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This paper aims at projecting present Young Men's Christian Association (YMCA) trends into the 1970's so that association leaders can assess these directions in the light of societal conditions predicted for the 1970's, determine which trends should be changed, and identify the kind of intervention necessary to effect such changes. Projection is done through demographic data on the United States (U.S.) and data on the YMCA for 1957 through 1975. In general, the method of duplicating gains and losses is used. There are three major content sections: the first projects demographic data which provide an overview of the U.S. in the 1970's and includes projections which have direct implications for the YMCA, namely, those concerning population, families, education and occupation, distribution and income, mobility, urbanization, and the economy; the second deals with the YMCA in the 1970's and consists of organizational projections concerning constituency, leadership, finance and program; and the third examines the implications of the projections and raises a series of questions that appear important for planning by the YMCA leaders in the next decade. (nl)

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Y.M.C.A. in the Next Decade

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Research and Development Services
National Council of Young Men's Christian Associations

THE YMCA IN THE NEXT DECADE:

Is This Where We Want To Be?

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THE YMCA IN THE NEXT DECADE:

Is This Where We Want To Be?

INTRODUCTION

As the Young Men's Christian Associations of the United States move into the late sixties, it is important to recognize that history will record this past era as one in which the tempo of change has been more rapid than ever before. Of even greater importance for YMCA leaders, however, is recognition of the fact that the pace will continue and intensify in the 1970's. At least two major trends will continue during the next decade; 1) the population will continue to grow, 2) technology will continue to be a major source of change in the affairs of men. Some of the specifics of these trends are quite discernable and others can only be postulated at this time. But one thing seems certain - - the decade of the Seventies will produce profound and far reaching changes which will vitally affect every YMCA in the United States.

If the YMCA is to remain relevant during the next decade and work effectively at the achievement of its purpose, it cannot continue to do business as usual. "But what," one might ask, "will the YMCA look like if it does continue to do business as usual?" In other words, "Where will the YMCA be in the 1970's if present trends continue?" In the answer to this question lies the purpose of this paper. More specifically, the purpose of this paper is to project present YMCA trends into the 1970's in order that Association leaders can assess these directions in light of societal conditions predicted for the 1970's, determine which of the trends should be changed, and identify the kind of intervention necessary to effect such changes. Thus this paper is a planning document, designed to assist Association leaders in looking ahead and focusing sharply on desired changes. The portrait of the YMCA sketched here is neither one of what the YMCA will be or should be in the 1970's. It is simply a picture of what the YMCA will be if present trends are continued. The big question then becomes "Is this the kind of YMCA which we want in the 1970's?"

Method of Projection -

Generally, two kinds of projections are used in this paper. The first involves the projection of demographic data about the United States. In most cases these projections are based on data gathered by the U. S. Census Bureau and developed by a variety of governmental agencies.

The second set of projections concern the YMCA of the United States. In making these projections a period of 18 years is examined, from

1957 to 1975. Actual data are available for one half of the period. Statistical projections for the second half of the period are based on the assumption that during the next nine years YMCAs will at least duplicate their actual gains or losses of the past nine years. There are several other methods of statistical projection that could have been used. In general, however, the method of duplicating gains and losses used in this paper is assumed to be the most conservative and accurate. An examination of a similar method of projection used in 1963 supports this assumption.

Although the projections are made to a point in time, namely 1975, they are meant to be descriptive of the period and even more importantly, to indicate the direction of present trends during the 1970's. For planning purposes, these directions are deemed to be much more important than precise dimensions.

Intervening Factors -

As stated previously, the organizational projections contained in this paper are based on the assumption that YMCAs will reproduce their experience during the next nine years. Quite obviously there are a variety of factors which could intervene and substantially change the projections. Some of these factors can only be guessed at, such as a major war or economic depression. Others are clear within probability limits, such as the increase in national population and the changes in its distribution. These and a variety of other factors can and undoubtedly will effect the projections.

There is, however, another intervening factor which can drastically affect the YMCA in the 1970's - - the factor of human intervention. Such intervention in the form of careful planning, competent management and regular evaluation by YMCA leaders and planners can shape the YMCA of the 1970's rather than have it shaped by external conditions. The history of the YMCA Movement has shown repeatedly that such human intervention is possible and that in emergencies it can be rapid, massive and effective. Essentially then, the destiny of the YMCA of the 1970's is in the hands of Association leaders.

Organization of the Paper

This paper is organized on the basis of three major content sections. The first of these deals with the projection of demographic data which provide an overview of the United States in the Seventies. In this section projections are noted which have direct implications for the YMCA, namely those concerning population, families, education and occupation, distribution of income, mobility, urbanization and the economy.

The second major content section of this paper deals with the YMCA in the 1970's and consists of organizational projections concerning constituency, leadership, finance and program.

The final section of the paper deals with implications of the projections and raises a series of questions for YMCA leaders that appear important for planning in the next decade.

THE UNITED STATES IN THE 1970's - A DEMOGRAPHIC OVERVIEW

Population -

During the next decade a net of over 3,000,000 people will be added to the population each year. By 1975, based on conservative estimates, the population will rise to about 218,000,000 and be in excess of 235,000,000 by 1980, compared with today's population of approximately 200,000,000.

The population of the United States will be younger in the 1970's. The rate of population increase will be sharpest for young adults and teen-agers and less pronounced for those in other age categories. Between 1965-1975, the adult population should increase by about 18 per cent, while the number between 35 and 54 will decrease about one per cent and the number over 55 will increase about 17 per cent.

There will be more teen-agers around during the 1970's. The teenage population (ages 13-17) will increase about 18 per cent by 1975. The number of youngsters from 6 to 12, however, will decrease about 3 per cent while the number of children under 6 will increase about 2 per cent.

Families -

The rising population of young adults will result in a concomitant upsurge in marriages for the 1970's. With this upturn in marriages, the pace of new family formation will accelerate. Between 1965 and 1975 the total number of families is expected to increase by about 19 per cent. There should also be a significant change in the age of family populations. By 1975, young families will account for almost a third of the total population compared to about a quarter in 1965.

The sharp trend toward larger families, evident during the post war period, will level off in the years ahead. The proportion of families with one or two children will be about 61 per cent in 1975 while the proportion with 3 or more children will be about 39 per cent. In both cases the proportion will be about the same as it is today.

Education and Occupation -

The population of the 1970's will be significantly better educated. Today about 19 million adults have had some college education. By 1975 it is estimated that about 27 million persons will have attended college, an increase of 40 per cent.

The growth of technical and scientific industries, computerization and the general rise in the complexity of modern business will continue to expand white-collar employment into the Seventies. With white-collar employment gaining about three times as fast as industrial employment, the United States will become largely a white-collar society.

Distribution of Income -

During the past ten years rising individual earnings and the increase in the number of working wives have increased the number of middle and upper income families, while low income families have decreased. These trends are expected to continue into the Seventies. In 1963 about 19 per cent of all families earned less than \$3,000 and by 1975 this ratio is expected to decrease to about 11 per cent. Conversely, in 1963 only about 43 per cent of all families had incomes of over \$7,000 and by 1975 this ratio is expected to jump to 67 per cent. These trends will result in a significant increase in the middle and upper middle income categories during the Seventies. As overall family income rises however, there will be an even wider gap between the nation's middle and upper income groups and those at the lower income levels. The poor will still be with us, although they will be fewer in number and less poor than in the past.

Mobility -

The redistribution of the nation's population that has been going on for at least 20 years will continue during the Seventies. Westward and Southward will be the major migrating patterns of the population.

America will increasingly become a nation on wheels and in the air. Today there are about 81 million cars on the road. By 1970 this number will increase to 110 million and by 1980 to 126 million. With the advent of the 500 passenger jet airplane, supersonic flights, and an approximate doubling in landings and take-offs during the Seventies, the need for additional airport space will reach desperation levels in some cities.

Urbanization -

By 1975 about three out of four persons will live in America's cities. In most of the nation's largest cities the proportion of Negroes will increase significantly. With this growth the trend toward megalopolis formation will accelerate, thus nudging the nation's cities closer together. Herman Kahn and Anthony Wiener, in The Year 2000, give names to three of the largest megalopolises of tomorrow; Chippitts, Boswash, and Sansan. Chippitts will extend from the Great Lakes area around Chicago all the way to Pittsburgh and eventually will house 13 per cent of the population. Boswash will cover the eastern seaboard area from Boston to Washington and contain about 25 per

cent of the population. Sansan will consist of the long stretch from San Diego to San Francisco, with about 6 per cent of the population living there.

The National Planning Association (NPA) currently projects metropolitan growth at about 2.2 per cent annually to 1975, down sharply from the 3.1 per cent annual gain of the 1950-1962 period. However, the rate of growth in metropolitan areas will continue to outpace overall national gains, with the greatest growth occurring in the small towns and villages adjacent to larger, more densely populated areas. A major proportion of the projected decline in metropolitan area growth rates will stem from a slowdown in the migration of families from rural to urban areas. The large cities which in the past absorbed a considerable portion of migrants, are expected to exhibit the slowest growth rates.

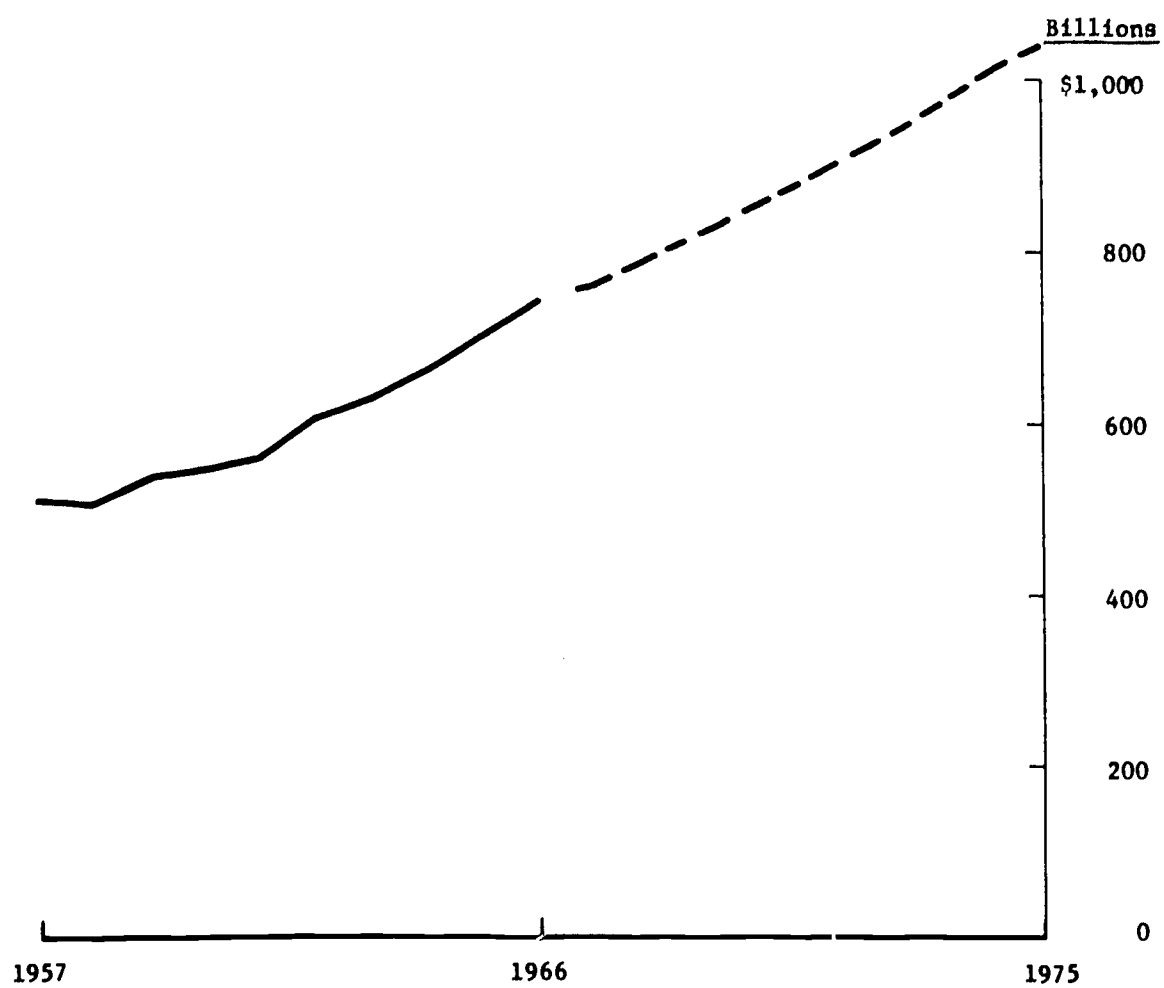
The urban areas of the Seventies will continue to be plagued with many problems and constant efforts will be made to restore the city as a stimulating center of creative human activity. As the population becomes better educated and more affluent it will probably be less tolerant of poverty and unnecessary hardship. Most current predictions indicate that the problem will more and more be given over to government for action on slum clearance, crime control, alleviation of poverty and aid for the dispossessed. It should also be noted, however, that there is already evidence that "social responsibility in business" is gaining considerable momentum. Many national corporations will undoubtedly become increasingly involved in urban projects. These investments will rise from the conviction that billions in private capital will be needed to rescue the cities from decay. In both the private and public sectors there will be increasing recognition that the urban environment must be improved or it will explode in a disaster unlike any in the nation's history.

The Economy -

As indicated by the accompanying Chart, the nation's production of goods and services - - its Gross National Product - - will pass the \$1 trillion level, in 1966 dollars, by 1975. This projection is based on an annual growth rate of 3.7 per cent. This growth rate assumes a projected 1975 work week of 36.7 hours, 1.3 hours less than in 1964, and a productivity increase of 2.85 per cent per annum, about the same as the postwar rate. Consequently, much of the increase over past growth figures is a reflection of the anticipated rapid rise in the working population.

The Department of Commerce projection of the price index rise is 1.2 per cent per annum which is generally slower than at any time in the postwar years. This suggests an expanding economy and environment

GROSS NATIONAL PRODUCT
1966 Dollars



MEMBERSHIP GROWTH
BY
AGE GROUPS
1957 - 1975

which is basically non-inflationary during the Seventies. While projections indicate an almost stable level of commodity prices, rises will come in general government costs and in the service industries.

THE YMCA IN THE 1970'S

This section presents a portrait, painted in broad strokes, of the YMCA in the 1970's. It is well for the reader to be reminded again that the projections are to a mid-point of the next decade, namely 1975, and that the basic assumption underlying the projections is that the YMCA will duplicate its experience of the past nine years.

During 1975 slightly over 1900 YMCAs will have on their membership "roles" over 7 million persons and will end the year with about 4.25 million members. About 1.3 million of these, or 31 per cent, will be women and girls. The membership will be composed mainly of adults over 30, constituting 36 per cent, and youth under 12 with 29 per cent of the membership. These two categories, the youngest and oldest, will also have experienced the greatest rate of growth by 1975. In addition to its members, the YMCA will have about 532,000 registered non-members who will participate in its program during the year.

The YMCA in 1975 will be managed and supervised by over 24,000 program and administrative employees. Of this number, over 18,000 or 76 per cent, will be part-time Group Two employees. Full time Group Two employees will number about 1700 or 7 per cent of the employed force. There will be 4,143 professional YMCA Directors on the roster, a gain of only 168 over 1966. In addition, the YMCA's volunteer leadership corps will number about 650,000 in 1975.

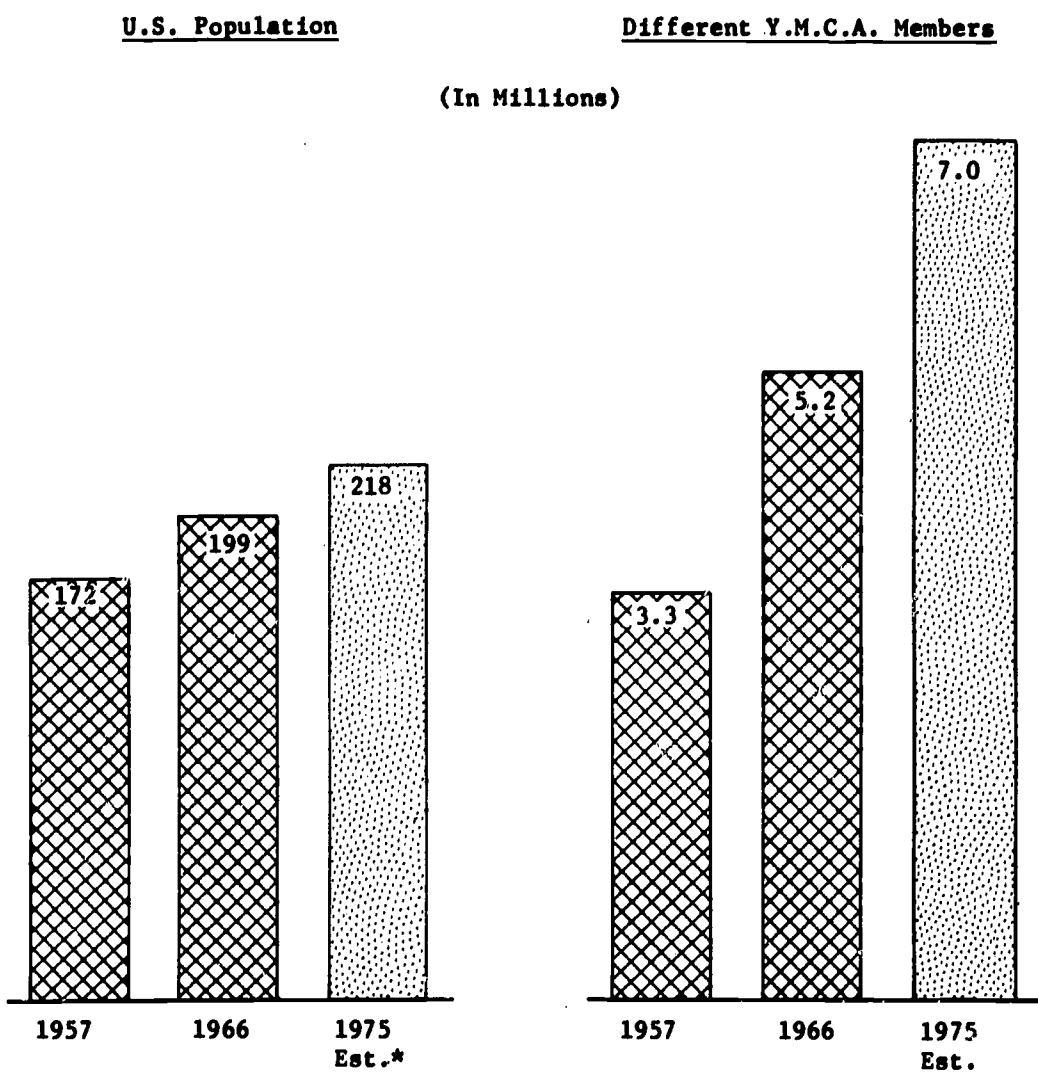
The YMCA will be considerably more than a billion-dollar enterprise in 1975, with an investment of \$978 million in land, buildings and equipment and \$169 million invested in endowment funds. In addition, current operating income of all YMCAs will be about \$305 million, with about \$46 million of this amount being provided by federated funding sources. Funds designated specifically for support of the YMCAs World Service effort will total about \$3 million.

Associations will report about 600,000 program groups for the year. Enrolled groups will represent over half of the total group program. Attendances at physical education class and team events will constitute 58 per cent of the attendance recorded for all enrolled groups. Four-front youth groups will total 57,809 units with almost half of these being Y-Indian Guide tribes. The analysis which follows will display in detail the trends from which these and other projections were derived.

GROWTH
1957 - 1975

U. S. Population

Different Y.M.C.A. Members
(In Millions)



* U.S. Population Projection: Series C

Constituency -

If membership growth of the past nine years is continued into the Seventies, the YMCA will make significant gains on the population of the United States by 1975. As indicated by the accompanying Chart, about 7 million different members will be enrolled during 1975, an increase of 10 per cent. Furthermore, about 3.2 per cent of the population will be YMCA members in 1975, compared to 2.6 per cent in 1966.

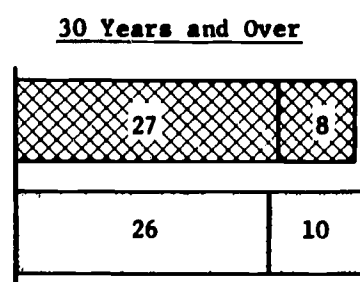
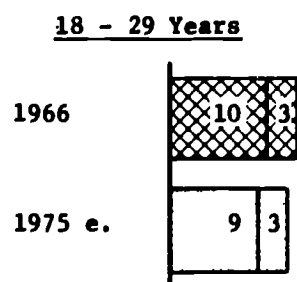
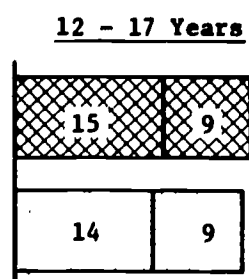
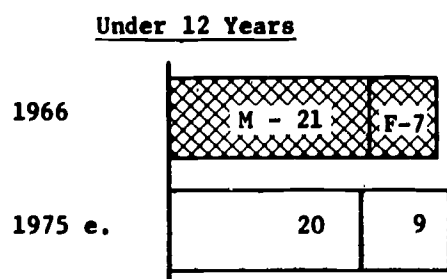
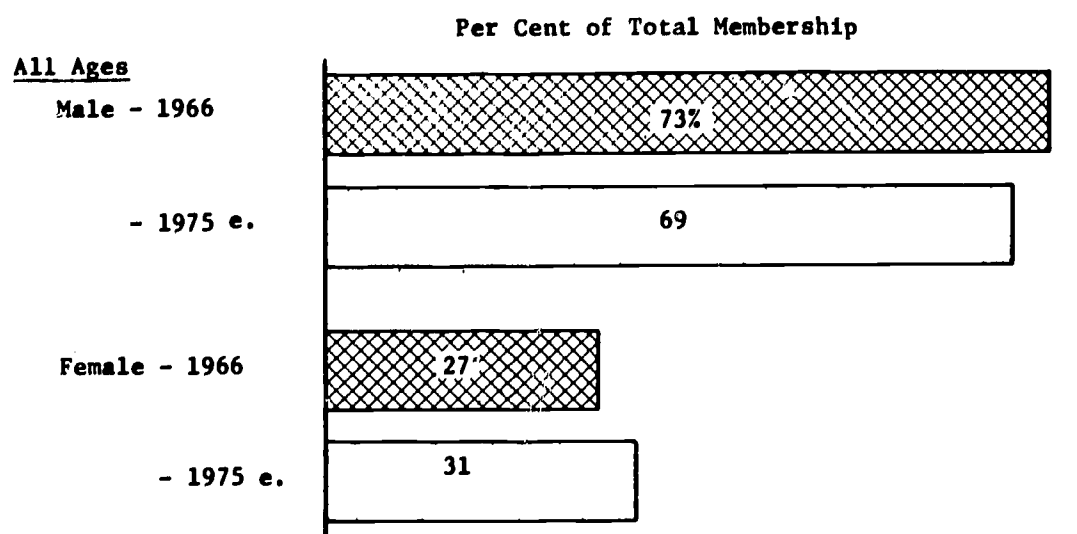
The rate of growth for registered non-members (those who participate in the Associations' program but are not members) will be somewhat less than the membership growth rate. During 1975 registered non-members will total about 532,000, an increase of 17 per cent over 1966.

Although all age-sex membership categories will increase numerically by 1975, the proportion of YMCA members in various categories will vary somewhat from the present. The number of women and girls in the membership at the end of 1975 will total about 1.3 million and constitute 31 per cent of the total membership compared to the present proportion of 27 per cent. As shown in the accompanying Chart, the proportion of females under 12 and those over 30 will each increase 2 per cent with corresponding decreases of 1 per cent in each of the four male categories.

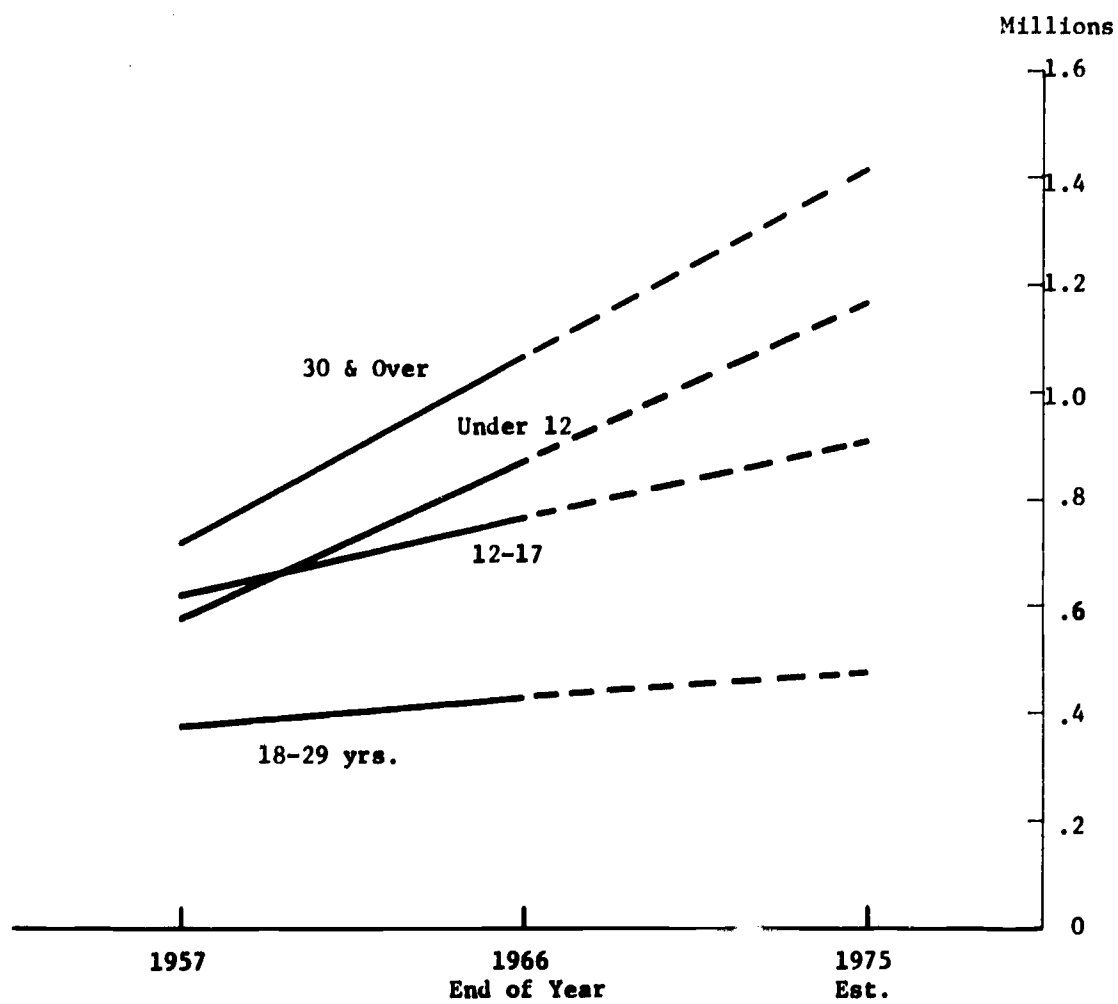
The major growth in YMCA membership during the next nine years will be in adults 30 and over and in youth under 12. Adults 30 and over will number 1,416,000, an increase of 33 per cent over 1966, and the number of youth under 12 will increase 35 per cent, reaching a total of 1,174,000. While both the oldest and youngest membership categories will increase significantly, the two mid-categories of members will experience a comparatively small rate of growth. Members in the 12-17 year category will increase 19 per cent and reach a total of 909,788, while young adults age 18-29 will total 478,293, an increase of only 12 per cent.

It is important to note that the projected growth of YMCA membership by age categories is in direct opposition to the previously discussed growth in the general population. Although the age categories are not precisely comparable, the direction is quite clear. The rate of population increase is predicted to be sharpest for young adults and teenagers - - the age categories in which YMCA membership growth will be slowest. Conversely, the greatest YMCA membership growth by 1975, will occur in youth under 12 and adults 30 and over. Population projections indicate a decrease of 3 per cent in youth 6 to 12 and a decrease of one per cent in adults 35 to 54 by 1975. Consequently, the projected growth patterns of YMCA members are not consistent with the age predictions of population growth. A continuation of these trends

MEMBERSHIP BY AGE AND SEX 1966 - 1975



MEMBERSHIP GROWTH
BY
AGE GROUPS
1957 - 1975



will result in the YMCA serving a significantly smaller proportion of the total population of teen-agers and young adults and a significantly larger proportion of the population of youth under 12 and adults over 30.

Leadership -

Continuation of present trends indicates that the YMCA will have about 651,000 volunteer leaders in 1975, an increase of 21 per cent over 1966. These volunteers will serve the Association as members of Boards of Directors, officers and leaders of groups, coaches, instructors, members of committees and councils and in other capacities. They will come from all walks of life but generally they will be younger, better educated and more mobile. Because of this the YMCA of the Seventies will undoubtedly need to be more precise and imaginative in developing volunteer roles and functions and increasingly creative in its programs for recruiting, orienting and training volunteers. It is also important to note that if present trends continue, those serving on YMCA boards and Committees in the 1970's will not reflect the characteristics of the membership of the YMCAs they direct. Numerically, women, youth and minority segments of the membership will be under-represented at policy-making levels.

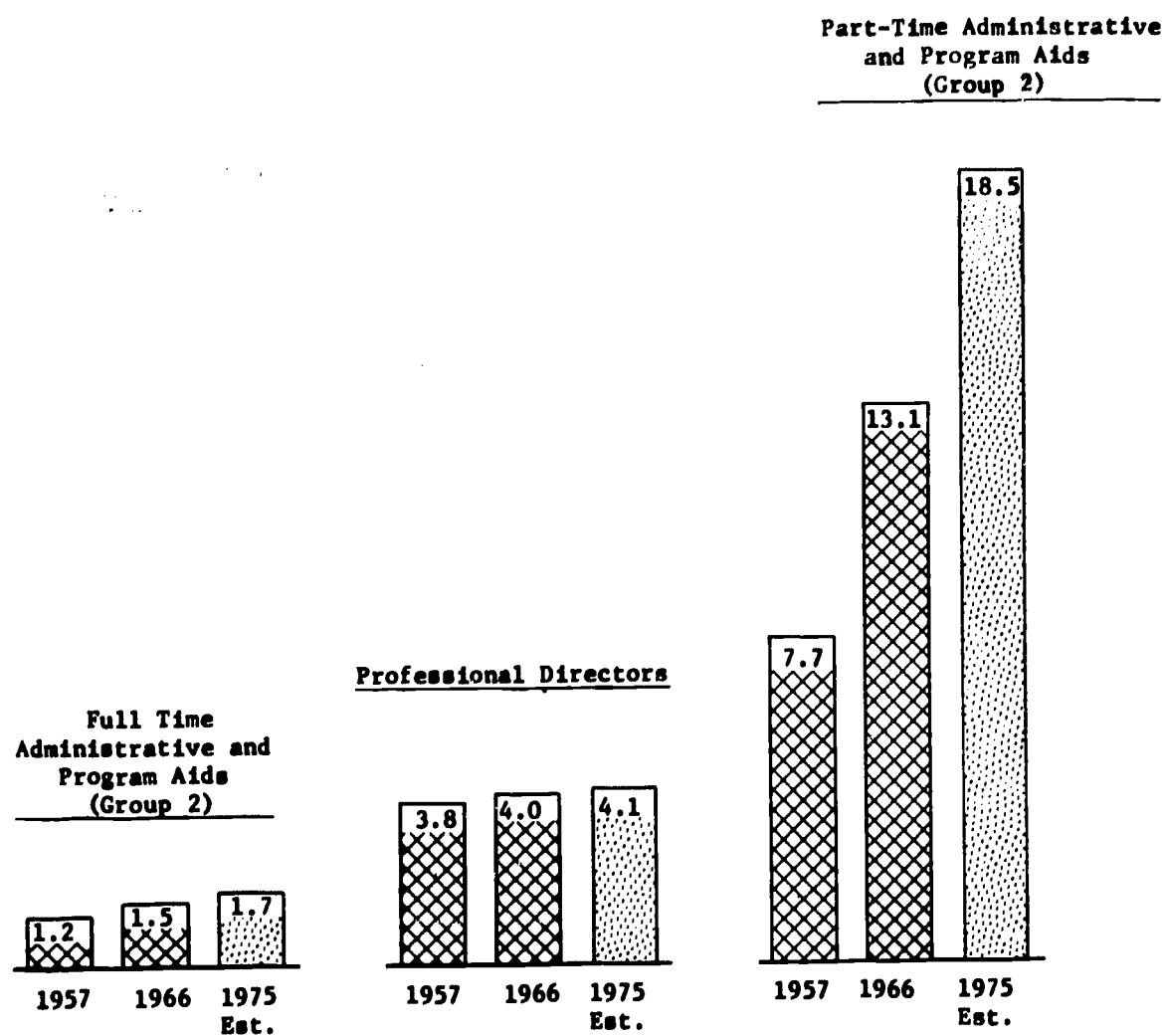
YMCAs in 1975 will be managed and supervised by over 24,000 program and administrative employees. Of this number, over 18,000 or 76 per cent will be part-time Group Two employees. Full-time Group Two employees will number about 1700 or 7 per cent of the employed force. There will be 4,143 professional YMCA Directors on the roster, constituting 17 per cent of all program and administrative employees.

As indicated by the Chart, the greatest growth in program and administrative employees will occur in the part-time Group Two category, increasing 41 per cent over 1966. Full-time Group Two employees will increase 15 per cent, while the number of professional YMCA Directors will increase by only 168, or 4 per cent over 1966. If present trends continue, it is quite apparent that in the Seventies, increased reliance will be placed on part-time employees to meet the needs of a rapidly expanding YMCA membership.

Finance -

In 1975 the annual current operating income of all YMCAs in the United States will be approximately \$305.3 million, an increase of 37 per cent over 1966. This increase is very close to the increase of 40 per cent in the Gross National Product projected for the same period. Approximately \$45.6 million of the total operating income, or 14.9 per cent, will be contributions received from United Funds or Community Chests. Since 1957, the proportion of operating income received from federated

PROGRAM AND ADMINISTRATIVE
EMPLOYEES
(In Thousands)



Note: Excludes Group 1 (Clerical and Maintenance Personnel)

sources has decreased gradually as indicated in the accompanying Chart. Those YMCAs participating in federated funding in 1975 will receive about 18 per cent of their operating income from United Funds and Community Chests down considerably from the 24 per cent received in 1957 and the 20 per cent received in 1966. Consequently, YMCAs in the Seventies will be earning an increasingly greater proportion of their own income in order to finance expanding operations.

Funds from YMCA World Service, to strengthen and extend the Movement around the world, will increase by 34 per cent by 1975, slightly less than the expected increase in operating income of domestic Associations. World Service income in 1975 will total almost \$3 million compared to \$2.2 in 1966 and \$1.5 million in 1957.

Capital investments of YMCAs in 1975 will exceed the \$1 billion mark, with an investment of \$878.4 million in land, buildings and equipment and \$169.2 million invested in endowment funds. This projection represents an increase of 42 per cent over 1966 in capital investments, considerably more than the previously noted increase of 37 per cent in operating income. In 1975 endowment will constitute 15 per cent of total capital investments and investments in land, buildings and equipment will make up the remaining 85 per cent, approximately the same as the present distribution of capital investment.

Program -

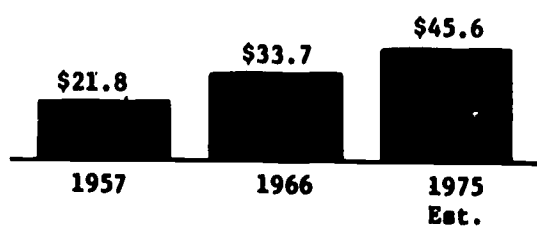
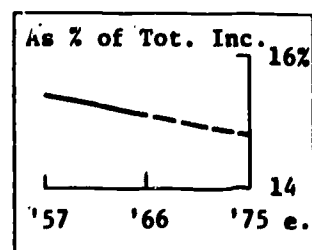
YMCA program groups will total 600,000 during 1975, a considerable increase of 30 per cent over 1966 but somewhat less than the projected membership and financial increases noted previously. Of these program groups, those with enrollment will number about 340,000, or 58 per cent of the total. Non-enrolled groups will total about 132,000, or 22 per cent, with special events numbering about 121,000, or 20 per cent. As indicated in the accompanying Chart, the greatest growth is expected in enrolled groups, thus substantially changing the relative volume of these three types of groups by 1975.

Attendance within the enrolled group category will reach beyond the 113 million mark by 1975. Of these attendances, some 66 million, or 58 per cent, will be recorded in meetings of physical education classes and teams. This projected proportion of physical education attendances is up considerably from the 42 per cent recorded in 1957 and the 51 per cent in 1966.

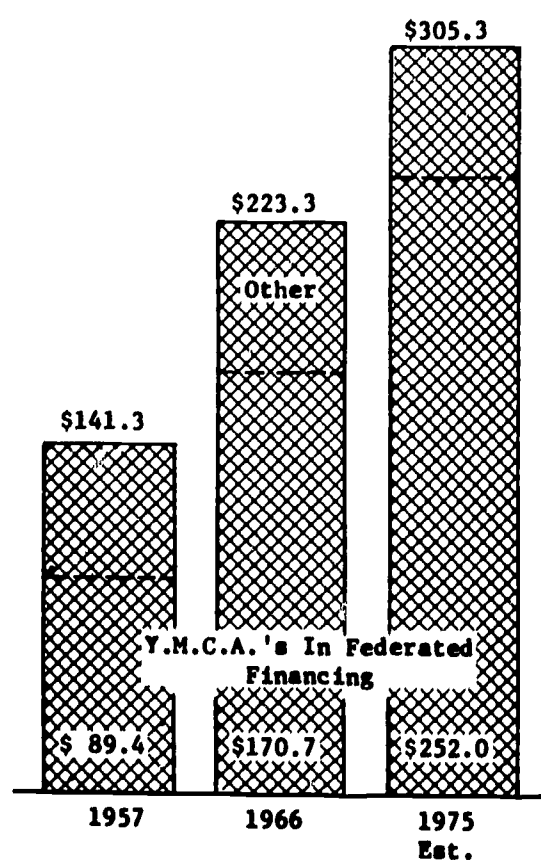
This distribution of enrolled groups in 1966 and the projected distribution for 1975 is shown in the following table.

ANNUAL INCOME AND **FUND OR CHEST CONTRIBUTION** (In Millions)

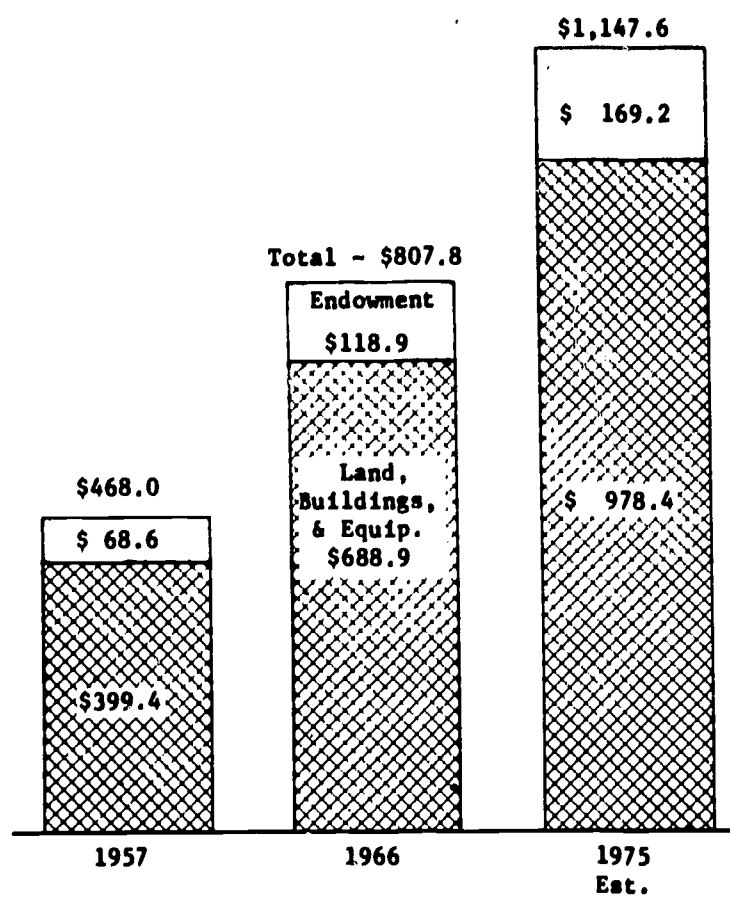
Fund or Chest Contributions



All Y.M.C.A.'s



CAPITAL INVESTMENTS
OF Y.M.C.A.'S
(In Millions)



Types of Enrolled Groups 1966 (A) and 1975 (E)

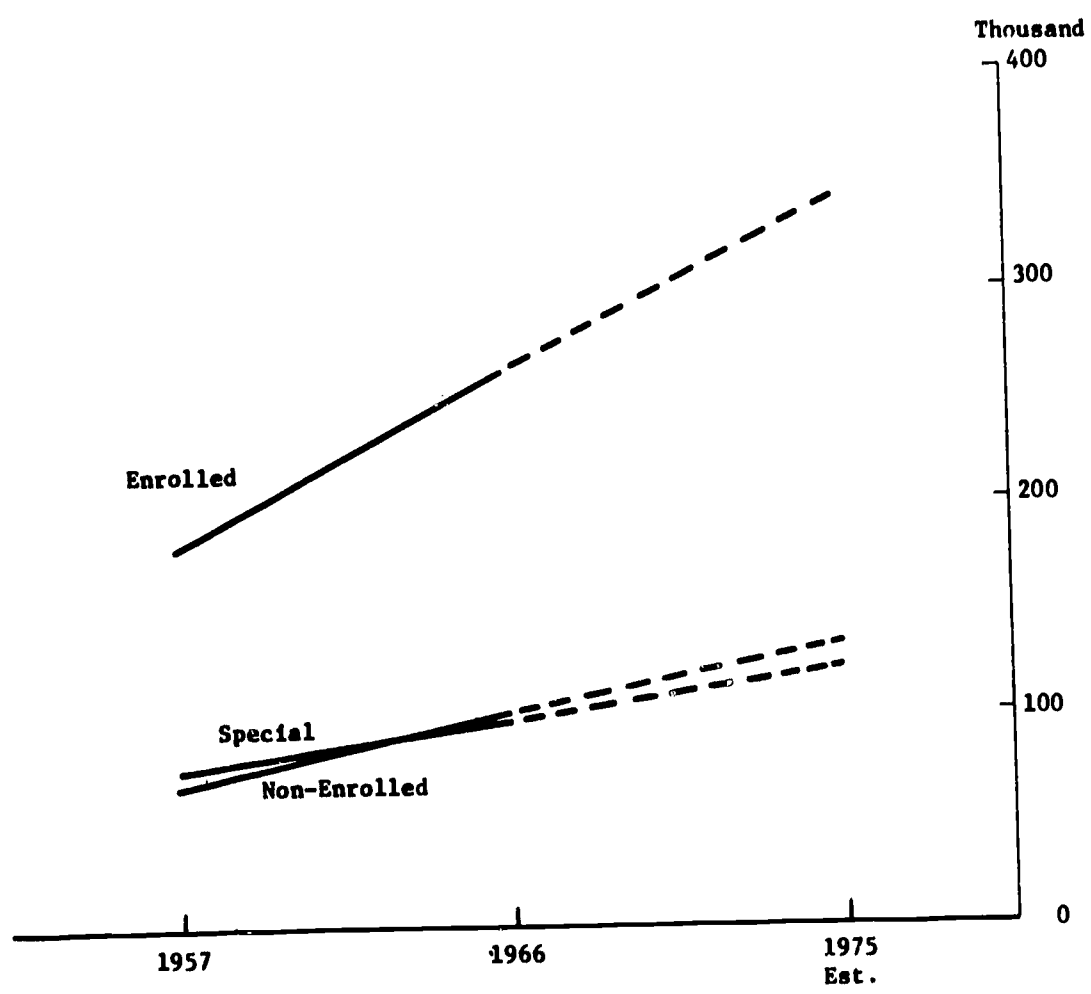
	<u>1966 Actual</u> <u>Number of Groups</u>	<u>%</u>	<u>1975 Estimated</u> <u>Number of Groups</u>	<u>%</u>
Clubs	54,500	21	70,400	21
Classes	106,000	41	157,400	46
Teams	54,500	21	58,300	17
Special Interest	13,000	5	17,600	5
Councils	23,300	9	24,300	7
Other	7,700	3	12,000	4
Total	<u><u>259,000</u></u>	<u><u>100%</u></u>	<u><u>340,000</u></u>	<u><u>100%</u></u>

These trends will produce substantial increases in both the number and proportion of "classes" and a small increase in the number and proportion of "other" groups, with corresponding decreases in the proportion of "teams" and "councils."

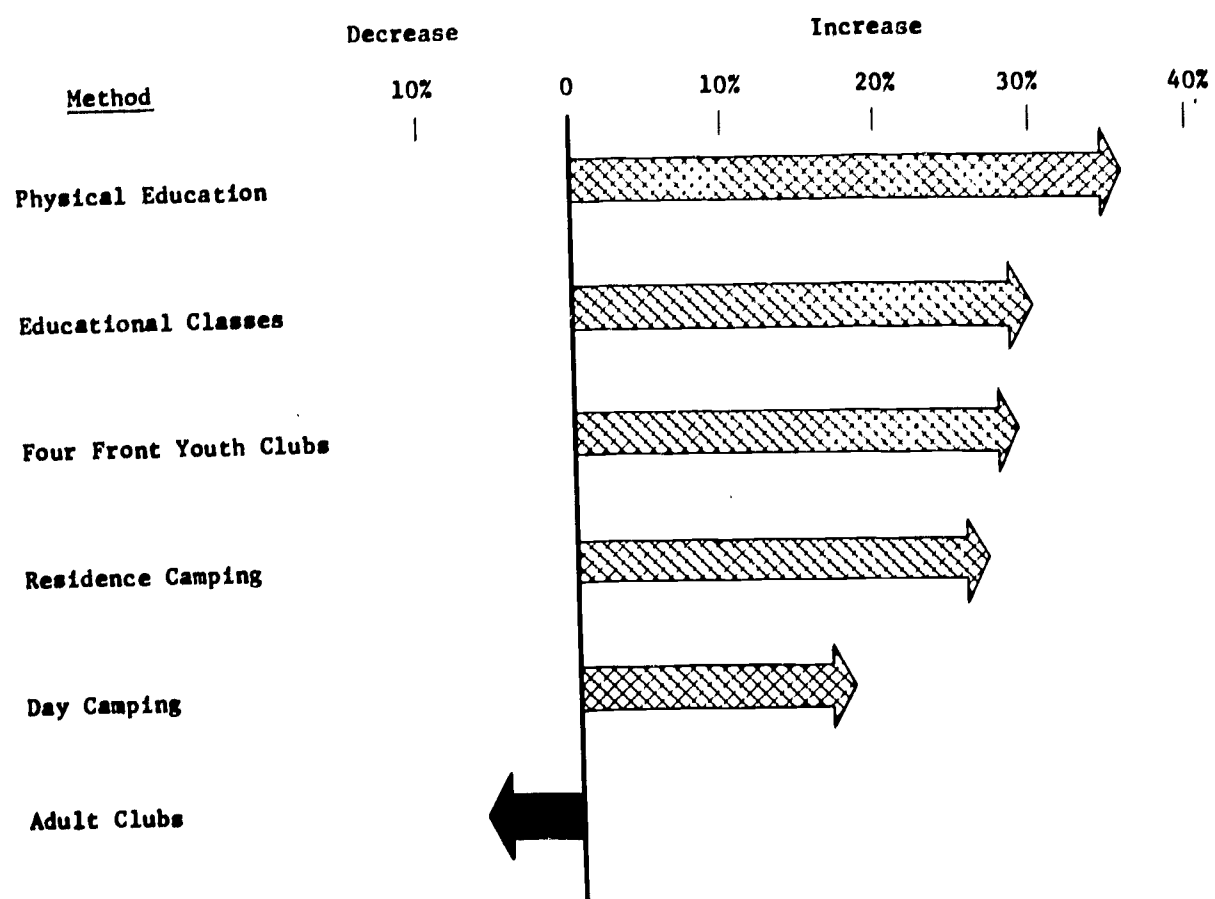
By 1975 all of the YMCA's program methods will record increases with the exception of adult clubs. As indicated by the Chart, physical education will increase 36 per cent over 1966, educational classes 30 per cent, four-front groups 29 per cent, residence camping 27 per cent and day camping 18 per cent. Adult clubs will number 3,126 in 1975, a drop of 6 per cent below the 1966 level.

During 1975 approximately 84 per cent of the YMCA's clubs will be four-front youth groups, about the same proportion as in 1966. Because of the diversity of projected growth among these groups, however, a close examination is necessary. In 1975 the YMCA will have approximately 57,809 four-front youth groups, a gain of 29 per cent over present levels. As indicated by the accompanying Chart, Tri-Gra-Y will enjoy the greatest percentage gain, due primarily to a relatively small 1966 base line figure. It should be noted that other groups will record substantially greater numerical gains than Tri-Gra-Y. Y-Indian Guides will continue its phenomenal growth during the Seventies, reaching a total of 27,979 tribes in 1975 and constituting about half of all four-front groups. It is expected that the female corollary of Y-Indian Guides, known variously as Y-Indian Princesses or Y-Indian Maidens, will gain momentum in the Seventies. At the present time, however, the relatively small number of these units are reported as "other youth clubs" and therefore are not included in the Y-Indian Guide projections of growth. Tri-Hi-Y is expected to reach a total of 7,057 units by 1975, an increase of 20 per cent over 1966. Gra-Y clubs will total 11,552, an increase of 13 per cent and Junior Tri-Hi-Y Clubs will total 1,565,

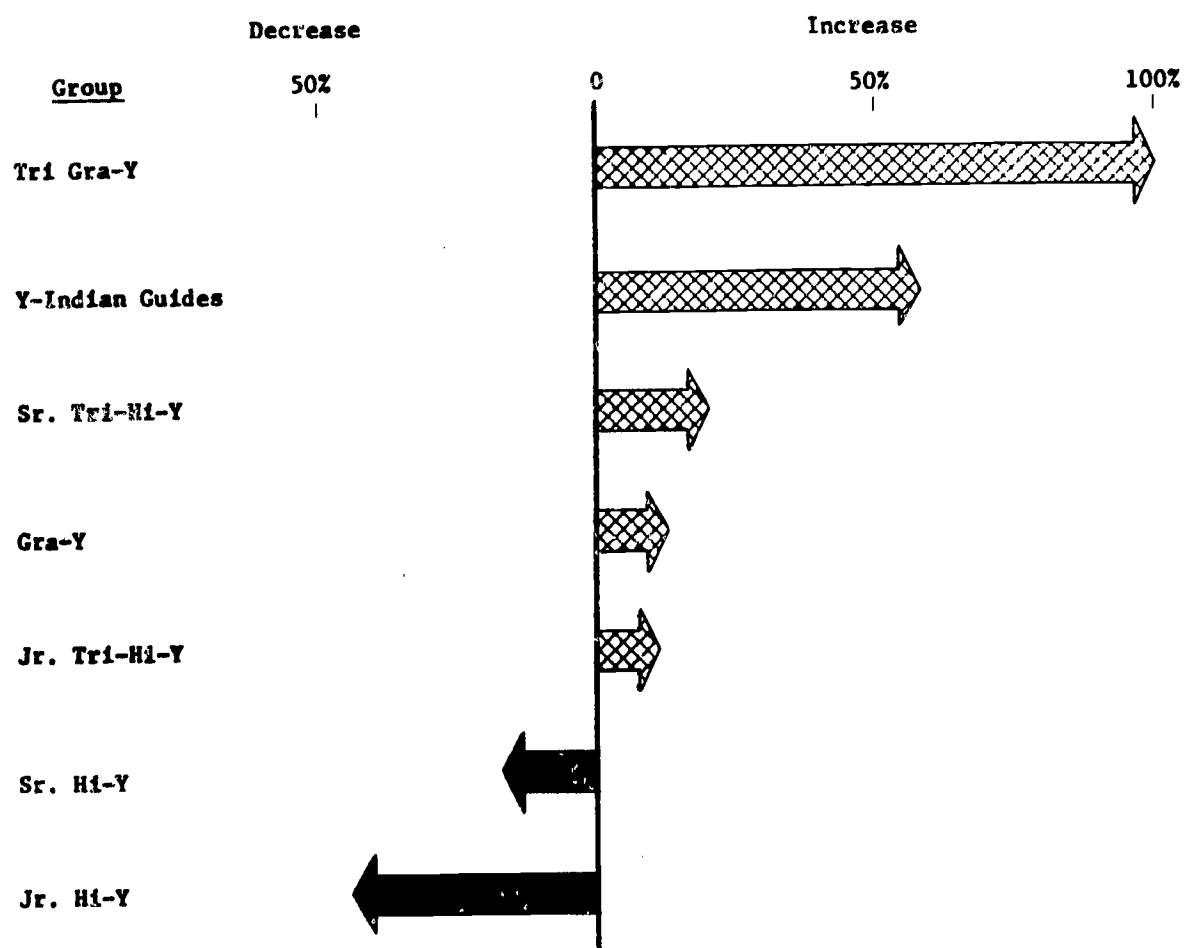
PROGRAM GROUPS
**Enrolled, Non-Enrolled,
and Special Events**



PROGRAM METHODS
Estimated Per Cent Change 1966 - 1975



FOUR FRONT GROUPS **Estimated Per Cent Change 1966 - 1975**



representing an increase of 11 per cent over 1966. During 1975 Hi-Y Clubs will drop to 4,104 units, a loss of 17 per cent and Junior Hi-Y will decrease to 1,438 clubs, a loss of 44 per cent.

Two important observations emerge from these projections of four-front groups. Those four-front programs which will experience growth in the Seventies will either: 1) serve elementary school age youngsters or; 2) serve girls.

Based on recent trends, and the mobilization of certain resources in the YMCA, two other program emphases are evident and will undoubtedly continue into the Seventies, even though statistical data are scarce and empirically based projections cannot be made.

The first of these is family program. Recent trends indicate that by 1975 the number of YMCA members enrolled under family membership plans will total over 1 million and constitute about 25 per cent of the YMCA's year-end membership. In addition, over half of the YMCAs in the United States, by conservative estimates, will provide a family membership plan by 1975. These factors, combined with the projected increase in the number of United States families, present a program challenge to the YMCA of the Seventies of substantial import.

The second emphasis is in program for the disadvantaged. Recently the YMCA has mobilized its resources and applied increased budget and staff time specifically to disadvantaged youth. These trends are expected to continue although it is virtually impossible at the present time to project the magnitude of this effort. It is possible, however, to state quite definitely that the problem of the disadvantaged will be very much in evidence during the Seventies -- in both rural and urban areas.

IMPLICATIONS FOR THE YMCA

What then is the imperative for YMCA leaders of this probe into the future? Some will undoubtedly read this paper, accept its projections and conclude that nothing can be done. But other alternatives are available to those who believe that the destiny of the Young Men's Christian Association should not be left to chance or drift. At least two alternatives become apparent, neither of which is mutually exclusive.

The first is planned coping. This alternative assumes that little can be done to effectively change some of the projections, but that ways can be found for the Association to creatively cope with these matters in the future. Most of the projections contained in the section on "The United States in the 1970's" are in this category.

The second is planned change. This alternative assumes that by careful planning, precise management and regular evaluation on the part of YMCA leaders, the future of the YMCA can be shaped in light of societal needs. All of the projections in the section on "The YMCA in the 1970's" are in this category. The overriding question in effecting planned change as a result of these projections is the one with which we began, namely, "Is this the kind of YMCA which we want in the 1970's?" Others follow.

- Can the YMCA remain relevant in the Seventies with growth projections that are directly contrary to population projections? More specifically, can the YMCA afford not to put major emphasis on its work with teen-agers and young adults in a period when these age groups are expanding at a pace greater than any other?
- Can the YMCA develop meaningful ways to involve the rapidly increasing number of families and assist in strengthening family life? Can the Y-Indian Guide program be utilized as an effective instrument in this endeavor?
- In the highly urbanized and impersonal society of the 1970's, can the YMCA expect to effect meaningful contacts with its constituents by relying predominately on part-time untrained employees?
- As a part of its Christian mission of the Seventies, can the YMCA increasingly find ways to go beyond its membership to serve the disadvantaged? Can the YMCA offer its resources and expertise in collaborative efforts with public and private agencies designed to meet the problems of the cities?
- Can the YMCA effectively serve its diverse constituency of the 1970's with policy-making groups that are grossly unrepresentative of the youth, female and minority segments of its' membership?
- Can the YMCA revitalize its Junior and Senior Hi-Y programs or develop other methodologies in order to reach the rapidly growing number of adolescent males?
- Does the YMCA need a capital investment of over \$1 billion to accomplish its purpose in the 1970's? Can some portion of this investment be placed in the development of human resources?
- How much of its resources can the YMCA of the Seventies place in health and physical education without neglecting other areas of need?

- If the number of professional YMCA directors remains essentially constant in the 1970's, are there ways in which their skills and abilities can be better utilized? Can the YMCA of the Seventies use computer technology and streamline its management procedures in order that staff can be freed from routine burdens and pursue more vigorously their primary functions? Can increased reliance be placed on highly qualified group. Two employees with particular specializations (i.e. accounting, engineering, business management, etc.)?
- Can the YMCA increasingly reward and give priority attention to innovation, creativity and flexibility in order to effectively meet the rapidly changing society of the 1970's?
- These questions are only illustrative, there are many others...

But lest one finds escape from the present by examining the future, it should be made abundantly clear that planned coping and planned change require attention to what is happening now. The YMCA of the Seventies is being molded today - either by rational planning or neglect. Surely the stakes are too high to rely on the latter.

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