

play of a child's interests begins. The influences of the past are of great importance and cannot be changed. Those that shape the first experiences are of equal importance and are capable of great modification. It is in this relationship that the nurse has her greatest opportunity in assisting in the normal development and growth of the child and to have a clear and definite comprehension of what the normal development of a child should be, not only as to its physical, but also on its mental, its emotional and moral side. There is probably no one individual who can bring to the home and to the mother knowledge of such practical value as the nurse. It is for this reason that I believe the more you study the normal development of childhood, the more valuable will be your contact, the more interest you will have in your ever developing work, and with this comprehension of what the normal child is and should be, physically, mentally and emotionally, you will be able to affect the future far more than it has ever been possible for you or for others to do in the past.

(The paper entitled, *Positive Health for Nurses*, by Caroline Hedger, M.D., was not received by the *Journal* in time for this issue. We shall hope to publish it later.—Ed.)

TUESDAY AFTERNOON, JUNE 27 (CONTINUED), BUSINESS SESSION, AMERICAN NURSES' ASSOCIATION

Miss Noyes read the ticket of nominations and asked for nominations from the floor. Mary J. Stone, New Jersey, was nominated for the office of treasurer and Amy M. Hilliard, of New York, for director. The nominations were then closed.

BUSINESS REPORT OF NATIONAL HEADQUARTERS

Two years ago in Atlanta you voted to establish a national office in New York City to which you would gradually focus the functions of your organizations and unite in placing your resources in a position accessible to their constituents; to function on modern organization methods and principles. At that time you were offered, and accepted, as a nucleus for your future work, the resources and personnel of the Bureau of Information for Nurses, established by the American Red Cross in New York in February, 1919, and operated in coöperation with and under the joint direction of the three national nursing organizations until it was formally transferred to them in September of 1920. This Bureau was then removed to occupy offices at 156 Fifth Avenue, adjoining the space then occupied by the National Organization for Public Health Nursing.

Thus the development of a National Headquarters began under the direction of the joint national committee, and was subsidized by the American Red Cross until July 1, 1921. Shortly following this event an opportunity was presented in alliance with the several national health organizations then negotiating for joint accommodations in a new office building at 370 Seventh Avenue that offered unusual advantages for closer affiliation and coöperation with these organizations, as well as greater facilities for expansion.

Our joint Boards proceeded with negotiations and were soon ready to assume this new relation, and in April of 1921 the national office of the American Nurses'

Association and the National League of Nursing Education was moved to the Penn Terminal Building, to occupy joint space with the National Organization for Public Health Nursing and united in completing a unit with the American Social Hygiene, American Mental Hygiene, and the National Tuberculosis Associations occupying the fifteenth floor of this building. This arrangement places these organizations in direct contact and creates, we believe, a logical situation for mutual relations and affiliations; prevents much overlapping of activities, makes their individual resources serve one another, and renders them accessible to the public; sharing such services as stockroom, shipping, mailing, mimeographing and the purchase of supplies; thus reducing overhead expenses and placing the business details under modern progressive management.

The major function of the office that was turned over to you by the American Red Cross was the conduct of a vocational bureau, with the history and record of which most of you are more or less familiar, especially those of you who found its resources valuable to you during your period of transition from military to civil existence. This work was continued under the new name and management with little or no interruption; and has now assumed a more permanent and executive place in the general programme. How to find nurses qualified to meet the demands existent in the long list of positions vacant; and how to make the positions measure up to the qualifications and demands of the nurses is the text of the daily programme of this bureau at headquarters. During the two years being reviewed in this report, our records show that 1,357 nurses have applied for positions through this office and that 1,275 nurses have been placed in the positions for which they seem qualified. One thousand, seven hundred and thirty-one vacancies in hospitals and allied organizations have been referred to us, and 1,544 vacancies have either been directly or indirectly filled through our efforts.

These figures give you a poor interpretation of the work they involve and will continue to do so until we can train and develop our clientele to realize that accurate bookkeeping depends upon them and that such practices as registering for positions while employed, accepting positions without notifying the office in whose active files their names are being considered, costs much waste in both money and energy, complicating the keeping of accurate records, and oftentimes causing much delay in locating them and in filling important hospital positions. The same may be said, however, with the same degree of emphasis of the hospitals. While our calls for nurses include every known position in hospital and institutional work, the largest numbers have been needed and have been diverted to the supervision of wards or hospital departments. The greatest demand numerically has been for general ward duty nurses; and the field that is being covered with the greatest difficulty is that of training school instruction. Our Vocational Bureau has a credential file of more than 3,000 nurses; also the names and limited information concerning an additional 3,000 nurses, and has transacted business with about 1,000 of the hospitals maintaining accredited schools of nursing.

The people everywhere are learning the location and are looking to National Headquarters as a clearing house of information on all nursing questions, an ultimate result, that should be the ambition, we believe, of every loyal nurse.

One person can barely cover the average daily interviews, which vary in number, of course, but aggregated a daily average of six, for the year 1921, varying in proportion and importance from a high school girl who "wants some advice about training schools" to the Chief of the Hospitals for the Government of Holland, who wants to know all about nursing in America, including the types of construction and equipment of training-school buildings and the minute details in the education of the nurse.

This, friends, is only a very imperfectly finished negative of the picture before you and of your possibilities. We have not included in this perspective anything that either the A. N. A. or the N. L. N. E. are doing independently. The A. N. A. as you all know has not so far detailed any of its executive duties to headquarters, except that of the accumulation of data and the publication of a list of accredited schools, the fifth edition of which is now completed and on sale here, and concerning which a detailed report will be given by the chairman of the Publication Committee. Your participation in the Student Nurse Recruiting Movement, which will also be given under a special committee report, constitutes perhaps the major immediate function of the A. N. A. at National Headquarters.

The National League of Nursing Education has detailed to this office the handling of all the publications which we think is not only of general interest to all nurses, but of general importance in this report. During the last year their Publication Committee has published, sold and distributed approximately 6,000 calendars, 11,000 copies "Opportunities in the Field of Nursing," 700 copies Standard Curriculum, 29,000 bulletins and reprints of articles on nursing subjects; 35,000 copies of Dr. Beard's article "Fair Play to the Trained Nurse," 2,000 slides on the History of Nursing, 200 portraits of our prominent professional women. The duties and demands of this Publication Committee are daily increasing in volume and importance.

There is so much in detail regarding the present activities at headquarters that will be brought out in special reports that we should not take your time to embody them here, and I shall proceed to tell you how this work has been maintained. From September, 1920, to July, 1921, all bills were paid by the American Red Cross. From July, 1921, by the A. N. A., the N. L. N. E. and their constituents as follows:

CASH RECEIVED

American Nurses' Association.....	\$ 2,425.00
National League of Nursing Education.....	2,425.00
Hospital subscriptions.....	2,529.05
Alumnae subscriptions.....	3,546.50
Personal subscriptions.....	127.00
State associations.....	810.00
State league.....	50.00
Student body.....	10.00
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	\$11,922.55

The personnel of the office is as follows: A director, one nurse assistant and two stenographers. Expenses of the year as follows:

Salaries.....	\$6,622.50
Rent.....	2,419.90
Telephone.....	320.88
Supplies.....	235.59
Printing.....	201.23
Postage.....	166.99
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Total.....	\$9,967.09

The American Nurses' Association and the National League of Nursing Education are occupying approximately 580 square feet of floor space, divided in three private offices, and their pro rated share of the general clerical office occupied by

the National Organization for Public Health Nursing, also their pro rated share of halls, lavatories, etc.

I am sure you are all asking yourselves this question, "What about office equipment"? as you note that nothing has been charged against you. When we left the Atlantic Division of the American Red Cross in September, 1921, we borrowed of them the equipment necessary for two offices, and when we moved to the Penn Terminal Building we borrowed more equipment to complete the additional space, and recently our President, Miss Noyes, has negotiated for the complete equipment as a gift to the American Nurses' Association and the National League of Nursing Education for their headquarters office, with a conservatively estimated value of about \$3,000.

To give those of you living at a great distance from New York a glimpse of the general appearance and office scheme you will find that we have brought with us, and have placed in the exhibit room, a picture of the national offices, which we hope you will endeavor to see.

R. INDE ALBAUGH, R.N., *Office Director.*

Miss Noyes, in commenting on Miss Albaugh's report, explained that the office director had acted for both the American Nurses' Association and the League, with no line of demarcation between the two kinds of work except where it was clearly defined, such as the handling of the publications of the League and the preparation of the List of Accredited Schools for the American Nurses' Association. One office director with two assistants had carried the work to the best of their ability. As funds were limited, the work carried was also limited, dependent largely on voluntary contributions from hospitals and associations.

The proposed amendments to the by-laws of the American Nurses' Association, as presented by the Revision Committee and endorsed by the Board of Directors were taken up and discussed.

Article I, Section 1, Amend by inserting "active resident" before "members" in second line.

This was adopted without discussion, making the paragraph read:

Membership in this Association shall consist of the active, resident members in good standing in the state associations belonging to it;

Article I, Amend by adding Section 4, (new):

"A member in good standing in any State Association, who changes her residence to another state, shall be admitted by transfer sent by the secretary of the State Association she is leaving, to the Secretary of the State Association to which she is going, entitling her to membership for the remainder of the fiscal year without further payment of dues."

After a very full discussion, the amendment was accepted.

Article III, Section 2, amend by adding, "If more than three members receive a majority of all votes cast for directors, the three receiving the highest number shall be declared elected. In case of a tie, the choice shall be decided by lot."

This was adopted as read, after some discussion regarding the

advisability of substituting the word "plurality" for "majority." The section now reads:

"A majority vote of those present entitled to vote, and voting, shall constitute an election. If more than three members receive a majority of all votes cast for directors, the three receiving the highest number shall be declared elected. In case of a tie, the choice shall be decided by lot."

Article IV, Section 2, amend by striking out "turn over" and inserting "deliver" in tenth line.

Section 2—Amend by striking out the last sentence, "She shall receive a salary of not less than \$300, the amount to be determined by the Board of Directors."

Section 3—Amend by striking out the last sentence, "She shall receive a salary of not less than \$100."

Section 3—Amend by striking out "turn over" and inserting "deliver" in third line of last paragraph.

Section 4—Amend by substituting, "All officers except the Secretary and the Treasurer shall on expiration of their term surrender all property in their possession, belonging to their respective offices, to the newly elected President."

These five amendments were adopted as read, after some comments and explanations had been made, making Article IV, Sections 2-4, read:

Section 2—The Secretary shall keep the minutes of all meetings of the Association, the Board of Directors, and the Advisory Council; preserve all papers, letters and transactions of the Association and have custody of the corporate seal. She shall present to the Board of Directors all applications for membership in the Association, with the report of the Eligibility Committee on the same. She shall deliver to her successor within one month after the biennial convention, all Association property in her possession.

Section 3—The Treasurer shall collect, receive and have charge of all funds of the Association; shall deposit such funds in a bank designated by the Board of Directors, and pay such bills only as shall have been approved by the President. She shall report to the Board of Directors the financial standing of the Association whenever requested to do so and make a full report to the Association at each biennial convention. She shall give a bond, subject to the approval of the Board of Directors, for the faithful performance of her duties. Her accounts shall be audited annually by a certified public accountant approved by the Board of Directors.

The retiring Treasurer shall within one month after the close of the biennial convention deliver to the Treasurer all money, vouchers, books and papers of the Association in her custody with a supplemental report covering all transactions from January 1st to the close of the biennial convention.

Article IV, Section 5 (new), "Any one of the eleven officers of the Association, except the President, the First Vice-President and the Second Vice-President is eligible to the position of Headquarters Secretary or Interstate Secretary, but by accepting such appointment she shall thereby forfeit her right to vote as a member of the Board of Directors."

After discussion as to the use of the word "officers," rather than the word "directors," the amendment was adopted as read.

Article V in its new form was adopted as read:

The Board of Directors shall:

a. Transact the general business of the Association in the interim between biennial conventions.

b. Supervise the affairs of the Association and devise and mature measures for its growth and prosperity.

c. Provide for the proper care of all books and papers of the Association and for the payment of a place of meeting when necessary.

d. Report to the Association at each convention the business transacted by the Board of Directors during the preceding two years.

e. Act upon applications for membership.

f. Provide for the maintenance of National Headquarters and for making this office the center of all activities of the Association, including such work of the officers and committees as may be deemed expedient.

g. Appoint a Headquarters Secretary, define her duties and fix her compensation.

h. Appoint an Interstate Secretary when such may be required.

i. Determine what officers and employees shall be bonded, fix the amount of bond for each and approve the same.

j. Select a place of deposit for funds and provide for their investment.

k. Appoint all standing committees not otherwise provided for.

l. Provide for auditing the books.

m. Decide upon the exact date of the biennial convention.

n. Hold a business meeting immediately preceding and immediately following each convention of the Association and meet at other times on the call of the President, or upon request in writing of five or more of the organizations belonging to the Association.

Article VI, Section 1, amend by substituting: "The officers of this Association, the presidents of state organizations belonging to this association, the chairmen of sections, the editors of the American Journal of Nursing, the Superintendent of the Army Nurse Corps, the Superintendent of the Navy Nurse Corps, and the Superintendent of the United States Public Health Service Nurse Corps shall constitute an Advisory Council to consider and promote the interests of the American Nurses' Association."

This was adopted as read.

Article VII, Section 1 add (i) Committee on Headquarters. This was adopted, making the section read:

Section 1. The standing committees shall be as follows:

- (a) Eligibility.
- (b) Programme.
- (c) Arrangements.
- (d) Publication.
- (e) Nominating.
- (f) Relief Fund.
- (g) Revision of By-Laws.
- (h) Finance.
- (i) Committee on Headquarters.

Section 6. Amend the third paragraph by striking out the sentence beginning "From these returns" and inserting "From these returns the committee shall prepare a ticket consisting of one or more nominees receiving the highest number of nominations for the office of President, First Vice-President, Second Vice-President, Secretary, and Treasurer, and three or more for the office of Director.

No name shall be presented to a convention, either by the Nominating Committee or from the floor, unless the nominee has consented to serve if elected."

After some questions and explanations, this was adopted as read.

Section 10 (new). a. The Committee on Headquarters shall consist of at least three members. The duties of this committee shall be to represent the American Nurses' Association in all its activities in connection with National Headquarters, subject to the approval of the Board of Directors.

b. This committee may meet with a similar committee of the National League of Nursing Education, or the National Organization for Public Health Nursing, or with both."

This was adopted as read.

Article VIII, Section 1, substitute "fifty cents" for "fifteen cents."

There was very full discussion on this amendment, presenting both sides,—the need of greater resources for developing national work, on the one hand, and the difficulty of voting for an increase of dues which would affect every member of a state association, on the other hand. The motion was finally carried with no dissenting voices.

Sections 2 and 4, substitute January 31 for December 31.

Both amendments were carried. Article VIII now reads:

Section 1. The annual dues from each State Association shall be fifty cents per capita.

Section 2. All dues shall be paid in advance not later than January 31 for the following calendar year.

Section 3. Each State Association shall pay dues on the basis of membership the first day of December.

Section 4. State Associations whose dues have not been paid by January 31 shall be notified by the Treasurer and those not paying by March 1 shall forfeit membership.

Section 5. State Associations having forfeited their membership may be reinstated upon the payment of dues for the fiscal year.

Article XV. Insert Section 3 (new), "To send to National Headquarters a copy of constitution and by-laws and all amendments adopted." Section 3 becomes Section 4.

This was adopted as read, making Article XV read:

It shall be the duty of each State Association:

Section 1. To send to the President and to the Secretary of this Association the names and addresses of all officers immediately after their election or appointment.

Section 2. To confer with the Committee on Revision before adopting any proposed amendments to their constitution and by-laws.

Section 3. To send to National Headquarters a copy of constitution and by-laws and all amendments adopted.

Section 4. To report to the Board of Directors of this Association as may be required.

Article XVII (new). "The American Journal of Nursing shall be the official organ of this Association."

This amendment was adopted. The amendments as a whole were then adopted.