuse and the broader area of Child Advocacy was more in keeping with the community needs. We received much encouragement from AJL and from local professionals in children's services to pursue the area of Child Advocacy. Our community seems very ready for a co-ordinated system of advocacy in behalf of children. Also, the interest level in working with children and services for children has always been very high among League membership.

Criminal Justice has been under considerable study by our League for some time. While it is still a



61st Judicial District Court

new area of concern, it is farther along in organizational structure than is Child Advocacy. Our League sponsored a seminar on Penal Reform in May, 1973. From this has grown the Citizens' Committee for Criminal Justice. The criminal justice system is in need of great change. Citizen involvement and volunteer programs are most crucial.

In researching the Child Advocacy and Criminal Justice projects, we found many common areas with an overlapping of problems and needs. Both of these programs seemed so vital that our committee brought to the League membership a proposal committing our League to the establishment of programs in Child Advocacy and Criminal Justice. The League voted to pledge financial assistance in the amounts of up to \$25,000 to each of these two areas.

Our Community Research committee realizes that Human Service projects seem very large and nebulous. At times, we have thought fondly of lovely marble sculptures that we could drive by and point out as our gift to the community. We also feel strongly that through the establishment of programs in these two vital areas, the following goals will be attained. First, we will offer our volunteers greater opportunities to be innovative and effective. Second, we will provide our community with enduring and evolving programs that will have far reaching impact on those individuals with the greatest need.



Scan Child Guidance.

Jean Kooistra - Community Research Chairman

## International Women's Year

by Nancy Davis

*"International Women's Year summons people to eliminate discrimination against women; to plan ways to use their previously wasted talents and resources. The challenge is to assure that Equality, Development and Peace are achieved for all people."*

(Statement by Mary Poole, President of the Association of Junior Leagues)

Women's consciousness begin at birth. Our sex is predetermined, however, our attitudes about ourselves and others are not. This is where we, as parents, must begin. . . erasing sexism, racism, and the other prejudices from our own attitudes and helping to form those of our children. The home is the attitude training center, and we parents are going to have to take some blame for perpetrating neurotic attitudes in both our boy and girl children.

There are many examples of successful women who were raised by parents who believed their female child to be capable, competent, and intelligent human beings. These women have enjoyed motherhood and equality in marriage and have established a rewarding volunteer or paid career. They were never trained to accept a lower standard for themselves. They have the self-confidence and the healthy, positive attitude that they will be accepted on their 'individual' merit.

Women have often asked for the bad publicity that they have received. They have displayed greed for their husband's money and financial success. They have complained and cried in the business world when the going gets tough. They have volunteered to do a job in the community, but if the car won't

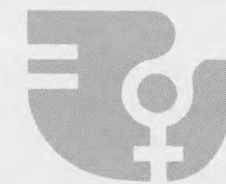
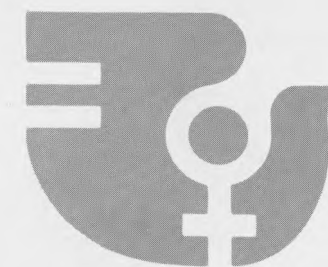
start, they don't show up. The worst excuse of all is "my husband won't let me" . . . No wonder for the bad publicity. We wear provocative clothes, low-cut bosom-revealing tops, and string bathing suits and then act offended that we've attracted sexual comments from men.

It is quite true that when women represent themselves as confident, responsible, mature, problem-solving individuals, they will be accepted as such. Their children will probably grow up to hold the same attitudes, and their husbands and associates will view them with the dignity that they have earned.

1975 is International Women's Year. It is a good time to examine who we have been, and who we want to be. If we want to be viewed with respect, we are going to have to make certain that we as individuals display respectful qualities. Our greatest opportunity for change begins in our own home-to help our children grow to respect the quality of the 'individual'.

The world will be watching. 1975 may be the year of our finest accomplishments in establishing the groundwork of equality, development, and peace in the world.

*And. . . it all begins with you.*





## Putting it all together for project volunteer

by Pat Reis

### Committee Meeting #1.

"First, let's define volunteer."  
"Well, do you mean from the League or N.O.W. point of view?"  
"Yes, and what about the political activists? They're volunteers too, you know."  
"To say nothing of the volunteer army!"  
"Well, let's go on to *where* we're going to have the conference. And *when*."  
"What about Fountain Street?"  
"The Republicans won't go there, you know."  
"I have to go now—we're practicing slide-shuffle-stomps today for the Revue. Let's meet again next week."  
"But what about the survey?"  
"Want to see my slide-shuffle-stomp?" (Shuffles out the door.)  
"What's a good day for everyone?"  
"Well Tuesday's I always play tennis. And of course I can't miss my hair appointment."  
"Why was I invited?"  
"Let's wait until after the revue—we've got plenty of time."  
"Should we have a key-noter?"  
"How about Mrs. McGovern?"  
"The Republicans won't go to hear *her*!"  
"I guess we'd better try to define volunteer."  
(Everyone leaves.)

### Committee Meeting #5

"OK, let's define volunteer."  
"Want to see my slide-shuffle-stomp?"  
"I have to leave now."  
"What about the survey?"  
"And let's not forget to manage all of this by objective!"  
"What objectives?"  
"Why was I invited?"  
"BUT WHAT ABOUT THE SURVEY?"  
"We'd better get an idea of what all of this is going to cost!"  
"Let's remember the minority groups!"  
"You mean the Republicans?"  
"What about the brochure?"

How much lead time do we have?"  
"What's lead time?"  
"I'm going to be out of town until Easter. But I'll be glad to help when I get back."  
"Let's wait until after the Revue. Want to see my routine?"  
"Remember, we don't have an *unlimited* budget!"  
"What about *babysitting*?"  
"What about the *keynoter*?"  
"What about *THE SURVEY*?"  
"What about the *brochure*?"  
"We're not using MBO!"  
"I have to leave now—I'm teaching YOGA for the next ten weeks, but I'll be glad to help when I'm done."  
"Why was I invited?"  
(EVERYONE LEAVES.)

### Committee Meeting #15

"We'd better define volunteer."  
"Thank God the Revue is over."  
"Whatever happened to the survey?"  
"Whatever happened to the brochure?"  
"We just have six weeks to go."  
"Whatever happened to the budget?"  
"Whatever happened to that girl who was doing all those shuffle-slide-stomps? She was really good."  
"She's gone on the road with a *paid* career!"  
"Gee that sounds better than a volunteer conference!"  
"Yeah, that's what *she* said!"  
"That's what N.O.W. says, you know."  
"The Republicans will never stand for that!"  
(EVERYONE LEAVES.)

### Committee Meeting #25

"Well girls, the conference is tomorrow. Don't you think we'd better define volunteer?"  
"Why don't we just do a survey of the kind of volunteer conference everyone wants."  
"That's a great idea—then we can get together and start planning early for next year's conference!"  
"Didn't we already do a survey?"  
"Oh, that's right—whatever happened to that one?"  
"Well, it's outdated by now anyway—women are changing so fast you know."  
"The Republicans will never stand for that!"  
(EVERYONE LEAVES)

## Placement. . . Where are you going?

"You've come a long way baby. . ." and this is aptly manifested in Placement's flexible, diverse program, which is our new Six Year Plan. With an accent on individual goal setting, this plan offers a member a three year community project commitment, a two year in-league committee involvement, and two training courses for personal enrichment. The sixth year is her option. At the completion of the above, she goes to a Post Plan, which allows the member to either continue as before or to be active on an every-other-year basis. Thus, the "done in" member has a chance to revitalize and continue until her sustaining year.

This is an innovative and appealing plan, and several Leagues across the nation have requested information about it. In a year as action-packed as this, our anniversary, with the myriad events and demands, the Six Year Plan has had a most impressive response.

A capsulized peek at our placement program would reveal an all-encompassing field of volunteer opportunities. In the area of Arts and Enrichment we have the Voigt House and our own League-initiated zoo project. Through this program docents are trained to conduct meaningful and educational tours for childrens groups who visit the zoo.

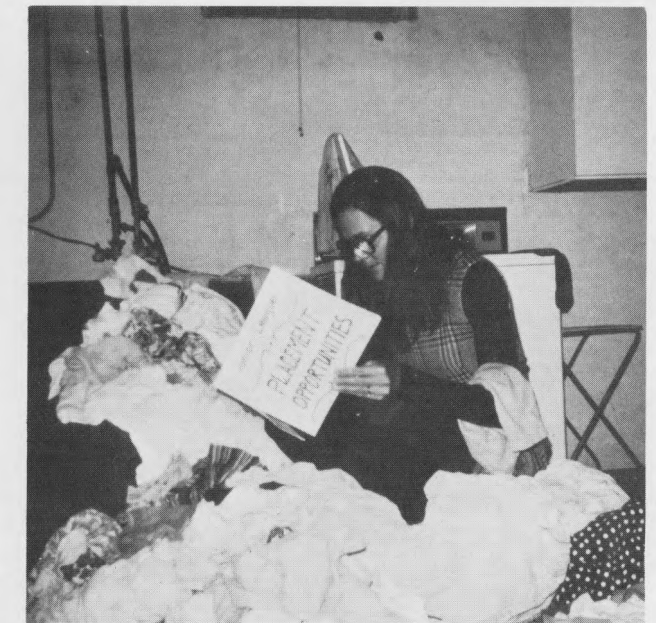
The Community Concerns field offers The Women's Resource Center, Kent County Juvenile Court (formerly Waalkes Juvenile Court) and the Committee for TV Awareness, which will be working with the channel 35 TV Auction. Our members have been instrumental in the Citizens Committee for Criminal Justice, which, incidentally, developed as a result of our Junior League-sponsored seminar in 1973. Tape Tours, which will direct visitors to the various highlights of our city by car, is about to reach fruition. The tapes will be available through several area motels, hotels, museums, libraries, and the Chamber of Commerce.

The League's Bucket Brigade is the "creme de la creme" of our Education area. This project provides tutors with creative and instructional tools to assist early elementary children who are experiencing difficulties with their academic studies. Next year we hope to establish another interest group, whereby members decide which area of education they would like to pursue, and then develop a formal program. We will also be plugging into Career Education, which is currently receiving nationwide attention and legislation.

Health and Welfare sees us aligned once again with Child Guidance, which continues to be one of our most popular placements. SCAN has also attracted many, even in its embryonic stage. The field of Child Advocacy will be exciting and challenging for our women next year.

Our placement committee strives to guide a Junior League member in her career development or personal goal setting, as well as providing varied volunteer opportunities. In this way her talents and skills will be utilized to the fullest. And that's how you ". . . get where you got today."

by Susan Ryan



. . . . need we say more?

... 1950

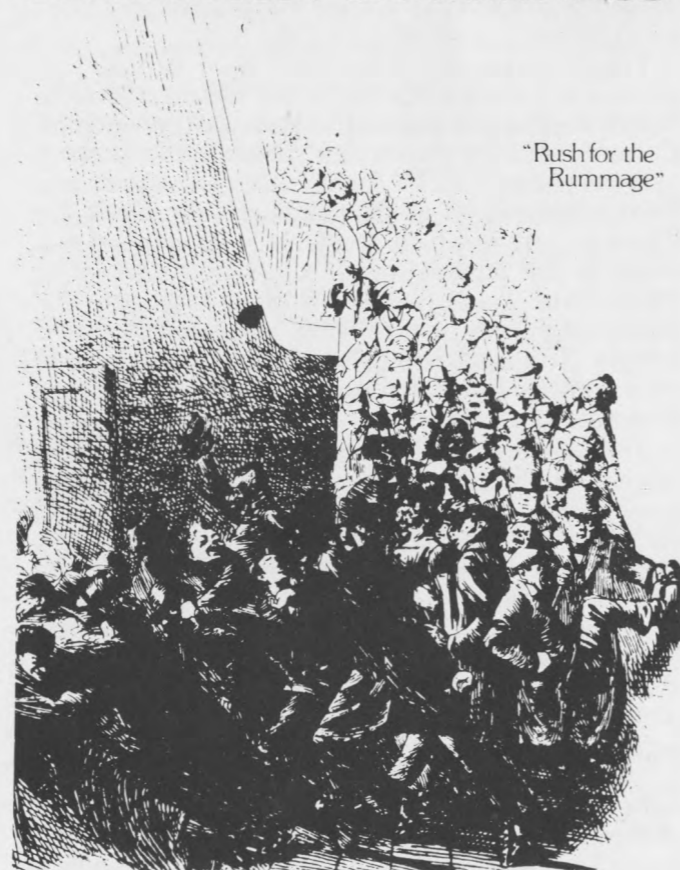
Junior League Board attending luncheon at Kent Country Club. L. to R.—Mary Lankester, Mary Fran Ward, Laura May Ripley, Obie Ellis (Pres.), Ruth Wierengo, Betty Curtis, Katie Hall



From hardly a crush —  
to "rummage with a rush" —

Coming soon —  
Bargain Bonanza  
Oct. 9-10, 1975

## BARGAIN BONANZA



"Rush for the Rummage"

... Present

... Past



One of the early offices of the Junior League was "the little stone house" on Fulton St. (now Russell H. Coles).



To the office of Today ... onward and upward!

## ... about the Future

On his seventieth birthday, Henry Wadsworth Longfellow wrote this letter to a friend: "You do not know yet what it is to be 70 years old. I will tell you, so that you may not be taken by surprise when your turn comes. It is like climbing the Alps. You reach a snow-crowned summit, and see behind you the deep valley stretching miles and miles away, and before you other summits higher and whiter which you may have strength to climb or not. Then you sit down and meditate, and wonder which will it be. That is the whole story, amplify it as you may. All that one can say is, that life is opportunity."

Although we are just 50 years old, our Junior League life is indeed opportunity. As we contemplate our past fifty years and project ourselves into the future, we realize that we have many and varied summits for which to strive.

To help us in looking ahead - we call it "Future Planning" - the Association Management Process is teaching us skills to make it easier. We will be learning more about "career development" - knowing what we are best at, where and how we should be using our training.

We will be joining with other groups in the community more frequently to make Grand Rapids a better place in which to live. How wonderful for us to learn from others and to share our training.

We will be involved in more risk-taking. If the amendment to the AJL Policy on taking legislative action is approved, we will be able to effect change at the highest level. With the training and education that the Junior League members have acquired, it is exciting to anticipate the influence that we may have in the future.

As our immediate goal in our climb upward, we hope to involve nearly all League members in the areas of Criminal Justice and Child Advocacy. There will be opportunities for everyone to be successful in reaching their summit.



Gretchen Chamberlain  
Vice-President, Junior League

# ET CETERA

APRIL, 1975 VOLUME XX NO. 1

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## 50 Golden Cheers!

The Junior League has given a wonderful opportunity to me this year. As editor for the Anniversary issue of *EtCetera*, I have had the privilege of meeting and working with a superb group of women.

We began our task with a small committee of writers that expanded to include two founders and Honorary members, several sustainers and past-presidents, and Active members including a Professional and a new transfer - a well balanced group.

I would especially like to applaud my committee. Jan Brander has been a most conscientious assistant editor. She has spent many hours studying old newspaper clippings for background information pertinent to her article, editing copy, and assuming the role of magazine photographer. Chris Goodrich was responsible for our advertisers' copy and the preparation of the list of donors. Margaret Pyle had the monumental job of searching for pictures of all of the past-presidents. Marilyn Crawford researched dress styles of the various decades and designed a unique cover. Nancy Davis found herself writing about a decade that included Miss Betty Bloomer (our own Mrs. Gerald Ford) and, in more current tones, writing about International Womens' Year. Sally Gleason, as Public Relations representative, served as liason between committees and gathered all of the scrapbooks together for us. To Helen Smith came the duty of distribution and mailing of the *EtCetera*.

I also include my husband and children in this applause. They have been most patient with me in this endeavor. Their home and meals have been chaotic, as of late, but we are heading back to normalcy.

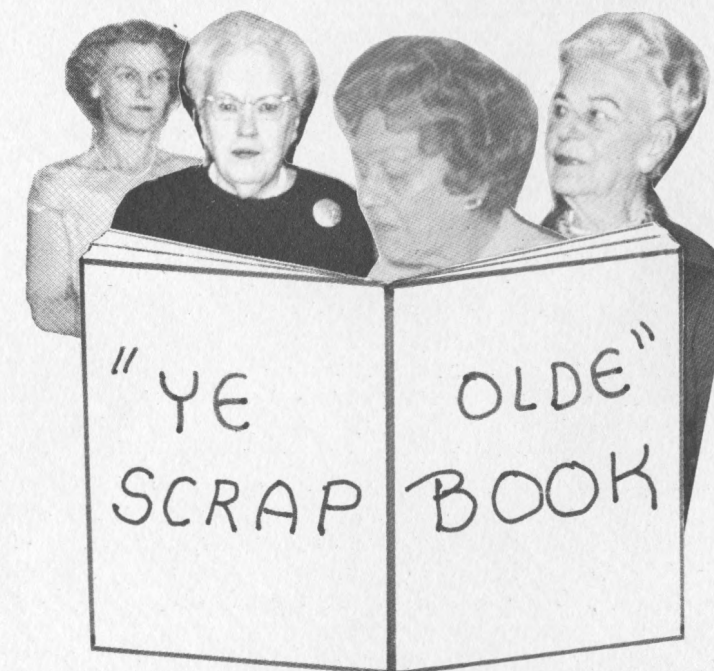
To my committee and to those of you who have submitted articles and pictures, I truly THANK you! Your help and dedication has made possible this Anniversary Issue—

50 GOLDEN CHEERS to all of you!

Judy Palmer

## ... Community Boards on which we serve

Advisory Center for Teens	Jellema House
Advisory Committee, 61st District Court	Junior Arts Council
Advisory Council of R.S.V.P.	Keewano Council of Camp Fire Girls
Arts Council of Grand Rapids	Kent County Chapter of American Red Cross
the Bridge	Kent County Council for Historical Preservation
Community Action Program	Kent Residence Centers for Non-Profit Housing
Career Education Planning District	Little League of Mary Free Bed
Catholic Social Services	Michigan Association for Mentally Disturbed
Center for Environmental Studies	Michigan Society for Mental Health
Child Guidance Clinic	Our HOPE
Citizens Advisory Council to Waalkes Juvenile Court	Planned Parenthood Association
Cerebral Palsy	Porter Hills
Council for Performing Arts for Children	Project Rehab
D.A. Blodgett Homes for Children	SCAN (Suspected Child Abuse and Neglect)
Dyer Ives Foundation	Senior Citizens Coordinating Committee
Eastown Association	Sparta Board of Education
E.G.R. Board of Education	Switchboard
Educational Television	UFCS
Emerging Arts Forum	VAC
Family Service Association	Voigt House
4C Day Care Committee	West Michigan Environmental Action Council
Goodwill Industries, Inc.	Western Michigan Opera Association
Grand Rapids Art Museum	Women's Political Caucus
Grand Rapids Foundation	Women's Resource Center
Grand Rapids Public Museum	YMCA
Grand Rapids Symphony	YWCA
Grand Rapids Urban League	John Ball Zoological Society
Heritage Hill Association	



A "fringe benefit" that evolved from our search into past history was entertaining the presidents of the first decade at a coffee. Everyone enjoyed poring over the scrapbooks and remembering old times. It was most interesting to discuss how the Junior League began and where it is today. Those past-presidents who were able to join us were Nellie Clements, Jo Bender, Dorothy McAllister, and Helen Hutchins.

**Junior League of Grand Rapids, Inc.**  
**1500 Wealthy S.E.**  
**Grand Rapids, Michigan 49506**

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The purpose for which this Corporation is to be formed is exclusively educational and charitable and is:

- to promote voluntarism,
- to develop the potential of its members for voluntary participation in community affairs,
- to demonstrate the effectiveness of trained volunteers.

PRIORITY NEEDS SURVEY OF GRAND RAPIDS

Final Report

May 11, 1976

SHEERIN ASSOCIATES  
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The research reported herein was prepared with the support of the Junior League of Grand Rapids. The views expressed in this report are those of the researchers and should not be ascribed as views of the Junior League.



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to the Junior League of Grand Rapids, 1500  
Wealthy, S.E., Grand Rapids, Michigan 49506)

## PART I

### INTRODUCTION

The Junior League of Grand Rapids is a volunteer organization that contributes time, money and service to selected projects. The research committee of the organization, desirous of maximizing the League's efforts and funding policies, initiated this survey of priority needs in Grand Rapids. Although the results of the survey will primarily be used to guide the League in its decision-making process regarding the allocation of time, finances, and expertise, there is definitely a wider audience for the results of the survey.

#### Municipal Community Focus

The orientation of the Junior League is the promotion of voluntarism through community service. Consequently, the focus of the study is on the community of Grand Rapids. Like every village, town, and city, Grand Rapids has goals, typical patterns of interaction, role structures defining a division of labor, norms for regulating behavior, techniques of social control, and a system of social ranking. These organizational features, although similar to those of other comparable cities, create distinct problems for the city. By interacting together, families, business enterprises, religious organizations, schools, civic groups, political parties and other constituent groups of the urban community create a complex behavioral system as well as a series of complex social



and cultural problems associated with urban life. Whatever the cultural and economic causes of the "crisis of the cities," each city must assess its own priority needs according to its human and economic resources and, hopefully, according to a total-systems plan. No amount of patchwork is going to help find good solutions to urban problems. If cities settle for patchwork planning, they become locked into what mathematicians call a local optimum, where a global optimum is preferred.

By initiating programs that resolve current crises just enough to maintain stability, i.e., by alleviating problems in some areas but letting others persist, cities become entangled in patchwork planning. Functional agencies are created at metropolitan and regional levels to study and meet crises. Various citizen groups form at different levels to pressure corrective action when it suits their own particular needs. As each new pressure arises, just enough effort is concentrated (in the form of budgeted money) to serve as a psychological band-aid.

An urban development plan forms part of--and is affected by--regional, national, and even world trends. Nevertheless, its implementation is primarily guided by local community considerations.

#### Institutions Meet Needs

Every community has certain essential tasks to perform if it is to exist, let alone flourish. For the performance of these functions, certain structures--institutions and their sub-systems--are formed. Institutions, then, are the principal instruments whereby the essential tasks of social living are organized,

directed and executed. The basic social institutions--the economic, political, familial, educational, and religious--and the major urban systems--legal, recreational, welfare, health, transportation, criminal justice--are important parts of understanding the way communities survive or decline. Without social institutions that effectively meet the needs of its members, a community cannot long continue as a viable social system. The perceived needs, then, of Grand Rapids' institutions and urban systems provide a convenient framework for this survey.

Social institutions are not toally separate entities; their elements and functions and operations intertwine and overlap, e.g., the legal institution overlaps with the political, the welfare with the economic. In actual practice, they are all interdependent in meeting the daily needs of the city. Consequently, persons in positions of influence or power in particular institutions have the opportunity to perceive the latent or manifest consequences, needs, and dysfunctions in other institutions as well as their own. Experts are no longer satisfied with ideas that appear to solve problems for only part of a system, but leave problems in other parts unsolved. To produce an adequate pool of ideas on the urgent needs within various institutions in Grand Rapids, we sought ratings from people who are knowledgeable about every aspect of city activities, operations, and institutions, ranging from distinguished politicians to specific program directors, from college theoreticians to community practitioners.

## Objectivity of Perceived Needs - Consensus

The priorities that determine the focus and tasks of various institutions should be defined to reflect the priorities of community residents themselves. Unfortunately, policies do not always reflect the latent or manifest needs of residents, recipients, or clients. Nevertheless, it is safe to assume that most persons in positions of leadership or power can give us good insights into the urgent needs of their community. It is safe to assume that from their positions, in the routine of their work, they have acquired a reservoir of experience and insights and sensitivity beyond the subjective. While a great variety of opinions would not be a surprise, strong agreement on top priority needs can be expected. It is the purpose of this survey to gather and synthesize this combined sensitivity, experience, and insight.

## METHODOLOGY

### Objectives

This investigation has several objectives apart from the overall objective to assist the Junior League to maximize its efforts and funding policies; to identify individuals in positions of influence or power in Grand Rapids' institutional structure; to gain insight into the perceived institutional needs; to establish the rank order of institutional needs as perceived by persons in key administrative positions; and, finally, to make recommendations on the direction the League may take. The survey objectives determine the sample design.

## Sample

The sampling procedure that best suits the purpose of the study is the purposive or judgmental sampling technique. This form of sampling requires strong assumptions and considerable knowledge of the population and subgroups selected. On the basis of available information from League members, the respondents selected can be judged to be representative of the key administrative positions across Grand Rapids' institutions.

A sampling frame of about 300 personnel from various management levels of all major institutions, programs, projects, and subsystems, e.g., transportation, criminal justice, etc. was first constituted. From this a sample of 106 key administrative personnel was chosen and interviewed during the first three weeks of March, 1976.

## Data Collection

The structured interview was formulated to elicit highly specific and concrete needs rather than diffuse and general opinions about the needs of various institutions. Although the respondent was completely free to express his/her own line of thought, the direction of the interview was clearly in the hands of the interviewer in that a list of items was presented for the respondent's reflection and ranking.

The rating of an item simply indicates its relative rank or priority position in the list of items presented. Individual raters from business, welfare, education, religion, and so forth,

often differ widely in their assessment of needs and priorities. When a high consensus on any one item emerges among institutionally diverse respondents, we have substantial evidence as to the objectivity of that need. The value of the list of items presented was also made evident by the few additions to the category "other" provided for each institution. Finally, the prepared list facilitated comparison and tabulation.

#### Personal Interview Technique

The personal interview was chosen because of two major advantages: higher percentage of returns could be expected because of a willingness of key administrators to cooperate in a personal interview, and the availability of capable League members to do the interviewing. The printed interview schedule was extensive and the interviewers could take time to allow the informant to become oriented to the topics under consideration. Furthermore, the information-gathering effort was also a means for the League to disseminate information about its organization and its activities.

#### Data Analysis

This survey is based on the distinction between the "importance" of a need and the "urgency" of a need. The concepts are analytically distinct. The "importance" of a need is its overall value for human development, irrespective of time.

Urgency is time-oriented. It looks to what should be done here and now. For example, to eat is more urgent to a hungry

man than to think. Although thinking is the more important and more valued human activity. The priority ordering used in this study is that of time-oriented urgency. Consecutive numbers--one being most urgent--are used. Subsequent numbers indicate lower degrees of urgency. Thus, it is possible to establish a priority measure for each item to permit comparison.

### Relative Percentages

Relative percentages are chosen in preference to adjusted percentages. Relative percentages take the total sample, rather than the responses, as the denominator. The advantage of relative percentages in this study is to permit comparison of responses on all items within a given institutional system. Relative percentages also permit the addition of first, second, third, and so forth, percentages to give us a measure of both priority and need recognition.

### Priority Index and Recognition Index

In all cases the total score for the top three places is taken as the index of priority, whereas the total score for all rankings is the index of need recognition. For instance, the need for communication skills within the family receives the following ratings: first priority--18%; second priority--13%; and the third priority--7%. This gives us a total priority (sum of top three places) of 38%. The total sample, 106 respondents, is the denominator. When all the respondents who recognized this item as an urgent need but gave it a lower priority rating, are added

to those who placed it in the top three, we obtain a "recognition factor" of sixty-seven (67) of the total sample (106) recognizing the need. The "recognition index" for this item, is sixty-three percent.

### Priority Scale

The chief interest is in the top priority rating of each need, and the priority index for the first three places determines the rank order of needs. The priority scale based on scores for the first three places is set up as follows:

- . Very high priority -- 30% or above
- . High -- 20 to 29%
- . Low -- 10 to 19%
- . Very low -- Under 10%

The rationale for this priority rating scale is based on occupational and institutional diversity of respondents. This diversity normally leads to a wide opinion differential on the first three degrees of urgency. Thirty percent (30%) is, therefore, chosen as the cutting point for very high priority; twenty percent (20%) for high, and ten percent (10%) for low. Such cutting points are justified by virtue of sample diversity.

While items are rated within institutions from the aspect of priority--individual items were not rated across institutions and, therefore, cannot be compared individually across institutions. They can only be compared on the recognition factor. Respondents, however, did rate institutions and systems on a priority basis which enabled the categorization of institutions into four levels of urgency. These four levels of urgency form the basis for the organization of this report.

## PART II: INSTITUTIONAL PRIORITIES

### FIRST LEVEL OF URGENCY

#### Economic Needs

Despite job dissatisfaction, most Americans today would agree that it is better to have a job than not to have one. When people lose their jobs in a society geared to high levels of production and consumption, and where money is circulated chiefly through gainful positions, unemployment becomes a threat to the structure of society itself. At the same time, there is an increasing call for people in power positions, on all levels, to help restore the health of the economy. It is not surprising then, that the alleviation of unemployment is given first economic priority by sixty-seven percent (67%) of the respondents.

Likewise, the sharp and continuing rise in price levels escapes few people. The need to control inflation is ranked second on the list of priorities by forty-one percent (41%) of the respondents. And the need to prevent industry from departing from the city takes third place (37%). This priority is logical and confirms the anxiety about industry and business in Michigan at large.

In a recent speech in Southfield, George Van Peurse, president of Michigan Manufacturer's Association, quoted the Fanta study which rated Michigan 45th out of 48 states in terms of



desirability as a location for business and industry. He added that in a study of 54 Michigan businesses, 31 said they were not expanding here and 28 said they wished they had not located here in the first place. Given such a business and industrial climate, most urban leaders perceive the need to encourage new industry and discourage established industries from leaving. Encouraging new industry, although not in the top three, received a very high priority (34%). The economic needs chosen for the first three positions are illustrated in Table 1.

TABLE 1. RANKING OF THE URGENT ECONOMIC NEEDS OF GRAND RAPIDS  
RESPONSE FREQUENCY AND PERCENTAGE.\* N=106

Priority Rank	Need	Individual Priority			Priority Recognition	
		1	2	3	Total	Total
1	To alleviate Unemployment	51 48%	19 18%	1 1%	71 67%	87 82%
2	To control inflation	19 18%	20 19%	4 4%	43 41%	50 47%
3	To prevent present industry from departing	10 9%	11 10%	18 17%	39 37%	75 71%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

In the light of these urgent needs--of alleviating unemployment, controlling inflation, and preventing industry from leaving--one might expect a high rating for support of the downtown business area. This is not so; only seventeen percent (17%) rate the item as a high priority. The persons interviewed do not view

business or the expansion of downtown Grand Rapids, apparently, with the same degree of urgency as they view averting the flight of industry from the city or encouraging the development of new industry.

Finally, the importance given to the alleviation of unemployment and the importance of jobs as a need of great magnitude is substantiated throughout the survey. Employment opportunities are discerned as the primary urgent needs of the poor, and young married couples; equality of job opportunity is regarded the most urgent need for women and minority groups. Items related to income and jobs, likewise, are positioned at the top for senior citizens and young adults. Adequate life income ranks as the first priority for senior citizens and career orientation and job training is the second priority for young adults. Later in this report it will be seen that, from an overall economic standpoint, sixty-two percent (62%) of the respondents rated Grand Rapids as "fair;" twenty-five percent (25%) rated Grand Rapids as "poor;" and only thirteen percent (13%) rated the city as "good."

Clearly, the national economic situation of the past few years has placed the need to live above the need to live well. From this survey, the main economic anxieties are seen to be over alleviation of unemployment, control of inflation and the preservation and development of industry. Nevertheless, other economic needs elicited a strong response. As described in the method of analysis, top priority is given to those needs receiving the highest,

combined percentages. Subsequent needs are categorized into four classifications, as described on page eight of this report. Following the three most urgent economic needs, these priorities emerge:

Very high priority: encourage development of new industries (34%)

High priority: support present industry (20%)  
develop Monroe Center (20%)

Low priority:

- . develop downtown Grand River bank area into a cultural-business center (19%)
- . prevent present industry from failure (17%)
- . provide favorable credit for local community projects (15%)
- . sensitize local government to business needs (14%)
- . expand convention center facilities (13%)
- . local business to invest in local community projects (12%)

Very low priority:

- . more usable business space in downtown Grand Rapids (9%)
- . tourism (5%)
- . more high-rise apartment buildings (5%)

### Family Needs

Family research indicates that Americans in general believe that marriage begins with passionate love and evolves gradually into a cooler but closer companionship of greater intimacy. Sociological studies, however, show that this is not necessarily so, that happiness in marriage is acquired by diligence and effort and not by accident or by fate. Emerging values which place the growth of the individual above the good of any institution, including the family, accompanied by changing role definitions,

unduly burden the modern family. The final outcome for the majority is a slow deterioration of marital satisfaction. The percentage of marriages where disillusion becomes dissolution in the divorce courts is reaching catastrophic proportion. Nearly fifty percent of all marriages end in divorce.

While these developments pose a threat to individual marriages, the monogamous conjugal institution does not appear to be in danger. The majority of divorced persons remarry. The problem, then, is one of saving or helping individual marriages and ways and means by which this can best be accomplished.

It is at this juncture that skills in communication become paramount. Communication skills clarify value systems; help to avoid misunderstanding; become the vehicle of problem solving, and ultimately facilitate the depending and strengthening of this most intimate human relationship.

Studies have shown that, while young married couples put love as the first priority of married life, those who are ten years married move communication into first place. In the light of such research findings, it is of interest that the respondents in this survey place development of communication skills within the family as the most urgent priority (38%); premarital counseling, closely allied to communication skills, ranks second (35%) and unexpectedly, help for child abuse places third (34%).

It was no small surprise to find that the prevention, detection and treatment of child abuse is ranked third. This

hidden crime within the family, has only recently come to the awareness of the public. Little scientific research, as to the extend and nature of this crime, has been carried out. Sixty-nine percent (69%) of the respondents recognized child abuse as an urgent problem to be confronted. Table 2 illustrates the first three priorities in the family area.

TABLE 2. RANKING OF THE MOST URGENT FAMILY NEEDS OF GRAND RAPIDS RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank		Individual Priority			Priority Total	Recognition Total
		1	2	3		
1	Communication skills within the family	19 18%	14 13%	7 7%	40 38%	67 63%
2	Premarital counseling	13 12%	14 13%	11 10%	38 35%	68 64%
3	Child Abuse-prevention, detection, and treatment	17 16%	12 11%	7 7%	36 34%	73 69%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

Other needs receiving a priority rating included:

High priority:

- . Family planning counseling (27%)
- . Homemaking skills (budgeting, nutrition, insurance) (26%)
- . Understanding of the changing role of women within the family (25%)

Low priority:

- . Recognition of variety of family life styles (17%)
- . Adjustment to divorce counseling (16%)
- . Single parent counseling (13%)
- . Day care centers (13%)

Very low priority:

- . Availability of adoption information counseling (8%)
- . Supportive family friends (6%)
- . Foster care (6%)

Efforts on the part of the Junior League to assist valid programs which aim to develop communication skills within the family, to provide premarriage counseling, and assist in finding solutions to child abuse (and possibly wife abuse) would be clearly in line with the urgent needs emerging from this survey. Likewise, other family priorities can be given high consideration: family planning, parenting workshops, the changing role of women in the family, and promoting skills which will assist women with budgeting, nutrition, insurance and so forth.

#### Educational Needs

A remarkable consistency comes into view in examining responses to several sections of the survey dealing with education.

This consistency is significant in establishing the reliability of the study. The needs of education repeatedly rank high.

Eighty-one percent (81%) of the persons interviewed appraise education as the first priority in the children category, and sixty-four percent (64%) place education (including special and vocational) as a high priority in the young adults category.

Later findings, while being more general in nature, are consistent with the specific educational needs identified in this section.

The lack of basic skills on all levels--primary, secondary, and postsecondary--is troubling educators across the country.

Now, because of both political pressures and parents' and educators' persistence concerning the increasing need for Federal support to help alleviate this widespread problem, a substantial number of remedial and experimental programs are in existence. Results, thus far, are disappointing on the national level. And on the local level of Grand Rapids, we find respondents identifying basic skills as the most urgent educational need (44%). An explosive issue underlies the deficiencies in basic skills-- accountability. Thirty-six percent (36%) of the persons interviewed placed the evaluation and accountability of school officials and teachers as the second priority. The perennial need for effective communication between parents and school officials ranks third (31%) in the educational area. Table 3 contains the responses to this area.

TABLE 3. RANKING OF THE MOST URGENT EDUCATIONAL NEEDS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority Total	Recognition Total
		1	2	3		
1	Emphasis on basic skills (reading, writing, and math skills)	28 26%	14 13%	5 5%	47 44%	73 69%
2	Evaluation and accountability of school officials and teachers	16 15%	13 12%	9 8%	38 36%	65 61%
3	Communication between parents and school personnel	8 8%	17 16%	8 8%	33 31%	66 62%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

Needs that receive a twenty percent priority rating or over must be recognized as very urgent. Four such needs are identified in the area of education in the high priority category:

- . Job orientation and career training (25%)
- . Detection of and opportunities for gifted children (25%)
- . Special education programs (for learning disabilities, mentally and physically handicapped) (23%)
- . Better teachers (21%)

A low priority was given to:

- . More financial assistance to education (17%)
- . Desegregation of schools (14%)
- . Alternative schools (14%)
- . Environmental education (13%)
- . Curriculum reorganization (11%)
- . Better administrators (11%)

A very low priority was given to:

- . Financial support for adult education (9%)
- . Graduate education opportunities (7%)
- . Evaluation of sexism in textbooks (7%)

In education, as in other institutions, money is often perceived by many as the solution to all problems--the panacea for all ills. We did not find this in the survey. Only seventeen percent (17%) feel that more financial assistance to education should be given priority and only nine percent (9%) feel that financial support for adult education is a top priority. Evidently, the respondents do not equate better schools, better education, better teachers with a higher financial input.

The needs identified here are not of recent origin.

That they have persisted so long raises serious questions about the wisdom of the band-aid approach to problems and issues.



## SECOND LEVEL OF URGENCY

### Criminal Justice Needs

The group of institutions which received a thirty percent or higher inter-institutional rating formed the second level of urgency needs. Second level urgency needs were in the criminal justice area (33%); physical health (31%), and the political institution (31%). We now turn toward a discussion of criminal justice.

Many research studies have drawn attention to the interesting sociological phenomenon that although equality before the law is an outstanding American value, the equal application of justice provides implementation problems at all levels.

The poor, minorities, the uneducated, and the young are more likely to endure the penalty for their crimes than the wealthy, the powerful, or the white collar worker. Inequality before the law is especially offensive because the law derives a certain sacredness from its goal, which is the common good.

This survey found that equality in the distribution of justice ranks as the primary need for the criminal justice system (43%); alternatives to incarceration ranks second (42%); and updating the court system and procedures ranks third (32%); Table 4 presents the top three priorities in the criminal justice system.

TABLE 4. RANKING OF THE MOST URGENT CRIMINAL JUSTICE NEEDS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority Recognition	
		1	2	3	Total	Total
1	Equality in the distribution of justice	21 20%	16 15%	9 8%	46 43%	64 60%
2	Alternatives to incarceration	16 15%	15 14%	14 13%	45 42%	69 65%
3	Updating court procedures and system	12 11%	14 13%	8 8%	34 32%	63 59%

\*All percentages are relative to the total sample (106) and are not adjusted to response total.

Because of the wide diversity of the chosen sample across institutions and occupations, twenty to twenty-nine percent priority vote must be regarded as strong support of a given need; ten to nineteen percent as low, and any percent below ten as very low. Based on this criterion, the following priorities emerged:

High priority:

- . Decriminalization of victimless crimes (28%)
- . Crime prevention (24%)

Low priority:

- . Inter-agency community support systems for offenders (19%)
- . Updating the probation system (17%)
- . Detention reform (16%)
- . Criminal Justice coordinating council (15%)
- . Informed citizenry (14%)
- . Drug traffic control (12%)
- . Updating police procedures (12%)

Very low priority:

- . A central information system (10%)
- . Juvenile code revision (9%)
- . Research (3%)

The responses show more awareness of criminal justice problems than solutions to the problems. Most of the items allocated to a low priority are generally recognized by criminologists and criminal justice experts as important.

#### Physical Health Needs

Inability to pay for medical care is not of the same character as inability to pay for such other necessities as food and shelter. Though the total incidence of sickness may be predictable for society as a whole, sickness, like unemployment, is for the individual an unpredictable risk that can suddenly stop the flow of earnings. While provision for unemployment can be made by a cash allowance that is related to previous earnings or that provides or secures a subsistence or minimum level specified for the particular area, a standard weekly or monthly cash benefit cannot ensure that all bills for medical care can be paid. This is because the expenditure required per day or week to meet medically determined needs can vary enormously according to the nature of the illness.

The problem of ensuring that the whole population is in a position to purchase the medical care that physicians recommend has become more and more acute. Families with modest savings and moderate incomes--families that would not be regarded as poor or indigent--may, nevertheless, be unable to pay for the medical care of a family member and, therefore, can be classified as medically indigent. Thus, it is not difficult to determine the top priority among the physical health needs in the city of Grand Rapids.

Alternatives to the high cost of medical care received a remarkable seventy-six percent (76%) priority rating. The second most urgent need is identified as the availability of health care to the indigent (48%); and the third, general health education and information, got forty-one percent (41%). (See Table 5.)

TABLE 5. RANKING OF THE MOST URGENT PHYSICAL HEALTH NEEDS OF GRAND RAPIDS FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority Total	Recognition Total
		1	2	3		
1	Alternatives to the high cost of medical care	47 44%	20 19%	14 13%	81 76%	88 83%
2	Availability of health care to the indigent	24 23%	14 13%	13 12%	51 48%	74 70%
3	General health education and information	8 8%	17 16%	18 17%	43 41%	69 65%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

Other items receiving priority ratings are:

Very high priority:

- . The availability of health care for the home-bound (31%)

High priority:

- . Detoxification facility for men and women (21%)

Low priority:

- . Confidence in the medical profession (12%)
- . Free clinics (15%)
- . Immunization programs (12%)
- . Day care for the elderly (11%)

Very low priority:

- . Organized rape crisis teams on hospital staffs (9%)
- . Research (7%)
- . Availability of professional nursing care (special duty, nursing homes, clinics, private care ) (7%)
- . Parental care (6%)
- . Burn treatment center (6%)

Political Needs

Disenchantment with the political institutions has permeated the American public in recent years. The willingness or ability of politicians to cope with national problems is questioned. Government is often blamed for the state of the economy, inflation, and the major community problems that beset the lives of people. The "crisis of the cities" has been aggravated in recent years by the "white flight" to suburbia, the subsequent pursuit of industry and business, substantial loss of the city's tax base, and spiraling city taxes. City mayors look to state capitols and to Washington for relief in one form or another of revenue sharing with no strings attached.

The expectation that greater responsiveness of politicians to community needs may halt urban decay and turn the downward spiral into an upward surge is ebbing. Nevertheless, greater responsiveness of politicians to community problems receives highest priority among political needs (51%); the need for greater communication between politicians and the public is second (47%), and greater accountability of elected officials to constituents is third (43%). Table 6 ranks the four most urgent priorities.

TABLE 6. RANKING OF THE MOST URGENT POLITICAL NEEDS OF GRAND RAPIDS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority	Recognition
		1	2	3	Total	Total
1	Greater responsiveness of politicians to community problems	18 17%	17 16%	18 17%	53 51%	77 73%
2	Greater communication between politicians and the public	17 16%	14 13%	19 18%	50 47%	73 69%
3	Greater accountability of elected officials to constituents	16 15%	18 17%	12 11%	46 43%	71 67%
4	Greater involvement of constituents in decision-making process	21 20%	15 14%	9 8%	45 42%	74 70%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

In general, the political system is viewed as indifferent, distant, and in a sense irresponsible towards the local community. The similarity of these priorities to those of the educational institution is worth noting. It will be recalled that the evaluation and accountability of school officials and teachers, and communication between parents and school personnel held second and third priority ratings, respectively. Clearly, both politicians and teachers would do well to heed pleas for more communication and responsiveness. This survey shows that a very high priority (42%) is given to the involvement of constituents in the decision-making process. Now let us look at the priority ratings of other political items

contained in the interview schedule.

High priority:

- . Greater equality of treatment by local concerns of various ethnic groups in the community (21%)

Low priority:

- . More personal government (17%)
- . The need to balance media influence on the political environment (15%)
- . Reduction in the power of pressure groups (13%)

Very low priority:

- . Need to equalize the two party system (6%)

In conclusion, it would appear that no dramatic shift in the political structure is desired, but rather the more responsive operation of present structures to include in a meaningful way the voice of the urban community.

THIRD LEVEL OF URGENCY

Mental Health Needs

As defined in the 1946 constitution of the World Health Organization, "Health is a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity." The term mental health represents a variety of human aspirations: rehabilitation of the mentally disturbed, prevention of mental disorder, reduction of tension in a conflict-laden world, and attainment of a state of well-being in which the individual functions at a level consistent with his mental and physical potentials. Throughout the ages the mentally disturbed have been viewed with a mixture of fear and revulsion. Their fate generally has been one of rejection, neglect, and ill treatment.

The modern mental-health movement has made progress in educating the public to pursue conditions conducive to individual growth and development. A newly emerging scientific psychology has revealed some of the mechanisms by which the social environment affects individual adjustment. Hopes are fostered that parents and community together can provide surroundings to enhance the

growth and welfare of children beyond levels once thought possible.

In this spirit, the mental-health movement early inspired the establishment of child-guidance clinics and programs of education for parents and for the public in general. World War II and the postwar problems of returning veterans stimulated further public interest in mental health. The mental-health advocates and the

Rank	1	2	3	Total
1	37	17	11	65
2	14	22	11	47
3	10	17	16	43
Total	61	56	38	155

\*All percentages are relative to the sample total (155) and are not adjusted to response total.



mass media discovered each other, and a flood of exposés swept the country. The Snake Pit became a Hollywood film success, followed by many more honestly realistic portrayals of mental problems on screen and television.

Despite the progress, mental illnesses are still classified by their symptoms rather than by their causes. Society has far to go in overcoming ignorance and the deeply embedded traditional negative attitudes and fear of this affliction.

The respondents in this study perceive that mental illness, like physical illness, can best be helped if diagnosed and cared for at an early stage in its development. Prevention, diagnostic and referral systems for early diagnosis and care is a priority mental health need for sixty-one percent (61%). The second most urgent need in this area is the availability of psychiatric care for middle and low income groups (47%). And the third priority is given to community support facilities for assisting patients to integrate back into the community after hospitalization (adult foster care) (40%).

TABLE 7 RANKING OF THE MOST URGENT MENTAL HEALTH NEEDS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Individual	Priority			Priority Recognition	
		1	2	3	Total	Total
1	Prevention, diagnostic, and referral systems for early diagnosis and care	37 35%	17 16%	11 10%	65 61%	85 80%
2	Availability of psychiatric care for middle and low income groups	15 14%	23 22%	12 11%	50 47%	72 68%
3	Community support facilities for assisting patients to integrate back into the community after hospitalization (adult foster care)	10 9%	17 16%	16 15%	43 41%	71 67%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

Other items receiving priority ratings included:

Very high priority:

- . To overcome misinformation and resistance to mental health care (38%)

High priority:

- . The need for information regarding present availability of mental health care facilities and services (28%)
- . Provision for more mental health services to adolescents (23%)

Low priority:

- . Prevention of substance abuse (18%)
- . Counseling programs for drug abuse (18%)
- . Increased number of mental health facilities (14%)

Very low priority:

- . Counseling programs for alcohol abuse (9%)
- . Research (6%)

Often enough, promising methods in mental health have been developed locally by highly motivated groups of workers, but they have failed to inspire imitative programs. The survey shows that the mental health needs of the nation are also the primary needs of Grand Rapids.

## THE FOURTH LEVEL OF URGENCY

The fourth level of urgency was constituted by those institutions or systems which received an inter-institutional rating of under twenty percent (20%). Five institutions or systems form this group: religion, transportation system, arts and crafts, communication system (mass media), and recreation.

### Religious Needs

Religion primarily assists man to cope with the unknown, the supernatural, the hereafter, and answers the ultimate questions about values, life, death, and destiny. Sociologists have consistently looked upon religion as also performing many social functions, such as selectively supporting many of the social values that bind a people into a community of feelings, beliefs and actions. From the perspectives of the social sciences, religious organizations, then, are part of the social structure; religious values part of the general culture; religious motivation part of the individual character. For purposes of analysis, however, the religious element in social life can be separated from the rest in order to study its interactions with the polity, the economy, the stratification system, and other elements of society.

The universality of religion leads readily to the assumption that it serves essential functions for individuals and society, or both; and most key administrators do not view religion as dysfunctional.

In fact, religion elicits the highest approval rating of all urban institutions in Grand Rapids. Eighty-seven percent (87%) of the respondents on the "Quality of Community Life" scale agree that "religious institutions are strong and well supported." Nevertheless, the respondents see the need for religious leaders to develop a social conscience in their respective publics. First priority is given to engendering concern for the living conditions of the poor, sick, aged, lonely, and imprisoned (47%). Guidance on the major moral issues of the day (social ethics - e.g., abortion, poverty, racism, etc.) is identified as second priority (36%). As is illustrated in Table 8, the third priority among the religious needs is an interdenominational tolerance and understanding (33%).

TABLE 8. RANKING OF THE URGENT RELIGIOUS NEEDS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority Recognition	Total
		1	2	3	Total	
1	Engendering of concern for the living conditions of the poor, sick, aged, lonely, and imprisoned	23 22%	15 14%	12 11%	50 47%	69 65%
2	Guidance on the major moral issues of the day	18 17%	7 7%	13 12%	38 36%	55 52%
3	Interdenominational tolerance and understanding	19 18%	11 10%	5 5%	35 33%	61 58%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

A high priority is given to:

- . Involvement in local neighborhoods (26%)
- . Encouragement of participation in local volunteer work by members (23%)
- . "Satisfaction of religious needs on a personal basis (22%)

Low priority is consigned to:

- . Encouragement of financial contributions by members to specific community needs (18%)
- . Guidance in the area of business and professional ethics (17%)
- . Assumption of leadership in local civic affairs (16%)
- . Family activities sponsored by religious organizations (15%)
- . Counseling services from religious affiliations (12%)

Very low priority is relegated to:

- . Provision of facilities for community activities, e.g. meetings, recreations, etc. (9%)
- . Sponsorship of public programs by religious organizations (9%)
- . Need for neighborhood religious services (5%)
- . Accessibility of clergy (4%)

It should be noted that this priority rating, as was stated earlier in this report, does not necessarily measure the importance of a given need--only its urgency. Thus a given need may rank low on urgency because it is already perceived as being more or less adequately met.

### Transportation

Increasing efforts are put forward on many levels in all urban areas to untangle the urban transportation problem. The cost of developing a system capable of meeting the needs of today's congested, pollution-plagued metropolis is fully comparable to that of a major space program. Those who can afford new houses can afford automobiles to reach them. The automobile's readiness and versatility has been the catalyst of spectacular suburban growth in urban areas across the country.

Yet even apart from the inevitable pattern of over-growth and congestion, public transit systems are indispensable for the large groups of persons who cannot drive cars, such as the poor, the very young or very old, and the disabled. Traditionally, transportation problems have been considered under the headings of cost and convenience, meaning primarily speed of travel. Now, questions of pollution abatement and safety must also be considered. Both issues are extremely complex.

In spite of the urgency of local transportation needs, the modern urban transportation system cannot be viewed in isolation from the larger regional network. The regional system is truly an urban survival link. The place of Grand Rapids within the Western Michigan transportation complex is apparently of foremost urgency. Long-range planning within Western Michigan is perceived as by far the most pressing need (57%). Specific needs of senior citizens, handicapped persons, etc. rank second (40%). A more extensive city bus system ranks third (32%). Table 9 presents the ranking of the most urgent transportation needs with the response frequency and percentages.

TABLE 9. RANK OF THE MOST URGENT TRANSPORTATION NEEDS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority Recognition	
		1	2	3	Total	Total
1	Long-range planning for the transportation needs of Grand Rapids within Western Michigan	37 35%	14 13%	10 9%	61 57%	78 74%
2	Special consideration for transportation needs of senior citizens, handicapped persons, etc.	13 12%	20 19%	10 9%	43 40%	74 70%
3	More extensive city bus system	11 10%	11 10%	13 12%	35 32%	60 57%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

A very high priority is allotted to:

- . Alternative approaches to transportation problems of the poor (30%)

High priority rating is given to:

- . Concern for the environment (28%)
- . A rapid transportation system (26%)
- . More parking space in the business sector (25%)
- . Research in the area of transportation (25%)

Low priority is consigned to:

- . A computer-aided routing system (e.g. "Dial-a-Bus") (15%)

Very low priority is given to:

- . More highways and freeways crossing the community (4%)

It is noteworthy that research is given a high priority in the area of transportation because it received low priority in all other areas with the exception of the effects of the mass media on the family. Research and development programs are essential for long-range planning and the respondents apparently see the link in this case.

### Arts and Crafts

Many educators feel that aesthetic development is the last stage of human development, preceded by the physical, moral, and intellectual stages. Whether this is so or not, experience shows that a sense of the beautiful and an appreciation of that harmony which delights the mind, is a mark of human maturity. The degree to which a city is aware of and consciously strives to develop a sense of the beautiful can be taken as a measure of its maturity and an indication of its general well-being. Aesthetic achievements require an investment in human talent and facilities.

When rating the needs of the arts and crafts area, respondents place first priority in the provision of facilities for the performing arts (42%). Encouraging talent within the school system (36%) is the second priority. It is not surprising that community support (34%) is third (see Table 10).

TABLE 10. RANKING THE MOST URGENT NEEDS IN THE AREA OF ARTS & CRAFTS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority Total	Recognition Total
		1	2	3		
1	Facilities for the performing arts	20 19%	16 15%	9 8%	45 42%	69 65%
2	Detection and encouragement of talent within the school system	16 15%	8 8%	14 13%	38 36%	59 56%
3	Community support	16 15%	10 9%	11 10%	37 34%	64 60%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

The three top priorities are logically interlocked.

Facilities provide opportunity for talent demonstrations, and community support encourages and sustains viable local talent.

Other needs receiving high priority pertained to the early stages of artistic development fully in line with the top priorities.

Very high priority:

- . Opportunities for personal involvement in the arts (e.g., workshops, classes, lecture series) (32%)
- . Development of greater awareness of the arts in Grand Rapids (30%)

High Priority:

- . Accessibility of art resources to the public (e.g., museums, mobile units, library displays, etc.) (28%)
- . Improvement of the image of the present art museum as regards openness to the public (21%)



Low priority:

- . Ethnic involvement in the arts (19%)
- . Galleries for local artists and craftsmen (19%)
- . A broader definition of what constitutes art (17%)
- . Outside talent, shows, etc., brought into the community (15%)

The Communication System (Mass Media)

Public communication is a near ubiquitous condition of modernity. Mass communication is but one facet of life for most individuals, whose main preoccupations center on the home and on daily employment. Mass media is an inexpensive addendum to living, usually directed to low common denominators of taste, interest, and refinement of perception. Although mass media places enormous potential power in the hands of relatively few people, traditional requirements for popular approval and assent have prevented its use for overt subversion of culturally sanctioned institutions.

Psychologists have studied the recipients of communication, evolving concepts of "selective perception," "selective attention," and "selective retention" in order to explain not only the ways in which communication changed attitudes but also the reasons for resistance to change. Respondents express an awareness regarding the potential of mass media for educating the public regarding the availability of various community resources. Table 11 presents the ranking of the most urgent communication system needs and response frequency and percentages.

Parental concern regarding the effects of mass media on the family is apparently deep, for a very high priority (39%) is given to research on the effects of mass media on the family. Heavy

exposure to television and other media is easy to document, but unraveling all the influence of such exposure is not a simple task. Research is definitely needed to unravel some of the effects. It is not surprising, therefore, that research elicited a high percentage of responses while in other areas it was generally given the very lowest priority. Other priority ratings include:

Very high priority:

- . Education of the public for the use of the mass media (32%)

High priority:

- . Greater coverage of community affairs (28%)

TABLE 11. RANKING THE MOST URGENT COMMUNICATION SYSTEM NEEDS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority Total	Recognition Total
		1	2	3		
1	Greater use of mass media for educating the public in utilization of community resources and facilities.	25 24%	25 24%	16 15%	66 62%	85 80%
2	Improved TV programming for children	24 23%	23 22%	16 15%	63 59%	86 81%
3	Support of public TV	20 19%	18 17%	10 9%	48 45%	69 65%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

It is well to record that a high recognition factor ranging from eighty-one (81%) percent to sixty-two percent (62%) is accorded all items listed under communication.

## Recreational Needs

When society has surplus time, the quality of life is dependent on the use of that time and how richly it contributes to the growth of man's total personality. Recreation is often used as a technique for seeking diversity, simulated experience, competition and sport, laughter, or even as a method of hiding vulnerabilities. The decreased need to do essential work is bringing about a greater emphasis on sports, various other forms of competition (chess, for example), as well as exhibits, theater, organized parties, and so forth. Table 12 ranks the most urgent recreational needs for the city of Grand Rapids as seen by the community members interviewed.

TABLE 12. RANKING OF THE MOST URGENT RECREATIONAL NEEDS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority Total	Recognition Total
		1	2	3		
1	More public recreational programs	19 18%	15 14%	16 15%	50 47%	64 60%
2	More "beautification" areas	23 22%	16 15%	9 8%	48 45%	66 62%
3	More after-school organized activities	17 17%	13 12%	11 10%	41 39%	54 51%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

A high priority is given to several specific recreational needs:

- . More public parks (26%)
- . More bicycle routes (24%)
- . More public playing grounds (23%)
- . More public tennis courts (22%)

A low priority is given to more public swimming facilities (15%)

A very low priority is allocated to:

- . More public golf courses (8%)
- . More ski resort areas (8%)

Community Service Needs

This section concerns the day-to-day operations of the city which directly impinge on the lives of its residents. Perception of the community service needs provides a rather bright picture of various community services. The majority of interviewees judge the following services as adequate: telephone (86%); water (81%); sewerage (68%); electricity (79%); gas (81%); garbage collection (57%); fire protection (72%); library (62%); museums (56%); Bookmobiles (64%) and Head Start Program (50%).

Street repairs (69%) emerge as the number one need in the area of community services; beautification projects (64%) are second, and street cleaning (45%) third (see Table 13).

TABLE 13. RANKING OF THE MOST URGENT COMMUNITY SERVICE NEEDS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank		Adequate	Improve Service	Expand System	Modernize	Priority Total	Recognition Total
1	Street Repairs	21 20%	49 46%	18 17%	6 6%	73 69%	73 69%
2	Beautification projects	27 26%	27 26%	32 30%	8 8%	67 63%	67 63%
3	Street cleaning	46 43%	37 35%	7 7%	1 1%	45 43%	45 43%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

The list below demonstrates services which show a certain amount of urgency even though the majority of respondents feel they are adequate.

	Service Improvement	Service Expansion	Modernize System	Total
Snow removal	29 27%	12 11%	1 1%	42 40%
Museums	5 5%	25 24%	7 7%	37 35%
Garbage collection	21 20%	2 2%	11 10%	34 32%

TABLE 13. RANKING OF THE MOST URGENT COMMUNITY SERVICE NEEDS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Adequate Service	Improve Service System	Expand Modernize	Priority Recognition Total	Total
1 Street Repairs	21	49	18	73	73
2 Beautification projects	27	27	32	67	67
3 Street cleaning	48	37	7	45	45

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

PART III

PRIORITY NEEDS OF SPECIFIC GROUPS

An investigation of the priority needs of selected categories of people complements the institutional needs survey. In general, those groups deprived of the power to influence and the voice to effect decision-making are included in this category: children, young adults, young married couples, senior citizens, women and minority groups. Table 14 shows how these groups are ranked on the criterion of urgency.

TABLE 14 INTER-GROUP RATING  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Group	Individual Group Priority			Priority Total	Recognition Total
		1	2	3		
1	The poor	35	27	15	77	89
		33%	26%	14%	73%	84%
2	Senior Citizens	18	19	15	52	86
		17%	18%	14%	49%	81%
3	Children	26	12	12	50	81
		25%	11%	11%	47%	76%
4	Young Adults	13	16	14	43	79
		12%	15%	13%	41%	75%
5	Minority Groups	14	10	16	40	81*
		13%	9%	15%	38%	76%
6	Young Married Couples	7	11	8	26	77
		7%	10%	8%	25%	73%
7	Women	5	4	7	16	69
		5%	4%	7%	15%	65%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

The same rating techniques will be utilized to rate the priorities of individual categories as were used to rate institutional needs. The order determined by the rating in Table 14 will be followed in the presentation of the results.

Needs of the Poor

Once more economic needs are seen as the most urgent priorities. Employment opportunities (76%), and employment skills and training (72%) outpace the remainder of the choices. General health, nutrition, homemaking, etc. education (34%) ranks much lower than the first two priority needs as seen in Table 15.

TABLE 15. RANKING OF THE MOST URGENT NEEDS OF THE POOR  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority Recognition	Recognition
		1	2	3	Total	Total
1	Employment Opportunities	48 45%	24 23%	9 8%	81 76%	93 88%
2	Employment skills and training	21 20%	38 36%	17 16%	76 72%	91 86%
3	General health, nutritional, homemaking etc. education	16 15%	10 9%	10 9%	36 34%	76 72%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

A very high priority is allocated to improved housing (30%)

A high priority is given to:

- . Counseling facilities (jobs, budget, family, marriage) (27%)
- . Information and education regarding the use and availability of existing facilities (24%)

A low priority is given to:

- . Consumer protection (16%)
- . Free clinics (12%)
- . Avenues for organized political expression (12%)
- . Neighborhood organizations (11%)

A very low priority is allotted to:

- . More convenient locations of community facilities (8%)
- . Research (2%)

Needs of Senior Citizens

Priority rankings show remarkable awareness and sensitivity to the primary needs of senior citizens--to the urgency of their physical, psychological and social requirements. Adequate life income is given top priority (74%); health care (49%) second, involvement of senior citizens in community affairs in a meaningful way (38%) third. (See Table 16.)

TABLE 16. RANKING OF THE MOST URGENT NEEDS OF SENIOR CITIZENS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority Total	Recognition Total
		1	2	3		
1	Adequate life income	57	10	11	78	84
		54%	9%	10%	74%	79%
2	Health Care	16	24	12	52	77
		15%	23%	11%	49%	73%
3	Involvement of senior citizens in community affairs in a meaningful way	13	12	15	40	78
		12%	11%	15%	38%	74%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

A very high priority is given to the social and physical needs of senior citizens:

- . Social life (e.g. friendships, recreation, etc.) (37%)
- . Nutritional needs (37%)



A high priority is placed on:

- Information on available facilities and services, and transportation (20%)

A low priority is attributed to:

- Counseling regarding adjustment to old age (19%)
- Organization for the protection of civil rights (16%)

A very low priority is consigned to:

- Attention to the spiritual needs of senior citizens by churches (9%)

Needs of Children

Eighty-one percent (81%) find the most urgent needs of children to be educational; health needs (70%) come in a close second, and cultural and social needs rank third (56%) (see Table 17).

TABLE 17. RANKING OF THE MOST URGENT NEEDS OF CHILDREN  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Priority	Individual Priority			Priority Total	Recognition Total
		1	2	3		
1	Educational	40	30	16	86	91
		38%	28%	15%	81%	86%
2	Health	27	28	19	74	83
		26%	26%	18%	70%	78%
3	Cultural and Social	10	23	25	58	85
		10%	22%	24%	55%	81%

\*All percentages are relative to the sample total (106) and are not adjusted to response total.

It is noteworthy that the rights of children received a very high priority (37%). Other rankings include:

Low priority:

- Recreational needs (public, mass media, TV, movies, etc.) (18%)

Very low priority:

- Research (8%)

## Needs of Young Adults

The special educational needs of young adults are given top priority (64%), followed by the need for career orientation and job training (50%). General health education ranks third (45%) (see Table 18).

TABLE 18. RANKING OF THE MOST URGENT NEEDS OF YOUNG ADULTS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Rating			Priority Recognition	
		1	2	3	Total	Total
1	Educational (including special, vocational, etc.)	31 29%	22 21%	15 14%	68 64%	85 80%
2	Career orientation and job training	20 19%	18 17%	15 14%	53 50%	81 76%
3	General Health education (drug use, smoking, sex, hygiene, etc.)	11 10%	17 16%	20 19%	48 45%	82 77%

\*All percentages are related to the sample total (106) and are not adjusted to the response total.

The health of young adults is given a very high priority (30%) while three other needs were given a high priority:

- . Cultural and social needs (29%)
- . Spiritual need satisfaction (24%)
- . Counseling (21%)

The knowledge and use of organized facilities is given a low priority (16%) while research is once again assigned the lowest priority (5%).

## Needs of Minority Groups

Economic needs are rated as the most urgent needs of minority groups with equality of job opportunity occupying first

priority (70%). Mutual respect and understanding is placed second (66%) and housing segregation third (49%) (see Table 19).

TABLE 19. RANKING OF THE MOST URGENT NEEDS OF MINORITY GROUPS  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank		Individual Priority			Priority Recognition	
		1	2	3	Total	Total
1	Equal opportunities for employment	39 37%	23 22%	12 11%	74 70%	85 80%
2	Mutual respect and understanding among groups	39 37%	18 17%	13 12%	70 66%	87 82%
3	Housing desegregation	11 10%	22 21%	19 18%	52 49%	73 69%

\*All percentages are relative to the total sample (106) and are not adjusted to the response total.

Other priorities may be seen as solutions to the racial problem.

A very high priority is given to communication among ethnic groups (37%) while a high priority is assigned to organized inter-racial activities (20%). The need for cross-district bussing receives a low rating as a priority (18%); nevertheless, it receives a high recognition score as a need (52%). The lowest priority is given to research (1%).

#### Needs of Young Married Couples

We have seen throughout this survey that economic needs are accorded paramount urgency. Once again, employment takes first priority among the needs of young married couples (79%). This is followed by the need for counseling--marriage, budgeting,

insurance (59%). Low cost housing emerges as the third priority (53%) (see Table 20).

TABLE 20. RANKING OF THE MOST URGENT NEEDS OF YOUNG MARRIED COUPLES  
RESPONSE FREQUENCY AND PERCENTAGE\* N=106

Priority Rank	Need	Individual Priority			Priority Total	Recognition Total
		1	2	3		
1	Employment opportunities	43 41%	24 23%	16 15%	83 79%	92 87%
2	Counseling (family, marriage, budgeting, insurance)	25 24%	22 21%	15 14%	62 59%	84 79%
3	Low cost housing	17 16%	29 27%	11 10%	57 53%	80 75%

\*All percentages are relative to the sample total (106) and are not adjusted to the response total.

A very high priority is given to adult and continuing educational opportunities (31%). It will be recalled that financial support for adult education is given a very low priority (9%). This seeming contradiction is not necessarily so, but the assumption that money will solve all educational problems seems to be questioned by the respondents. Two other needs are given high priority: the need for young married couples to know of and use available community facilities (29%); and the need for recreational and social opportunities (25%). Again, research is given a very low priority (4%).

## The Needs of Women

The respondents show a keen awareness of the rights and needs of women in the world of work outside the home. The top three priorities deal with this subject (see Table 21).

TABLE 21. RANKING OF THE MOST URGENT NEEDS OF WOMEN IN GRAND RAPIDS  
RESPONSE FREQUENCIES AND PERCENTAGES\* N=106

Priority Rank		Individual Priority			Priority Total	Recognition Total
		1	2	3		
1	Equality of job opportunities	41 39%	22 21%	16 15%	79 75%	90 85%
2	Equal pay for equal work	28 26%	26 25%	17 16%	71 67%	81 76%
3	Equality of promotional opportunities	19 18%	23 22%	28 26%	70 66%	88 83%

\*All percentages are relative to the sample total (106) and are not adjusted to the response total.

Even if interviewer bias is present, the very high rating given to the need for women in public-policy decision making is noteworthy. 52% of the respondents see the need for greater participation by women in politics; in business (42%); in education (39%); and in religion (35%). The question is not merely one of participation at lower levels, but of participation at levels where policy is decided.

The respondents do not feel any great urgency with regard to equality of educational opportunities for women. A low priority is given to this need; presumably, it is felt that the most serious barriers which existed in the past have been removed.

PART IV

RATING THE QUALITY OF COMMUNITY LIFE IN GRAND RAPIDS

The New York State Citizen's Council developed a scale of ten items with ordinal measurements of good, fair and poor, to evaluate the quality or goodness of life of a community. The scale is easy to apply and is recommended as potentially useful for measuring the attitudes of community leaders toward their own community. It was decided to utilize this scale because the institutional items to some degree replicated the institutional items in our questionnaire. Moreover, its use provided a second reliability check.

Percentage and Weighting

The scale permits various methods of analysis, from simple percentage comparisons to more sophisticated weighting procedures. Table 22 demonstrates the percentage of respondents checking a given institution as "good" on the quality or goodness of life scale.

TABLE 22. RANKING OF INSTITUTIONS AS "GOOD"  
RESPONSE FREQUENCY AND PERCENTAGE N=104

Rank	Institution	Frequency	Percent
1	Religion	92	87%
2	Education	70	66%
3	Cultural Opportunities	60	57%
4	Recreation	51	48%
5	Health and Welfare	50	47%
6	Government	40	38%
7	Equality of Opportunity	34	32%
8	Housing and Planning	31	29%
9	Community Organization	19	18%
10	Economic Development	14	13%

On this goodness scale, religious institution rates the best and economic development rates the lowest. This finding correlates with the higher priority needs given economic problems and the lower urgency needs ranking to religious needs. The other categories-- housing and planning, equality of opportunity, cultural opportunities, recreation, health and welfare, government (except education)--strongly collaborate one another in both parts of the survey to a surprising degree.

By combining individual scores it is possible to get an overall rating of Grand Rapids for the total sample. This composite overall evaluation illustrated in Table 23 is a clear index of the goodness of community life in Grand Rapids as a total living environment. Seventy-three percent (73%) give the city a "fair" rating.

TABLE 23 OVERALL RATING OF GRAND RAPIDS  
RESPONSE FREQUENCY AND PERCENTAGE N=104

Rating	Frequency	Percentage
Good	17	16%
Fair	76	73%
Poor	11	11%

The question arises whether the characteristics of the respondents influenced the overall "fair" rating of the city. When tested at the probability level of .05 the Chi Square test of significance found no significant relationship between ratings and

the following independent variables: occupation, age, sex, income, religious affiliation, marital status, education or degree of involvement in community affairs. The only variable that shows a positive relationship of significance is race as is shown in Table 24.

TABLE 24. RATING OF GRAND RAPIDS BY RACE

Race	Good	Fair	Poor
White	17	74	6
Black	0	2	4
American Indian	0	0	1

Chi Square = 30 with 6 degrees of freedom, sig. = .0000



## PART V. CONCLUSION AND RECOMMENDATIONS

### Conclusion

The survey focused upon the identification of priorities as perceived by 106 personnel on all levels of administration in the institutional structure of the city--from politics to religion. This survey will have achieved its objective if it stimulates individuals to ask questions: How can the community (organization, institution) respond to these priority needs? Who will devise the means (programs, projects, research, etc.) to eliminate or alleviate these identified high priority needs, such as alternatives to high cost of medical care, life income for senior citizens, remedying deficiencies in basic educational skills, assisting families with communication skills, alleviating unemployment and the many other priorities identified in the body of this report.

All these issues are but local dimensions of national concerns. On all levels, concern exists as to the shortcomings of politicians, educators, economists and religious leaders who bear the responsibility for resolving major national and local needs. Can they escape accountability for failure in implementing solutions to major national and local needs? Can the community escape its own responsibility to support worthy policies? Can any public policy succeed without community support, or persist in the face of grass-roots apathy?

The general finding from the "quality of community life" scale is that Grand Rapids rates "fair" when judged on ten institutional

areas of community life. The "fair" rating is a composite of the ten institutional evaluations. The quality of religious life in the community was given the highest rating: 80% rated it "good." The quality of economic development ranked the lowest: only 13% called it "good." And, while education and cultural opportunities received a "good" rating from over 50% of the respondents, all the other areas received a "good" rating from less than 50%: recreation 48%; health and welfare 47%; government 38%; equality of opportunity 32%; housing and planning 29%; community organization 18%, and economic development 13%.

On one scale, the economy received the lowest "good" rating, and on the other scale it was rated the "most urgent priority" among all institutions. In general, the priority rating scale and the quality of community life scale corroborate each other.

The question remains whether policy makers on any level, local or national, have the will to develop a total-systems approach to the planning and implementation of policies to overcome those economic, educational, political and other barriers detrimental to the well-being of the city. Responding to identified priorities, then, is the challenge of this study.

### Recommendations

Faced with the panorama of institutional and group needs portrayed in this report, an organization whose primary aim is to encourage and develop voluntarism through community service, appropriately can ask: What form of assistance will be most

beneficial in meeting community needs and, on which priorities should the organization expend its time, money and effort?

Form of Volunteer Assistance

Anticipating the first question--What form of assistance will be most beneficial in meeting community needs?--the interview schedule was designed to solicit answers from the key administrative personnel interviewed. The results of rating the forms of support recommended by the respondents are given in Table 25.

TABLE 25. RATING OF THE FORMS OF VOLUNTEER SUPPORT RECOMMENDED BY RESPONDENTS  
RESPONSE FREQUENCY AND PERCENTAGE N=106

Priority Rank	Form	Priority Total	Recognition Total
1	Encourage public support	77 (73%)	95 (90%)
2	Develop public relations	52 (49%)	80 (75%)
3	Financial contributions	48 (45%)	75 (71%)
4	Experience and expertise in program development	46 (43%)	79 (75%)
5	Lending the weight of the organization's prestige	35 (33%)	75 (71%)
6	Para-professional services, e.g., board training, etc.	27 (26%)	70 (66%)
7	Personal services, e.g., clerical, filing, typing, etc.	12 (12%)	63 (59%)

Because these forms of assistance are ranked by key community representatives, they are worthy of serious consideration by any volunteer organization oriented toward community service. Often, the forms of assistance valued by individuals in volunteer organizations are not necessarily those most welcomed by community leaders whom the organization plans to assist. Careful study of the desired forms, therefore, is the first recommendation of this report.

In applying the scale used throughout the report for interpreting degrees of consensus, we find the various forms of

assistance received the following rating:

- . Top priority Public support, public relations and financial contributions
- . Very high priority Lending the weight of the organization's prestige to projects
- . High priority Para-professional services
- . Low priority Personal services, e.g. clerical, filing, typing, etc.

#### Which Needs Should be Supported?

It is not the purpose of the survey to specifically answer the question: On which priorities should the organization expend its time, money and effort? This decision belongs to the organization itself. After carefully studying the expressed priorities, the organization's choice ought to be made in the light of its own goals and objectives.

There are some principles to guide the League in these concrete policy decisions and choices which this report recommends.

#### Recommendations

- #1 Study the goals and objectives of current and future projects with an eye to adjustment to the priority ratings.
- #2 Select the concrete priorities most in line with the League's ultimate goals and objectives.
- #3 Clarify the objectives of the Junior League which deal specifically with the personal and social growth of its own members (e.g. through friendship, skill training, inter-personal communication, social activities). Involvement in community goals must be harmonized with these objectives. Otherwise, strain, discord, dislocation, or even alienation might follow a conflict between internal and external priorities.

- #4 Consider resources and capacity to implement the selected form or forms of support. Forms of support should be selected in the light of the seven priorities recommended by the respondents.
- #5 Specify ways and means of implementing priorities and provide adequate funding for implementation. For example, consider initiatory role in providing workshops, seminars, and conferences to discuss possible manifest and latent consequences of evaluation and accountability of teachers and school administrators.
- #6 Provide financial assistance primarily in the form of "seed" money to initiate programs, so that any community program or project which lacks plans or the will to become economically self-sufficient is outside the orbit of the League's assistance.
- #7 Establish a body to ensure that objectives of this survey be attained.
- #8 Provide for management and information and feedback systems to assure program effectiveness and efficiency. Acquire techniques of evaluation in relation to the League's programs and assist others in applying these techniques.

As illustrated by the survey, a high percentage of respondents agreed on the urgency of a number of needs. Consequently, there is at stake a policy decision of considerable magnitude-- whether to continue with current projects, having evaluated the goals and objectives of these programs, or whether to embark on new directions in the light of those needs which have the greatest urgency within the institutional structure of the community.

## EXECUTIVE SUMMARY

The Community Research Committee of the Junior League of Grand Rapids, desirous of maximizing the League's volunteer efforts and funding policies, initiated this survey of priority needs in Grand Rapids. In addition to the overall goal, a series of specific tasks were defined: (1) to identify individuals in positions of influence or power (key administrative positions) in the Grand Rapids institutional structure; (2) to gain insight into the perceived institutional needs; (3) to establish the rank order of institutional needs as perceived by persons in key administrative positions; and (4) to make recommendations on the direction the League may take. The survey objectives determined the sample design.

### Methodology

A purposive or judgmental sample of 106 was selected from a sampling frame of about 300 key personnel from various management levels of all major institutions, programs, projects, and subsystems.

The personal interview permitted a higher percentage of returns and the availability of capable League members to do the interviewing entered the decision to use it. Furthermore, the information-gathering effort was also a means for the League to disseminate information about its organization and its activities.

The priority ordering used in the study was that of time-oriented urgency. The total score for the top three places was taken as the index of priority, whereas the total score for all



rankings was the index of need recognition. The priority scale based on scores for the first three places was set up as follows: very high priority--30% or above; high--20 to 29%; low--10 to 19%; very low--under 19%. Occupational and institutional diversity of respondents normally would lead to a wide opinion differential on the first three degrees of urgency. Consequently, thirty percent or higher agreement on any item justified very high priority rating as a cutting point as well as justifying subsequent divisions.

Besides rating priorities within institutions, respondents also rated the urgency of one institution in relation to another. Four levels of urgency between institutions and systems emerged providing the framework for the organization of our report; first level of urgency (40% and above)--economic, family and education; second level (30-39%)--criminal justice, physical health system and political; third level (20-29%)--mental health, and the fourth level (1-19%)--religion, transportation, arts and crafts, communication (mass media) and recreation. Naturally, the intra-institutional priority cutting points are higher than the inter-institutions cutting points. The strategy in the following paragraphs will be to present a description of the responses and accompanying percentages which illustrate the degree of priority within institutions after ranking on urgency levels.

#### FIRST LEVEL OF URGENCY

##### Economic Needs

1. Alleviate unemployment (67%)
2. Control inflation (48%)
3. Prevention of present industry from departing from Grand Rapids (37%)



### Family Needs

1. Communication skills within the family (38%)
2. Premarital counseling (35%)
3. Prevention, detection and treatment of child abuse (34%)

### Education Needs

1. Basic skills (reading, writing and math) (44%)
2. Evaluation and accountability of officials and teachers (35%)
3. Communication between parents and teachers (25%)

## SECOND LEVEL OF URGENCY

### Criminal Justice Needs

1. Equality in the distribution of justice (43%)
2. Alternatives to incarceration (42%)
3. Updating court procedures and system (32%)

### Physical Health Needs

1. Alternatives to the high cost of medical care (76%)
2. Availability of health care to the indigent (48%)
3. General health education and information (41%)

### Political Needs

1. Greater responsiveness of politicians to community problems (51%)
2. Greater communication between politicians and the public (47%)
3. Greater accountability of elected officials to constituents (43%)
4. Greater involvement of constituents in decision-making process (42%)

## THIRD LEVEL OF URGENCY

### Mental Health Needs

1. Prevention, diagnostic, and referral systems for early diagnosis and care (61%)
2. Availability of psychiatric care for middle and low income groups (47%)
3. Community support facilities for assisting patients to integrate back into the community after hospitalization (adult foster care) (41%)

## FOURTH LEVEL OF URGENCY

### Religious Needs

1. Engendering of concern in members by clergy for the living conditions of the poor, sick, aged, lonely, and imprisoned (47%)





2. Guidance on the major moral issues of the day (36%)
3. Interdenominational tolerance and understanding (33%)

#### Transportation Needs

1. Long-range planning for the transportation needs of Grand Rapids within Western Michigan (58%)
2. Special consideration for transportation needs of senior citizens, handicapped persons, etc. (41%)
3. More extensive city bus system (33%)

#### Arts and Crafts Needs

1. Facilities for the performing arts (42%)
2. Detection and encouragement of talent within the school system (36%)
3. Community support (35%)

#### Communication System (Mass Media) Needs

1. Greater use of mass media for educating the public in utilization of community resources and facilities (62%)
2. Improved TV programming for children (59%)
3. Support of public television (45%)

#### Recreation Needs

1. More public recreational programs (47%)
2. More "beautification" areas (45%)
3. More after-school organized activities (39%)

### THE PRIORITIES NEEDS OF SPECIFIC GROUPS

#### The Poor

1. Employment opportunity (76%)
2. Employment skills and training (76%)
3. General health, (nutrition, homemaking etc.) education (34%)

#### Senior Citizens

1. Adequate life income (74%)
2. Health care (49%)
3. Involvement of senior citizens in community affairs in a meaningful way (38%)

#### Children

1. Education (81%)
2. Health (74%)
3. Cultural and social needs (37%)



Young Adults

1. Educational (including special, vocational, etc.) (64%)
2. Career orientation and job training (50%)
3. General health education (drug abuse, smoking, sex, hygiene, etc.) (48%)

Minority Groups

1. Equal opportunity for employment (70%)
2. Mutual respect and understanding among groups (66%)
3. Housing desegregation (49%)

Young Married Couples

1. Employment opportunities (69%)
2. Counseling (family, marriage, budgeting, insurance) (58%)
3. Low cost housing (54%)

Women

1. Equality of job opportunities (75%)
2. Equal pay for equal work (67%)
3. Equality of promotional opportunities (66%)

COMMUNITY SERVICES

Select community services were rated adequate: telephone (86%); water (81%); gas (81%); electricity (79%); fire protection (72%); sewerage (68%); bookmobiles (64%); library (62%); museum (56%).

Services whose needs ranked top priority were: street repairs (69%); beautification projects (63%); street cleaning (43%); snow removal (40%); museum (35%) and garbage collection (34%).

GENERAL RATING OF THE QUALITY OF LIFE IN GRAND RAPIDS

A standardized scale of ten items covering the major aspects of urban life was used to measure the quality of the community life of Grand Rapids. Seventy-Six percent (76%) of the



respondents gave the city a "fair" rating; sixteen percent (16%) "good"; and eleven percent (11%) "poor." Religion got the highest rating (81%) and economic development received the lowest (13%) on the goodness scale.

The survey is an investigation into the priority needs of the city. The development of the ways and means to meet these priorities is the next logical step, but it is outside the scope of this study to develop the ways and means. The purpose of the survey was to elicit the opinions and insights of key administrative personnel on the major priority needs of the total community. Despite the broad sample representation across institutions and systems, a remarkable agreement in priority orderings and need recognition factor was obtained. It is hoped that the results of the survey will assist the Junior League in evaluating its goals and objectives in the light of these community needs. The report, hopefully, will aid those who in a public or private capacity, work for the common good of Grand Rapids.

