

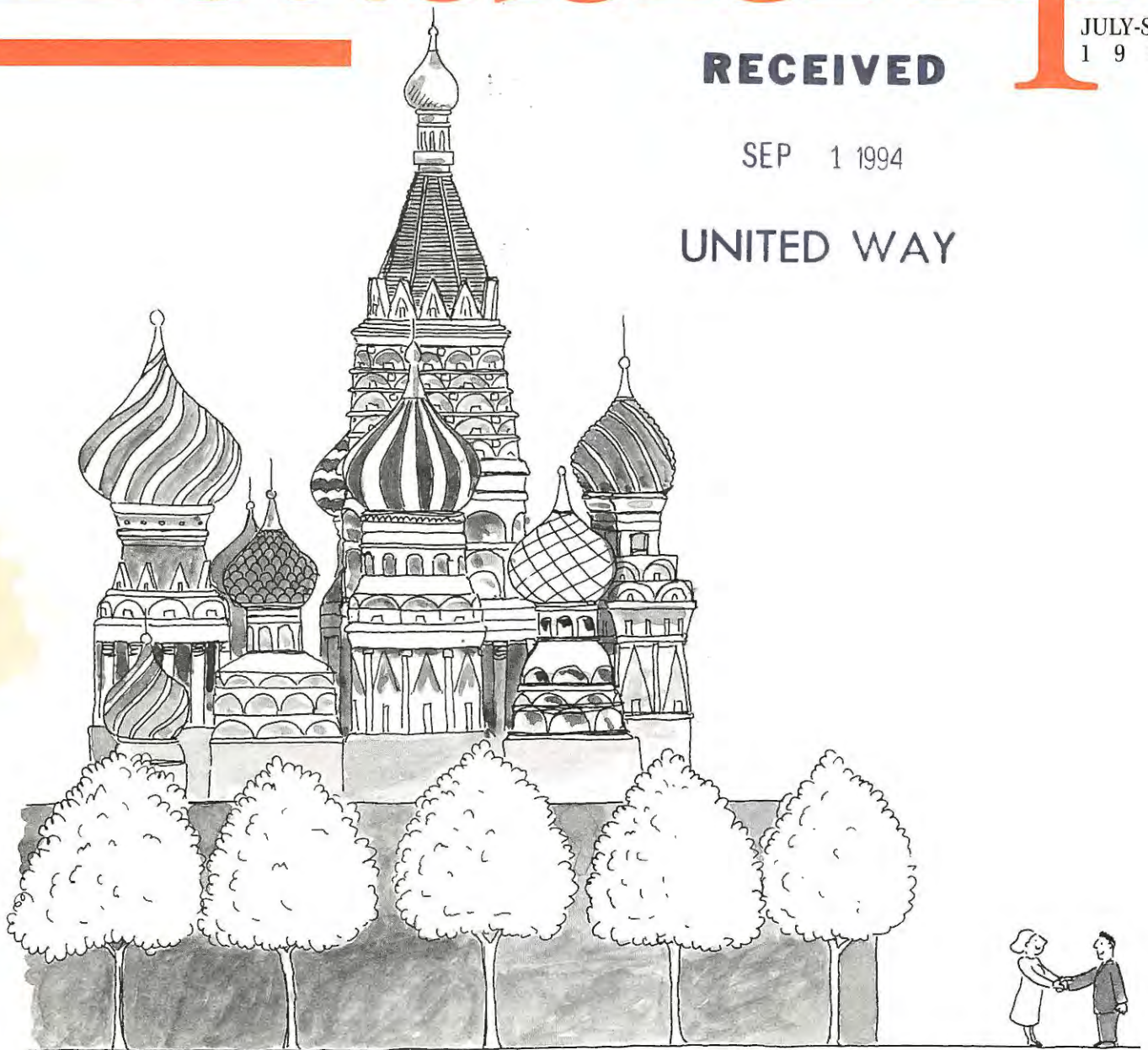
# Leadership

JULY-SEPT  
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SEP 1 1994

UNITED WAY



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## Nonprofits in Post-Communist Russia

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National Community Service Conference '94

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Workshop: Successful Strategic Planning

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Tips on Resolving Conflicts

# MOBILIZE YOUR VOLUNTEERS

MAKE A DIFFERENCE DAY

NATIONAL DAY OF

DOING GOOD

In partnership with  
POINTS OF LIGHT  
FOUNDATION

USA  
WEEKEND

FOURTH ANNUAL



Imagine the possibilities if each of us spent just one day helping others. That's the simple, powerful idea that has propelled half a million participants toward Make A Difference Day — Oct. 22 this year — the national day of volunteerism sponsored by USA WEEKEND in partnership with The Points of Light Foundation.

## YOUR CHALLENGE

Organizations like yours can use this day to focus attention on projects to help others. Your **Make A Difference Day** effort could be a new, one-time event. Or you could take an ongoing commitment and give it an extra push. If your project requires more than a day to complete, make sure a significant part of it takes place **Oct. 22.\*** After you take action, send in the entry form at right and tell us what you did. Our panel of judges will look for impact and imagination in selecting the honorees.

## YOUR REWARD

In response to the increasing heartfelt, hands-on action, the Make A Difference Day awards will increase to a total of \$120,000. ■ **10 outstanding projects** will receive \$2,000 from USA WEEKEND for charities they select, and representatives will participate in National Volunteer Week activities next April in Washington, D.C. ■ **50 honorable-mention projects** will receive \$2,000 donations from Paul Newman and his company, Newman's Own Inc. (Newman's Own donates all after-tax profits to charity.) ■ **Hundreds of local honorees** will receive award certificates. ■ **All participants** will get thanks in a special issue of USA WEEKEND celebrating the outpouring of good deeds.

## THE JUDGES

**Richard F. Schubert**, president and CEO, Points of Light Foundation  
**Henry Cisneros**, U.S. Secretary of Housing and Urban Development  
**Paul Newman**, actor; founder and president of Newman's Own  
**Charlayne Hunter-Gault**, *MacNeil/Lehrer NewsHour* correspondent  
**Andrew Shue**, star of *Melrose Place*, co-founder of Do Something  
**Marcia Bullard**, editor, USA WEEKEND

*For more information, write or call:*

**The Points of Light Foundation**  
1737 H Street N.W., Washington D.C., 20006  
202-223-9186

USA WEEKEND Make A Difference Day hotline, 703-276-6432

## HOW TO ENTER

Save this form. After you complete your project on Oct. 22\*, mail us a filled-in form and a description of your effort and its effect — no more than 500 words. If possible, include snapshots of the day.

### Mail by Nov. 10 to:

USA WEEKEND Make A Difference Day  
1000 Wilson Blvd., Arlington, Va. 22229-0012

## PLEASE TYPE OR PRINT

Name of person submitting entry \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_

State \_\_\_\_\_

ZIP code \_\_\_\_\_

Work phone ( ) \_\_\_\_\_

Home phone ( ) \_\_\_\_\_

## Which category most benefited from your project? (Check one)

- <sup>1</sup>Shelter      <sup>2</sup>Hunger      <sup>3</sup>Health  
<sup>4</sup>Children      <sup>5</sup>Elderly      <sup>6</sup>Environment  
<sup>7</sup>Emergency relief      <sup>8</sup>Public information, awareness  
<sup>9</sup>Community-wide: Groups or individuals combined  
<sup>10</sup>Special: A need not listed in the above categories

## Which category describes the volunteers?

- <sup>1</sup>Individual/family      <sup>2</sup>Group (club, religious, civic)  
<sup>3</sup>Community-wide      <sup>4</sup>Co-workers      <sup>5</sup>School

How many people volunteered? \_\_\_\_\_

Check here if you have previously participated in Make A Difference Day.

Check here if you want to be on a Points of Light Foundation mailing list for information about voluntary community service.

\* If you can't participate Saturday for religious reasons, please do a project on Sunday, Oct. 23.

Employees of the Gannett Co., The Points of Light Foundation and the local newspapers that distribute USA WEEKEND are ineligible for awards. Honorees must sign a release. All entries become the property of USA WEEKEND and will not be returned.

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## Clarification

An article published in the January-March 1994 *Leadership* ("Nonprofits at the Millenium") should have noted that the American Society of Directors of Volunteer Services (ASDVS) is a partner in a joint venture with Big Brothers/Big Sisters of America to develop a hospital-focused community outreach collaborative initiative on a national level. ■

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# Leadership

July-September 1994

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KAREN BARNES  
*Administrator, Recognition and Communications Services*

CHARLES BEYL  
*Illustrator*

BRENDA HANLON  
*Production Manager*

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The Points of Light Foundation is a nonpartisan organization dedicated to motivating leaders to mobilize others in meaningful community service aimed at alleviating our most serious social problems.

## SUBSCRIPTION PROBLEMS?

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# Building Strength through Strategic Planning

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Dear Readers,

Recently, a well known financial institution began advertising the benefits of their investment plans that create cozy retirement programs for Baby Boomers. At the end of the commercial the announcer soberly tells the viewer that "People don't plan to fail, they fail to plan." The same words apply to organizations that want to flourish today, tomorrow and in the future.

In this issue of *Leadership* we devote our workshop to strategic planning. Each of our writers brings a different perspective to the planning process. But all agree that mapping the future is a critically important endeavor to the health and vitality of an organization.

Fortunately, many in the nonprofit sector have rejected the notion that planning only applies to for-profit enterprises. I think this is partly a result of the efforts of those who have worked tirelessly to "professionalize" perceptions of our occupations as well as perceptions of the nonprofit community. And I also believe that our supporters are rightfully demanding a higher degree of accountability and of stewardship of contributions. Making the most of contributions and thoughtful planning are (excuse the cliché) two sides of the same coin.

And thankfully, many of the management experts specifically address the importance of planning for nonprofits. One prominent example is Peter F. Drucker, a giant in the management ranks who founded the Drucker Institute for Nonprofit Management in order to help translate valuable for-profit business practices for the nonprofit community.

We hope our workshop sparks some ideas within your organizations. We'd be happy to hear about your planning success stories.



Barbara L. Lohman  
Coordinating Vice President  
Communications

# Points of View

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## Volunteerism: A Key American Export

By Senator Barbara Mikulski

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*The following excerpts are from a speech given before the National Community Service Conference, June 13, 1994, by Senator Barbara Mikulski of Maryland.*

In American society today, we need to have volunteerism. I truly believe that it is the glue that will hold us together and it will be the energy that will take us into the 21st century. All over the world as new democracies are emerging, there is a great deal that is said about exporting not only our democracy, but our free market—capitalism—that enables people to help themselves and to move on. That democracy is the legal framework and the political framework for people to be able to organize and to practice self-determination. And capitalism is that tool from Western civilization that enables people to be entrepreneurs, to move on up.

But there is something very special about America. Here in the United States of America, we've created intermediary institutions. Between government, between a profit-oriented private sector, we have created the third way, the third sector which is the nonprofit sector. And I believe it is the nonprofit sector that is

not only the bridge between the government and the private sector, but offers a whole new view related to our economy, related to our empowerment, related to our energy and our vitality.

And as we export democracy and as we export the concept of capitalism to emerging democracies, I also believe we must export the conceptual and heartfelt framework of the nonprofit sector. Because I believe that's the way democracy, capitalism and empowerment will truly flourish in these other countries around the world. And I believe you are the army, you are the air force, you are the platoon leaders, you are the ones to be able to take that message to every community in our own country. And I would encourage you to take your work around the world because you are one of our most important exports....

I'm here today to tell you a couple of things. One: to not only salute the work that's been done and to salute you, but to encourage you not to give up or to lose heart. That for every one who volunteers, their life is changed, their community is changed, and it will go on their entire life. You all know that volunteerism is absolutely essential to American society. For people to be good neighbors. For people to practice what de Tocqueville called the "habits of the heart." ...And

I believe it is the "habits of the heart" that will sustain this great nation....

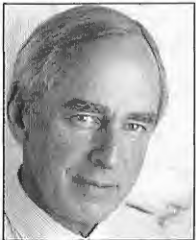
I ask each and every one of you to help me. That, as Congressman Lou Stokes, my counterpart in the House, and I in the Senate and our ranking minorities work on our appropriation—the legislation that actually puts money into the federal checkbook—you let them [in Congress] know that you really support staying the course in this [Points of Light Foundation] program, ... a modest federal expenditure that I think truly is a public investment that leverages so much else in our community.

... Let them know why you support this and why we hope it will be an opportunity—that no matter what other deficits we face in the 21st century, we will never ever face a deficit of volunteers. And we will never face a deficit of learning those habits of the heart that made our country great.

We're only five years from the year 2000. A new century is coming, a new millenium is about to be born. All over the world new democracies are being created and new economies are being born. But I believe that it is volunteerism that will continue to help America lead the way and that is why we will now and will forever be a superpower—because of the points of light that you generate. ■

# Corporate Service Makes Bottom-Line Sense

By Arnold Hiatt



*The following excerpts are from a speech given before the National Community Service Conference, June 12, 1994, by Arnold Hiatt, chairman of*

*the Stride Rite Foundation. During his tenure at the Stride Rite Corporation, he pioneered the first on-site corporate day-care center—open to both employees' and community children and the first intergenerational center. He founded the Stride Rite Community Service Program at Harvard University, providing scholarships and grants for students who return to the inner city to do volunteer work and serve as role models for children. Stride Rite's newest program matches company employees as mentors to high-risk children in inner-city elementary schools.*

Our nation will succeed or fail, to the degree that all of us—citizens and businesses alike—are active participants in building strong, sustainable and enriching communities. And we know that government alone can not solve the problems that we face today unless each of us in the communities where we live and work extend beyond ourselves to become fully engaged in this building process....

If today's young children are going to be able to succeed later as a productive workforce and management, they need our help now. They need the help of corporations as well as citizens. And that means that business can no longer turn its back on the one in five children who live below the poverty line.... Nor can we be indifferent to the 37 million Americans who live below the poverty

line who can't buy Stride Rite shoes or Chrysler cars, fly on planes, or have any dignity....

Furthermore, as taxpayers, corporate and individual, we are each affected by the financial costs of poverty and violence, which is now estimated to be \$750 billion dollars a year. Well, it's obvious that business leaders can no longer insulate themselves and their thinking from the problems of the world in which they live. And good business sense dictates that early intervention costs far less than treating symptoms of a blighted childhood, like drug abuse, teenage pregnancy and violence. For

*Good business sense dictates that early intervention costs far less than treating symptoms of a blighted childhood, like drug abuse, teenage pregnancy and violence.*

example, it costs Stride Rite \$8,500 to maintain a community child at our day-care center in Roxbury for one year. It costs the Commonwealth of Massachusetts \$32,000 to maintain a 17-year-old in a youth detention center who didn't have the same opportunity of a head start.

Many of the children who went through the Stride Rite children's

center in the early '70s are now productive members of society, they've gone further in school.... They have fewer social problems, like drugs or violence. They now are taxpayers instead of tax consumers. And they have self-esteem.

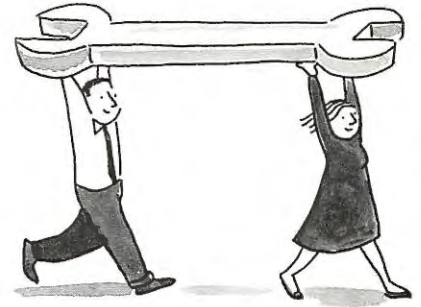
We must appeal, not just to our nation's pride and heritage, but to the taxpayer in all of us, individual and corporate. How do you want your tax dollars spent? On programs of care-taking and custody that are costly and don't work? For example, a crime bill—I think it was \$22 billion—was passed by the Senate about a month ago and it just sailed through. On the other hand, full funding for Headstart, which would have given every child in need an opportunity to be in a day-care center—and it would have cost another \$3 billion, I believe—that was turned down.

If we don't make the right choices in the future, then like the executive who doesn't respond to his customers, we'll become bankrupt as a nation. We can do better.... We must... build corps of volunteers to focus on building communities and hope—and render, one day, unnecessary all of our feeble but extravagant efforts at treating symptoms like violence and crime and drug addiction, because that's not just a problem of the inner city.

This is a national problem that concerns every citizen and company in this country. We are all ultimately at risk. Together, business in partnership with nonprofits and government, has the capacity to build enduring and enriching communities. All of us can help and restore a glimmer of hope to the eyes of children, to stop the violence and to leave no child behind. ■

# Workshop

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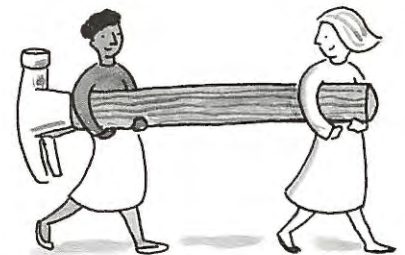
## Strategic Planning

*The Key to Strength and Success*



In this issue of *Leadership*, Workshop takes a look at strategic planning. Our five guest editors' information-packed articles will give you the basics and then some about this important and complex subject. Each of our expert guest editors has hands-on experience in strategic planning. Their articles cover such crucial topics as defining mission; preparing an environmental scan; budgets; measuring results; and finally, putting it all together to make a cohesive, workable strategic plan.

Workshop, a standing feature in *Leadership*, offers how-to tips and valuable insights on selected topics. If you'd like to be a guest editor or want to suggest topics for future coverage, write to Leadership Workshop, The Points of Light Foundation, 1737 H Street N.W., Washington, D.C. 20006. ■





# Define a Clear, Workable Mission

By Terry Williams

Life begins with a purpose. We are placed on earth to accomplish something. Purpose, however, is not God-given; it is chosen by each of us. The same is true for organizations: Each must choose what it wants to do, and then earn the right to succeed and survive.

Organizational purpose, in managerial parlance, reflects a clear and compelling choice of vision and mission. These must represent the guiding force that informs and inspires—as well as restricts and organizes—the thinking and efforts of the entire organization. They help answer such questions as:

- How do we know what success will be for us?
- What criteria apply for making tough choices in attracting and allocating the resources?
- What do we want our colleagues and constituents to think about our organization and our work?

These are more than academically interesting questions. They must be answered—at least tentatively—before beginning to think about strategy or our daily work. The recently published “Donor Bill of Rights” lists first as the right: “To be informed of the organization’s mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.” So, purpose is important.

Terry Williams is a senior director of McKinsey & Company, management consultants. He is Chairman of the Board of Trustees of the Support Centers of America and is active with other nonprofit boards.



**Vision of the future.** The “external vision” should anticipate how our relevant marketplace will develop, contrasted with current conditions. It should reflect presumptions and predictions of the demand for services and the conditions under which they will be sought. The “internal vision” should describe what we want our organization to be, and be respected for.

**Organizational mission.** A mission statement articulates the role of the organization and the value it seeks to add as it serves and competes in its chosen marketplace. The mission should be explicit enough to guide choices as to what the organization will and won’t do.

*The mission should be explicit enough to guide choices as to what the organization will and won’t do.*

**Criteria.** The vision must be inspiring and important. If mundane and unremarkable, it will have difficulty attracting either internal or external constituencies. But if it has power, it can activate enormous energy and resources. Second, it must be credible. Outsiders must believe the organization can pull it off. Insiders must think it can be implemented.

The creation of a vision and mission is far more valuable—but much more difficult—than is the reading of the end product. Thus, a group participative effort is desirable and advantageous. There is no fixed rule for preparing such a statement. It could easily begin with a short rough

## Case in Point

For example, today’s healthcare system essentially reimburses 95 percent of approved institutional costs. But in the future, we are likely to see reimbursement rates set for each specific acuity level. Survival and success in such an environment suggests an internal vision of high productivity and service flexibility, and collaborative alliances with other healthcare providers. So, a current mission that provides skilled nursing services to the elderly at a single rate in a single facility may have to convert to a mission of providing multiple services through different facilities to different acuity-level patients—each at a different cost—and all supported by effective TQM processes! ■

draft out of the head and the heart of a leader. The ultimate quality of the effort, however, is highly dependent on: (a) tangible awareness of the future marketplace and of likely competitors’ activities; and (b) realistic assessment of internal capabilities. Many nonprofit organizations will have to adapt their visions and missions to fit better with their emerging economic and related environments.

Our increasingly needy and competitive marketplace may suggest that providers transform themselves from “nonprofits” to “value-producing organizations”—whose purposes are to provide services of such value that the recipient or end customer would “buy” the service if he or she had the money. This “vision” could guarantee success for our entire society. ■

# Pay Attention to Outside Forces

By George Wilkinson, Ph.D.

Coping with your organization's external environment is one of the major challenges of strategic management.

It has been suggested that only 20 percent of organizational factors are, in any sense, controllable, and that 80 percent are noncontrollable. What is beyond organizational control is its environment—that buzzing, blooming confusion of global, national and industry factors. This environment is the source of the shocks, surprises, and discontinuities that batter traditional organizational performance and make mincemeat of strategies that are inadequately attuned to the new externalities.

Evaluation of the environment—systematic and continuous scanning, monitoring and analysis of the trends and events that shape the environment in which an organization lives, moves and has its being—is the logical, businesslike response to these changes. It is the starting point for strategic thinking, as it sets the context for strategy development. Evaluation of the environment is premised on the notion that although the trends may not be controllable, they can, to some extent, be known; and that if they are well analyzed, their consequences can be more manageable.

For nonprofit organizations, environmental scanning within a

defined strategic planning process can be accomplished in many ways, depending on the level of sophistication the organization desires and the level of comfort for decision-making that the information collected provides.

Normally information is sought within the following categories:

■ **Social:** Population demographics, values, attitudes and life-styles, families, health, crime, education and so on.

■ **Economic:** International, national, regional and local economics, including data related to the labor force, income, inflation and natural resources.

■ **Political:** Governmental policies, legislation, regulation, as well as litigation.

■ **Technological:** Scientific and technological developments, including societal response to changes brought about by these developments.

In addition data is also sought that describes what is happening to the philanthropic sector and the specific industry within which the organization conducts its business.

Creating an environmental scan can be as simple as asking your volunteers and staff to identify from their own knowledge the major changes that may occur in the above mentioned categories over the next five to 10 years. Or it may be as complicated as collecting both primary and secondary data and using a panel of experts to frame a scan for your organization. You can also hire a consultant to do this for you or perhaps use a scan prepared by another organization.

Basic social and economic information on your area can be found at local Chambers of Commerce, state data centers and the

U.S. Department of Commerce City and County Data Book.

The key to scanning is to look for directions and not be hung up with having a precise figure. It is more important to know that a trend is increasing or decreasing rather than knowing the specific percentage of the increase or decrease. Events are also important to note the probability of health care or welfare reform such as the formation of a major new nonprofit fundraising federation in your area.

After you gather the scan information, you must determine what these trends mean to your organization. For example, if health-care legislation passes that mandates employer-paid insurance, what will this mean to your personnel budget or your ability to hire part-time help.

List as many threats and opportunities as you can, looking for both direct implications as well as secondary implications. For example, more working women could mean more second-income families, and more second-income families could mean better fundraising opportunities.

Once your list is complete, you must prioritize. Select those factors—usually seven to ten—that are most critical to your organization's success and let them drive your strategy development.

Thus by undertaking an environmental assessment you will:

- Make your planning more relevant;
- Allow more anticipatory action to avoid threats and capitalize on opportunities;
- Reduce the likelihood of being taken by surprise; and
- Improve the organization's capability for dealing with contingencies. ■

*Dr. George Wilkinson is chairman of The Wilkinson Group, an Alexandria, Virginia, firm specializing in providing strategic services to the non-profit sector. He is also publisher of Happenings, a monthly newsletter on trends and events affecting the human condition.*



# Make Budget Part of the Plan

By Ed Szrom

Your entire organization has spent the summer crafting the vision, molding the mission, defining goals and strategies. What now? Where do you go from here? How does all this lofty thinking get welded to the grim reality of the next fiscal year? It's easy if you do some preparation at the beginning of your planning cycle.

**Different orientations.** The strategic plan takes a longer, more general view of what the organization hopes to accomplish. It is most likely expressed in less quantified terms organized around the strategic business units. In contrast, the budget specifies what the organization plans to achieve within a one-year period. This plan is normally divided into monthly or quarterly segments which specifically detail what is expected from each program.

**Integrate from the beginning.** Pasting budgeting on the end of the strategic planning cycle doesn't really work. Integrating it into the entire cycle is a necessity. As you design each step of your strategic planning activity ask yourself, "How will this be reflected in the budget for the coming year?" This can result in the need for restructuring the organization or adding some new divisions or programs.

**One thing not to do.** A mistake that many organizations make is to base the budget on the prior year's results. Extrapolation of last year's results stymies creative thinking and may run counter to the new strategic direction of the organization. The

budget needs to be totally consistent with the strategic plan. The best-laid strategies can be undermined from the onset by a budget that encourages direction different from that called for in the plan.

**Make your financial organization match your real organization.** In order for you to be able to track the goals and milestones set up as part of your strategic plan, your financial organizational chart must match the organization you are planning. For example, you may have three major programs: volunteer matching, homeless outreach and recognition. You should be able to report the performance of each of those programs separately against the plan. Even today's least expensive software allows the tracking of different programs within the organization. Your accountant may grumble about changing the organization chart, but it will make it far easier later in the year.

**Break up your long-range goals into discrete milestones.** Once the long-range plan is set, it is necessary to outline its time dimensions. Select a time frame for each goal. Determine what will be done during each of the years of your plan. For the budget year, break out the activities further into quarters or even months. This makes tracking easier. A note of warning: It is human nature, especially in new projects, to schedule much more than you can accomplish during the year. This has two detrimental effects: The staff will be frustrated at not being able to accomplish everything; and your revenue and expense schedule will be inaccurate. Take the time to build a reasonable schedule.

**Break it down into tasks.** A manageable way to track your progress is to break down your larger items into simple tasks. A task may be

a large meeting you are holding, a fundraising activity, or it could be a discrete portion of your every day activity. For example Task 1 may be, "Staff and service volunteer office." This task would include the salary and benefits of the personnel, the cost of brochures and supplies, postage for mailings and other direct costs related to the office. Task 2 might be "Hold recognition dinner for outstanding volunteers." It would include the cost of the meal, publicity, gifts, mailings, etc. Task 1 would be running throughout the year, Task 2 would occur during a specific month. This may seem simplistic, but it is very helpful when you need to measure progress against the plan.

**Simplify your line items to major categories.** You may have as many as 20 to 30 line items in your operating statement. Unless your program managers are masochists, this is too much detail to plan. Summarize these line items into major categories such as personnel expenses, travel, professional services, printing, etc. Planning as well as reporting will be far easier.

**Involve key managers and staff.** Just as the top-level managers of your organization need to be involved in the strategic planning, the lower levels of the staff need to be involved in the budgeting. They are probably more aware of how much can be accomplished and how much individual items really cost. An added benefit of their involvement is better compliance during the year.

A final point. **Remember that strategy must drive budgets, not vice-versa.** The processes cannot co-exist long without their ultimate integration. Don't let the mechanics of budget preparation narrow the breadth of your strategic plan; use it to focus on the near-term results. ■

Ed Szrom is The Points of Light Foundation's chief financial officer.



# Develop Solid Performance Measures

By Kenn Allen

Dr. W. Edwards Deming, one of the American fathers of total quality management, saw measurement as critical to the transformation of American industry. But measurement, in and of itself, he also argued, is insufficient if not combined with a blueprint for action that must come from top management. The organization's strategic plan is that blueprint.

There are two basic categories of measures that organizations use: process measures and measures of results. Each tells a different part of the story of the organization's effort; each contributes in its own way to the continuous improvement of the organization's work.

**Process measures** tell how well a given work process is operating. Such measures are based on an understanding of the customer served by that process and of the expectations or requirements that customer has. Those expectations often become the standard against which performance is measured. Here is an example from our daily life: When we use a credit card to make a purchase, we expect that the process of checking its validity and our credit availability will be done promptly and accurately. A chain store might establish a standard that 95 percent of such transactions will be completed within 90 seconds with an error rate of less than 1 percent. Measurement of performance likely will be

*Kenn Allen, senior consultant for program development at The Points of Light Foundation, is responsible for the Foundation's total quality management program.*



completely done by the computer that handles the transaction.

Process measures are easiest to establish when the work process is relatively routine and repetitive. Thus, interactions with consumers, internal office processes (particularly administrative or financial activities) and recurring events are relatively more amenable to process measurement than one-time events or activities that may recur only sporadically. It is easier, then, to measure how quickly and accurately a new customer is moved through the organization's intake process than how the centennial celebration dinner is conducted.

Establishing process measures is done by answering these questions:

- What is the work process to be measured?
- Who is the customer that the process serves? (Remember, this might be someone within the organization as well as outside).
- What are that customer's expectations or requirements of the process? What constitutes high performance in the customer's view?
- How can we best measure our success in meeting those requirements?

Here is an example from a nonprofit setting. Assume we are running training programs for homeless people to assist them in entering the job market. We know that they require these programs to be offered in the evening near their place of shelter and that they are able to register immediately prior to the start of each session. A process measure for this program might be the percentage of participants who were able to complete the registration process in the half hour preceding the start of the training session.

**Measures of results** may be done

in any or all of three ways. First, we can measure the extent to which we engage in our various program activities. This is the most common kind of measurement. Thus, we might count the number of homeless people who participate in our training program. The key question in establishing such measures is: What will most appropriately tell me the volume of activity in which we are engaged?

A second measurement of results is when we measure how people have responded to our activities. Thus, we might count how many of the participants in our training actually got jobs within a specified period of time. The key question in establishing such measures is: What will tell us about the outcomes of our work with a specific customer group?

The final measurement of results focuses on impact. Thus, we might measure not only how many people in the job preparation training actually got jobs but how many of them, a year later, had retained those jobs and were no longer homeless. This is the most difficult kind of measurement to undertake because it requires a capacity to track change over a relatively longer period of time. But, it may be the most valuable because it reflects the organization's ultimate value to the community.

All measurement begins with an understanding of what the organization is trying to accomplish (mission) and how it plans to achieve that (strategies). But it also requires an understanding of the organization's customers and their requirements and of the processes through which the organization does its work.

Too often, we are afraid of measurement. There is no need to be. It is simply one more way of asking, "How are we doing?" ■

# The Practical Strategic Plan: Pulling It All Together

By Pat Bland

How many times have you participated in a strategic planning process that results in a thick document that sits on your shelf? A strategic plan is worthwhile only if it is implemented. It is implemented if it defines a sensible action plan that will require the involvement of everyone in your entire organization.

The practical strategist begins the process with two basic elements in place: first, the absolute commitment and involvement of the key leaders of the organization and the staff; and, second, a blueprint or plan for the planning process.

**Gaining commitment.** While the staff will develop the strategic plan, the members of the board of directors will make the final decision to approve it. Therefore, their involvement from the beginning is essential. The board should work with the staff to develop the vision, the mission and the key strategies for the overall organization. And the board should define the major financial and programmatic assumptions that drive the plan. For example; should the plan cover three years or five? What should be the rate of growth and the size of the budget?

The lead planner must also seek the involvement and commitment of different levels of staff. Without proper involvement and communication, some staff will grumble that the plan is one more thing to add to

already crammed schedules; others will complain that they weren't involved enough.

The CEO should launch the planning process by telling the entire staff of its importance and value. The lead planner can then carefully define the roles of each staff member. And while the process and input into the plan should be democratic, key decision-making may not be. The CEO should determine who will make what decisions at certain points in the process. For example a top executive management group could make the final decisions. Someone has to be the heavy—particularly when it comes to determining resource allocation.

**Defining the blueprint.** The lead planner must define the "plan for the plan" as well as the timeline for the planning process at the start. The best-laid plans will fail if the end products—what you hope to achieve—are not clearly defined and targeted. Many planning processes include the following elements:

■ **Define the vision, mission and goals for the overall organization.** The vision of the organization describes "what we want to become"; the mission is "what we do"; and the goals are "what we accomplish." Each goal should be measured. Every program or activity of the organization should fulfill the mission.

■ **Define the businesses you are in.** The strategic planner must determine the units around which to plan. A "business unit" markets related products to similar customers against common competitors. Each business unit can develop its own goals, strategies and financial plans within the context of the overall organizational goals and mission.

Then, specific programs and products delivered by each business unit are described, along with specific tasks or activities for each program. By planning around business units as opposed to programs, the strategic plan is more flexible and more responsive to the markets in which the organization does its work.

■ **Determine your competitive advantage.** Determine the things that each business unit is successful at, and compare those factors to competing or like organizations. Defining customer needs and how your organization serves those needs better than anyone else will help you focus your program development.

■ **Value the customer.** Each business unit should be required to define its target customers and how those customers or constituents will be served. Segmenting each market, based on demographics or geographical distribution, is also critical to targeting programs and products towards customer needs.

■ **Follow strategy with structure and systems.** Too many organizations try to determine what staff is needed before determining strategy. Resource needs—human, financial and in-kind—should be specified after the strategy for each business unit is developed. Systems to support the entire plan, such as technology needs or administrative systems, should be defined last.

■ **Finally, don't throw the baby out with the bath water.** An organization should celebrate the good it's done in the past and build on it. Much of your strategic planning may lead you right back to what you are doing—and just suggest a refined approach. Don't be afraid to build on your organization's best assets. ■

Pat Bland, senior vice president of The Points of Light Foundation, oversees the Leadership and Product Development Department and leads the Foundation's strategic planning process.



# Cover Story

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## Nonprofits in Russia

### *Beyond Our Differences Lies A Certain Sameness*

By Margaret McLaughlin

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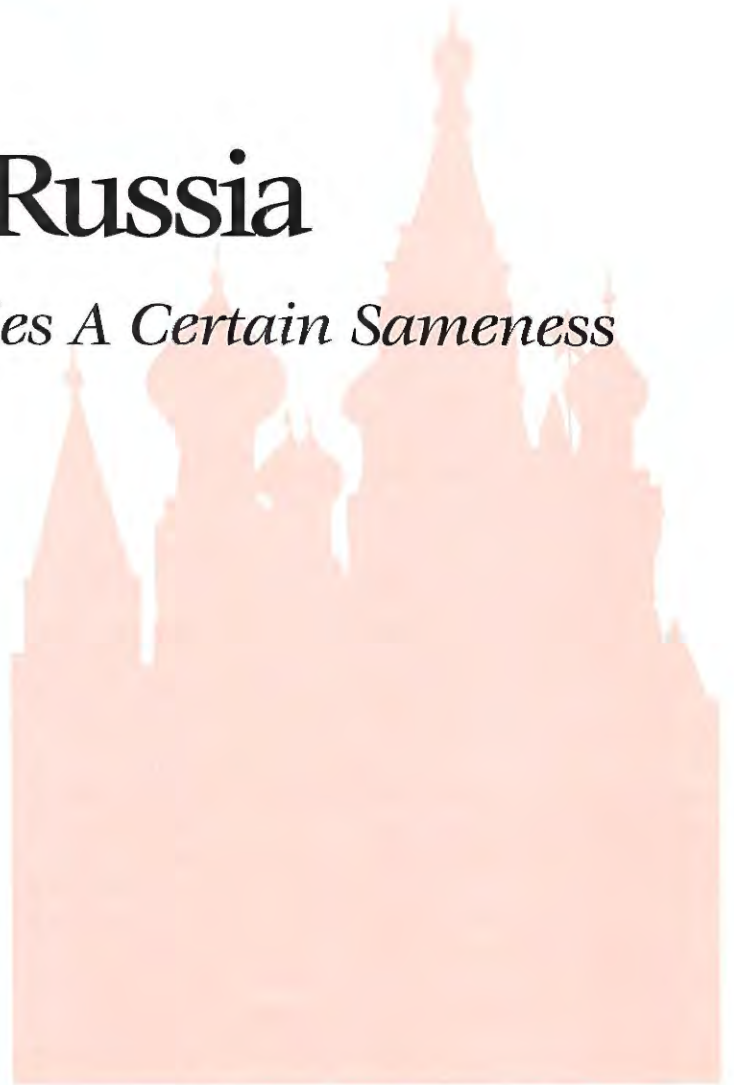
In 1939, Winston Churchill stated that Russia was a “riddle wrapped in mystery inside an enigma.” This same statement can be made in 1994 about Russia’s voluntary sector—its purpose, philosophy, laws and practices. And what is interesting for Americans working with Russian nonprofits is how similar this phenomenon is to our own voluntary sector. We, too, are a riddle wrapped in mystery inside an enigma.

Recently, this comparison became clear as I undertook a needs assessment of staff and clients at the Moscow Charity House, an indigenous nonprofit organization founded in 1991 to create a network of long-term assistance to the poor, elderly and handicapped in Moscow. The Points of Light Foundation has been fortunate in receiving a grant from the United States Agency for International Development through the Eurasia Foundation to provide staff development training to Moscow Charity House and its network representatives in 40 nonprofit territorial agencies. Working through six programs ranging from transportation for the disabled to humanitarian food and clothing distribution, the Moscow Charity House staff of 20, plus more than 2,000 territorial volunteers, reached over 70,000 needy Moscovites in the first half of 1993.

Watching them work, meeting with staff individually and interviewing some of the volunteers during this needs assessment, I was struck more than once by the similarities between voluntary social service

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*Margaret McLaughlin, a former Peace Corps volunteer and consultant with The Points of Light Foundation, is a program officer in the Training and Technical Assistance Unit of the Corporation for National Service.*



organizations in Moscow and in the United States. I could just imagine a meeting of Russian and American community leaders and volunteers sitting around a samovar (tea pot) or coffee pot, respectively, airing the following concerns:

- “Just because we live in a democracy which fosters capitalism and free enterprise doesn’t mean that everyone benefits from the expected higher standards of living.”
- “Government’s role in social services is a double-edged sword—the money side is great, but the bureaucratic side is not.”
- “When in doubt—or debt—support your voluntary organization.”
- “Volunteering must come from the heart; it can’t be forced.”

Would we know which group had voiced which concern? Probably not! Let me elaborate on why.

## The Riddle

Having recently thrown off 70 years of communist rule in order to develop a free market economy, one would assume that life was improving in Russia. Unfortunately, it's not. The standard of living has actually decreased for a majority of people since 1991.

Today, neither pensioners nor the disabled can cover their daily subsistence and medical needs on the minimal amount—less than \$35 a month—they receive from state subsidies. By comparison, a half-gallon of orange juice costs \$1.50 and four sausages cost \$1 each. And with the delay of economic solvency, employed family members can't provide additional funds to their unemployed or otherwise needy relatives. Nor can businesses as a whole contribute philanthropically.

Like we in the States, Muscovites want more. Like we in the States, they want an equal distribution of benefits and opportunities.

A specific example of a lower standard of living despite the transformation to capitalism is found in one pensioner whom I visited in the Arikova Harbisa municipal district. Ola, who is assisted by Moscow Charity House territorial agency volunteers, is 74 years old. She lives with her disabled son, age 45, in a two-room apartment. Her monthly pension is about \$20. Her son was a very active and social young man in the 1970s when he was working at a state factory. He loved to dance, said Ola, and he had a wonderful voice which led to his joining the factory's choral group. To their great dismay, he was struck in the back by a piece of cast iron while at work. Now, he is blind and can neither walk, dance nor sing. Because the factory managers convinced him not to blame the company, his disability pension is even less than his mother's. Together, they are almost destitute, and there is no recourse to demand greater compensation. With no demand for its military products in post-cold-war Russia, the factory is going bankrupt.

The riddle here is that in some ways life was better for these two under communism. Their pensions bought more: more food, more services and more peace of mind. Despite long lines, Ola was able to buy whatever local foodstuffs were available at the government grocery for peanuts, compared with what she has to pay today. Her son attended a rehabilitation program supported by his factory. But with the passing of the communist era that, too, has closed. So today, he sits at home, wasting away.

In the U.S., there are families like Ola's that democracy and capitalism may not appear to benefit. Some populations feel disenfranchised, unempowered, hurt by what seems to them to be others' advantageous

economic or political positions. For Russians, the gap between rich and poor appears to be growing larger rather than smaller. And, for some Americans, the riddle is the same.

## The Mystery

As the December 1993 elections indicate, a vocal population represented by Vlademir Zhirinovskiy's Ultrnationalist Liberal Democratic Party is expressing its desire to return Russia to a communist or, at least, socialist state. Why? Political, nationalistic and economic reasons are many, but the mystery of how social services are now being provided in Russia fuels the fire of grass-roots local dissent. Unfortunately, the role communism previously played in providing social services is the role the current government is unable to play.

In the communist era as described by Moscow Charity House staff, no one was unemployed, homeless or poor. "To each his own, from each his worth" was the dominant operating philosophy. This attempt to equalize

society was seen by some as protecting citizens and by others as oppressing them. While this particular aspect of Russian history has definitely affected the current relationship between Russian non-governmental

organizations (NGOs) and government.

As one territorial director said about the present crisis facing Russia in light of its past: "Our cultural orientation is different now. We talk about a market economy, but we don't have one. We destroyed all the good aspects of our country and put nothing in its place." Most, if not all, of the social services previously given to citizens for free have collapsed, and no private or corporate resources exist yet either to eliminate economic hardships or to contribute philanthropically. Who now takes care of the unemployed, of the elderly, the handicapped?

In answering that question, Moscow Charity House—and many other Russian nonprofits—are embroiled in the debate of how nonprofits can provide social safety nets when government and private sector resources are sorely lacking. And while the debate may sound familiar, U.S. nonprofits have advantages so basic that they may be taken for granted. For example: unlike Americans, Russians must first establish the legal environment in which they can determine their own rights and functions. Unlike Americans, Russians have yet to develop the larger, national framework in which to do this. Recent debates in the governing body of the upper and lower house—the Duma—of the parliament, question the balance of power among legislative, judicial and executive branches of government and convey an atmosphere of superficial control over subliminal chaos. "Who rules and

how?" is a mystery yet to be clearly resolved at the national level. And until it is, the voluntary sector is at a loss as to how to function legally.

Another problem confronts Russian nonprofits. Government officials trying to work with the nonprofits and even some registered nonprofits' leaders are viewed with skepticism by the public as to their intent, not just their legal rights. Are nonprofits merely the institutional tools of politically motivated individuals or former communist party leaders? Are they just fronts for "mafia" operations to garner or protect individual wealth? Are nonprofits' staff, volunteers and board members exploiters of foreign assistance grants through which they can receive financial compensation? Can assistance funds be adequately tracked in order to ensure accountability? Without laws and enforcement strategies, how effective and ethical are Russian nonprofits? The public wants to know the answers to these questions before trusting the work of nonprofits and volunteers, particularly those

seeking local financial or human support.

One last factor confuses the relations between government and nonprofits in Russia. Since the beginning of perestroika, the tendency for individual nonprofits to seek foreign funds and human resources on their own has caused a great amount of jealousy and distrust among them as a group. Competition is intense to find donors and partners and, once securing them, to hold back from sharing them. In addition, both Russian and American nonprofit staff in Moscow face the inherent distrust citizens have of any centralized governing or information service—despite the desperate need for assistance in locating financial support from the private sector.

American partners of these Russian novitiates have often attempted to bring groups of Russian nonprofits together in training and organizational meetings to help break down these barriers, but it has been a difficult task. At a time when a concerted effort to coordinate assistance to the millions of Russians falling through the social safety

## Message from Moscow

By Claire P. Martin

I went to Moscow in May for three weeks as part of a two-woman team to train the leadership of the Moscow charity movement to develop and institute management systems for volunteers. It was presumed that Russians did not know how to manage volunteers the way we Americans can, that the concept of volunteerism is foreign to the Russian. My colleague on this trip was Carol Stone, president/CEO, Greater Orange County Volunteer Center, Santa Ana, California.

It was my experience that, indeed, American-style volunteer management has a way to go in Moscow, and that the word "volunteer" is new to Russians. However the concept of "neighbor helping neighbor" is a vital one with a long history in Russian villages. Egalitarianism, Russian-style, is a real ethic. This was confirmed for me during meetings with over 300 Russians involved in the charity movement. And it came through loud and clear during the two-day volunteer management training seminar at Moscow Charity House when 64 participants were asked to describe what qualities a volunteer manager must have to be successful. Every team—there were eight—described these qualities in terms of capacity to love and care for one's fellow man as well as strong leadership skills.

During our stay in Moscow, we visited seven volunteer service agencies where we met both leaders and volunteers. They described how they organized

after the fall of the Soviet Union, how neighbors reached out to neighbors, helping children and starving pensioners too disabled and poor to leave their apartments in the city to secure food. Need drove these Russians to action for their own good and for the good of their community.

Three weeks is a short time to teach a new concept of management in a different language to a different culture through an interpreter. It was obvious to us that we were dealing with extremely vibrant and caring people. They told us that they needed to be more effective in engaging volunteers and serving the needs of those who sought their help. We helped them examine issues and evaluate possible solutions. We helped them to think about volunteer management in segments and laid out the components of a volunteer management system. We left a Russian translation of the workbook we developed for the seminar. The final version includes the work of the seminar participants—the staff of Moscow Charity House and its affiliated agencies.

My visit was intense, delightful, stressful and a great learning experience. The Russians I met in the charity movement in both Moscow and St. Petersburg are truly dedicated and committed. I applaud their courage. ■

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*Claire Martin is director, special groups development, at The Points of Light Foundation.*



net is crucial, organizational efforts are often rejected as a throw back to the communistic authority structure.

Around the American coffee pot, I can imagine the same concerns being aired: What role should the U.S. government play in social service delivery at the local level? How can nonprofits be viewed as centers of excellence and true stewards of others' monies? How can nonprofits collaborate rather than compete for support dollars? The mystery around these questions seems daunting at times, regardless of the country.

### The Enigma

The enigma of the Moscow Charity House work is that despite the aforementioned constraints, it is doing everything it can to provide a social safety net in Moscow—and succeeding in many ways. Its staff of 20, its 40 or so territorial directors, and its 2,000 volunteers assist more than 11,000 people a month. The MCH Information Center staff receive about 30 calls a day for referrals from pensioners, the physically challenged or unemployed. Recently, in a city without telephone books, MCH published the only telephone directory available of more than 170 nonprofit and government social service organizations. And all of this on an annual budget of \$15,000 in 1993! Again, the similarity to U.S. local volunteer agencies comes to mind.

The reasons that keep MCH going despite dire circumstances are some of the same reasons that keep U.S. nonprofits going: a charismatic leader, dedicated staff, a well-defined community need, and volunteers. Problems abound, but, all in all, come debt or doubt, services are being provided which effectively address community needs.

### Volunteering From The Heart

And how is this happening? Because of that very special commodity entitled volunteers. At a time when neither the state nor private businesses can financially provide the social safety net required for the needy, the human act of volunteering is alive and growing in Moscow. This quote from a 75-year-old member of a territorial agency defies the common Russian and Western perception that volunteering doesn't exist in Russia: "Volunteering is my heart and soul—my impulse for life."

And despite such an impassioned endorsement of volunteer effort, the old definition of volunteering as "forced labor" still raises doubt among many Russians about its current purpose and practices. But, in starkly realistic terms, no other form of local assistance exists except human assistance. And Moscow Charity House staff and territorial directors recognize that they must accept this reality and reevaluate their perspectives on volunteering. As one territorial agency director said, "I had to learn exactly what new meaning the term volunteering could offer." She found it in the term



"dabrovo vist" or "goodwill activist," which describes the philanthropic and civic ethic prevalent in Russia before the 1917 revolution. As a result, the leadership of MCH has committed itself to development of a volunteer center. And The Points of Light Foundation has been asked to assist.

Let's go back to our samovar/coffee pot discussion to hear again what Russians and Americans have in common when meeting their communities' needs:

- solving the riddle of how to redirect an economic and political environment toward serving all people;
- unlocking the mystery of the roles public, private and nonprofit sectors can play in supporting social services;
- and finally, accepting the enigma that, at times, desire alone seems capable of overcoming great odds to make beneficial action a reality.

We—Americans and Russians—have much to share and much to learn from each other. Together, as volunteer "goodwill activists," we can move forward to continue in our chosen work: to improve the human condition in Russia and in the United States. ■

# Reflections on the National Community Service Conference

By David Racine

By most of the usual standards, this year's National Community Service Conference in Washington, D.C. was a great success. Attendance was good, sessions were informative, the mood was upbeat, things ran smoothly, even the hotel cooperated most of the time. The volunteers and staff of The Points of Light Foundation deserve to be congratulated for putting on a fine affair.

But there is one thing I wished I'd seen more of and that's debate. This field we're in—volunteerism, volunteer community service, or whatever you want to call it—isn't without its controversies and conflicts (including what to call it). Indeed, when you bring nearly 2,000 of the field's brightest lights together in one place, you'd expect to generate some real heat. But, alas, the Omni Shoreham rarely seemed to produce more than a few watts during the four days of the conference that I witnessed. Civility reigned, and the differences and discomforts we all know exist among us were kept in check.

Of course, there is something to be said for keeping the peace. But genuine, enduring peace usually occurs only when dissent is vented and heard. That, at least, is what democracy assumes. So now, in the interest of greater democracy, let me suggest some of the issues that could have been constructively debated at the conference but weren't.

Take first the question of whether this enterprise in which we are all involved ought to be deemed or become a

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*David Racine is special assistant to the president of The Points of Light Foundation.*

“movement.” The question never arose during the proceedings, although the stage was set for it. People from the Clinton Administration and a few others, usually Washingtonians as well, could be heard in the hallways and sessions talking about the “service movement.” Some folks, usually from outside the nation's capital, spoke of the “volunteer movement.” Such talk is more than mere rhetoric. It expresses what at

least some people, including me, want to see happen across America.

However, you'd have a hard time sensing from the conferees that most of them identify with any kind of movement at this point. Certainly, they didn't show the emotional intensity you normally associate with social movements. This doesn't necessarily mean they don't want to be in a movement, nor does it mean that they do. But, since the issue was never raised, conferees weren't challenged to consider the possibility. And it's difficult to imagine that a movement can truly be

underway or even desired when its possibility escapes discussion and is received in silence.

This issue acquired a peculiar significance to my way of reckoning when some speakers announced that we are participants, not just in a national volunteer movement, but in a “global” one. It's a nice and good thing to be connected with volunteerism advocates from other countries. Certainly, we can learn from them just as they can learn from us, and the world will be a better place if we all do. But to call those connections a “movement”? That strikes me as perhaps an unhelpful abstraction at this stage of the game.



To know you share a general commitment with someone from another country doesn't provide much of a basis for the sort of solidarity a movement demands. Furthermore, to talk as if it does may distract us from appreciating and nurturing the high degree of local particularity that governs good volunteering, whether here or elsewhere. That volunteer service is best which is well-rooted in the particular community at whose improvement it aims. This, of course, is only my opinion. Others undoubtedly hold other opinions. Hence, an opportunity at the conference to air our differences might have moved all of us toward a clearer notion of how best to engage volunteerism as an international phenomenon.

If, in truth, we are a movement, whether global or national, but even if we are not, we still have to consider what larger purpose or purposes do or should bind us together. This is never an easy question for a diverse group like ours, and it's the sort of question that always sparks argument even among the homogeneous. But was it considered head on at the conference? Perhaps, but not within earshot of me.

What I heard were people talking about building healthy or healthier communities or about solving or addressing the most serious social problems or serious social problems but not necessarily the most serious or just social problems per se. These all sound like high-minded purposes and are surely intended that way, but in their ambiguity they beg for more definition. Some open conversation on the subject might have enriched our collective sense of the possibilities for beginning to make the ambiguous ends we evidently share more meaningful. Certainly, it couldn't have hurt.

Trying to get clear on purposes or ends might also have led us into the ever challenging waters of whether a key to fulfilling those purposes or ends is the increasing professionalization of volunteer management. To a great extent, the very design of the conference answered that question with a resounding "yes." And so long as our larger purposes are not debated and clarified, there is little impetus for answering otherwise. But, when we begin to consider more concretely what it is that volunteerism should be trying to accomplish in this society and determine that it has a more essential mission than many or some may have thought, we are morally obligated to ask ourselves whether professional status is germane here.

To be sure, enhancing our capacities to mobilize, organize and coordinate volunteers toward community betterment is always in order and should be pursued with vigor and intelligence. But is capacity building the same as professionalization? If we turn this capacity building into the quest for professional status, do we wind up putting our own selfish interests ahead of the communal mission we are supposed to serve? If we excel at what we do, what difference does it make whether we're called  
*(Continued on next page)*

# THE PROMISE OF A NATION VOLUNTEERS

## Conference Highlights

More than 1,800 people attended the June 1994 National Community Service Conference in Washington, D.C. The annual conference, sponsored by The Points of Light Foundation, attracted national and international leaders in the nonprofit sector from 49 states and 11 other countries, including Canada, Australia, Korea, Russia and the Czech Republic. The theme of the conference was *Volunteers: The Promise of a Nation*. The four-day conference and related pre-conference events included:

- A day-long forum on family volunteering;
- Training academies for Volunteer Centers;
- Seminars on corporate volunteering;
- A day-long forum on international issues led by the International Association for Volunteer Effort (IAVE);
- Opening and closing banquets and two plenary sessions;
- A day of service which offered opportunities to participate in volunteer projects in Washington, D.C.;
- 62 workshops and eight critical issues sessions on a wide variety of subjects related to the nonprofit sector.

Featured speakers at the banquets and plenaries included U.S. Secretary of Commerce Ronald H. Brown; Eli Segal, special assistant to the President and CEO of the Corporation for National Service; U.S. Senators Robert Dole, Barbara Mikulski and Harris Wofford; author Clifton L. Taulbert; Arnold Hiatt, chairman of The Stride Rite Foundation; actor and political activist Mike Farrell; John Graham, executive director of the Giraffe Project.

Next year's National Community Service Conference will be held in Kansas City, Missouri, June 17-21, 1995.

The 1994 conference proceedings are available upon request from The Points of Light Foundation, 1737 H St. N.W., Washington, D.C. 20006; or call Cathy Soffin, 202-223-9186.

Further information about the 1995 conference will be published in upcoming issues of *Leadership*. ■

professionals or not? These, at least to me, are interesting and important questions. Regardless how they are ultimately answered, a chance to debate them at the conference would have, in all likelihood, been healthy and enlightening.

The professionalization issue looms larger still because it raises the more fundamental question of what we must do as a society to increase the impact of volunteering. Greater capacity to manage volunteers effectively is surely part of the answer but not the whole answer. Another part might be, and I would contend should be, providing more room in our midst for creative and entrepreneurial volunteering, for those willing to step outside the mainstream and try novel solutions to community problems. Sometimes this creativity can be "managed," but most of the time I suspect it cannot be. Can our tent be made big enough to accommodate such folks and to see them as an essential force in volunteerism? While the conference gave some of the creators a platform, it furnished no real opportunity to talk and argue about their role in the grand scheme of things. Until that happens, I think ambivalence will rule on this issue, and ambivalence, though often inevitable in the short-run, tends to be debilitating in the long-run.

Let me close this plaint on a more positive note by saying who I believe was the best speaker at the conference. To my lights, it was Senator Barbara Mikulski (see page 6 for excerpts from Senator Mikulski's speech). I say this not because she unequivocally endorsed The Points of Light Foundation, although that was reassuring to hear. I say it because she was the most emphatic about the significance of volunteerism to American life. She honored it as "the glue that will hold us together" and will provide "the energy that will take us into the 21st Century."

These were bold statements by a U.S. Senator. Of course, speaking to the converted, she brooked no controversy by uttering them. But what she did do in speaking thus was to make it clear to those of us, as it were, on the inside of volunteerism, that in our work together we need to adopt a broad, outsider's frame of reference. The tensions and conflicts we should be talking about—those I've noted here and possibly others I've missed—are not family squabbles but concerns that arise when we see ourselves situated in the larger society. Are we a movement? What is our purpose? How do we most responsibly and creatively meet that purpose? Such questions, when debated and worked through, are what make us relevant beyond ourselves. An annual conference should not only reinforce our ties with one another but also help us reflect on our significance to the society and communities we seek to serve.

So, let's doff our hats to this year's conference. It was a wonderful time. But let's come to next year's prepared to wrestle a bit more openly with the tough issues that define us. ■



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# National Volunteer Week Sparks Some Great Ideas

By Karen Barnes

As summer winds down and fall looms, it's not too early to start thinking about next year's National Volunteer Week. Those of you who were heavily involved in NVW '94 may be groaning at the thought. But why not use the summer's dog days to schedule a brainstorming session about ideas for NVW 1995? Some of the best volunteer week activities that *Leadership* heard about were planned early and in great detail. And the best news of all: You don't have to do it alone! To inspire you, *Leadership* nosed around for some good ideas to help you start thinking about creative ways to honor your community's share of the more than 94.2 million volunteers nationwide. And members of The Points of Light Foundation—including some 500 Volunteer Centers—can contact the Foundation for information and materials to help for next year's celebrations.

## Land of Ahs

The Volunteer Action Center of Greater New Haven, Connecticut, launched NVW with a nationwide appearance on ABC's "Good Morning America." Winners of local volunteering awards opened the Monday show standing in front of the center shouting: "In salute of National Volunteer Week, Good Morning America!"

During the week, the Volunteer Center used the Wizard of Oz as inspiration for activities with the theme of "Volunteers, The Land of Ahs." A highlight was the annual awards luncheon featuring a slide show of the award winners at their volunteer work. In keeping with the Oz theme, slides showing city streets were colorized to look like the yellow brick road. Staff members dressed as Dorothy, the Scarecrow, the Lion and the Tin Man assisted in presenting the JCPenney Golden Rule Awards and the Volunteer Center Star awards. The New Haven VAC also recognized a local celebrity with the VAC (Volunteerism, Achievement, Commitment) Celebrity Award. This year's winner was singer Peter Yarrow for his longtime work for Connecticut Hospice in Branford.

*Karen Barnes is administrator of recognition and media activities at The Points of Light Foundation and a regular contributor to its publications.*



*Top to bottom: The New Haven Volunteer Action Center spreads its message; Peter Yarrow sings to "Dorothy"; a volunteer agency makes an appeal.*



## Honors List

The Volunteer Center of San Francisco has compiled a list of the various ways local agencies recognize their volunteers. It includes details about 70 organizations' recognition activities and events, the resources donated, the cost involved, the number of volunteers who participated, and advice for other agencies who want to perform a similar activity. The Volunteer Center generously offers the list for free, but please send \$1 for shipping. For your copy, telephone Rob Stengel at 415-982-8999.

## Worth a Million

United Way of Wyandotte County (Kansas) Volunteer Center called on elected officials to "pay back" volunteers at a recognition luncheon. About 60 officials including local representatives, the governor and members of Congress served lunch to 600 RSVP (Retired Senior Volunteer Program) volunteers as a way of saying thanks for hours of dedicated community service. To call attention to the value of volunteer efforts, the Volunteer Center presented the mayor and the county commissioner with a mock check representing the estimated dollar value of RSVP service for one year—\$1.5 million. The total was calculated at Independent Sector's figure of \$11.58 per hour.

## A Free Ride

The Volunteer Center of United Way of Central Massachusetts in Worcester added a new twist to an old standby. Since 1989, many Volunteer Centers have distributed V-shaped red ribbons for volunteers to wear throughout the week so others in the community can recognize and thank them for their service. The Worcester center worked with the local bus company and cultural institutions to arrange for free public transportation throughout central Massachusetts and free admission to museums and cultural events during NVW for anyone wearing a red V. This year, the center gave 19,000 red V's to area businesses and agencies for their volunteers.

## Good News

Nonprofit organizations in Portland, Oregon, plugged in to media power. The Volunteer Center, the American Red Cross chapter and Volunteers of America held a press conference to kick off NVW. This collaborative effort attracted local TV, radio and newspaper coverage and generated some good local stories on volunteer efforts. At the press conference, Volunteer Center Director Will Wiebe presented a certificate from President Clinton to one of the Citationists in the 1994 President's Volunteer Action Awards and Senator Mark Hatfield presented an award to a local business for their community service efforts. The Volunteer Center has already formed a committee to work

on a major press event for next year's volunteer week, which will involve 300 organizations and offer local service opportunities for all participants.

## Share Your Ideas

*Leadership* knows there are hundreds of good ideas for NVW that we haven't heard about. We've focused in this article on Volunteer Centers' activities. For a future article, we'd like to hear from businesses and from other nonprofit organizations about your most creative and successful NVW activities. Write to Leadership NVW, Points of Light Foundation, 1737 H Street, N.W., Washington, DC 20006. ■

## Plan Now for NVW '95

*Mark the calendar now: National Volunteer Week is April 23-29, 1995. Make this the year to celebrate and recognize the community spirit in bigger and better ways than every before.*

*Elaine Tedesco, Executive Director, Volunteer Action Center of Greater New Haven, offers these suggestions for a successful NVW:*

■ **Don't work in a vacuum.** *Engage a NVW committee comprising a cross-section of the community, including representatives from corporations, agencies, the media and volunteers. This group will expand the Volunteer Center's ideas, resources and capacity to celebrate NVW, especially if it starts planning early.*

■ **Collaborate with other Volunteer Centers.** *Whether in neighboring counties or statewide, Volunteer Centers can execute more effective and significant NVW celebrations if they work together. One large recognition event or service project, in addition to individual community activities, draws more media and public attention.*

■ **Engage sponsors at an early stage.** *If you recruit sponsors early, you can give them the opportunity to participate on your planning committees. Listen to their opinions. Contributing both financial support and ideas will give them a stake in your organization which will transcend NVW.*

■ **Spoon feed the media.** *Include members of the local media on your planning committees and ask them to submit nominations for your local volunteer awards program. Call reporters and send thank-you notes when they write an article about NVW events or cover them on TV or radio news. Notify them if they make a mistake and ask them to correct it.*

■ **Make recognition a daily event.** *NVW is more meaningful and more significant to volunteers if it is not the only time they are thanked each year. Special recognition celebrations are a key element of NVW, but remember to thank volunteers daily for their service.*

# Conflict Resolution

## Another Opportunity in Service

By Harvey Meyer

A Minneapolis couple was squabbling with their neighbors about plans for a proposed fence. The rift had escalated to the point where both 40ish couples hired attorneys and were primed for a court battle. Then someone suggested they see a mediator.

Using conflict-resolution techniques taught by the Minneapolis Mediation Board, volunteer mediator Curt Micka quickly determined the spat wasn't about the fence at all. Turns out the neighbors were embittered because of perceived slights against each other over the years. One couple was indignant that the neighbors tossed snow onto their bushes, damaging them. The other couple was miffed because their driveway was temporarily blocked by the neighbors' home-remodeling work.

Once the real issue was identified and placed on the table, the couples quickly patched up their relationship. They signed an agreement essentially calling for each other to behave with common courtesy on issues affecting their properties. By the time the couples left the mediation session, their nervous tension had dissolved into heartwarming laughter.

"I felt very gratified," says Micka of his mediation role. "It's always very satisfying when you can have people walk away from a dispute and even joke and talk with each other afterward."

Micka is one of thousands of volunteers across America who've benefitted from learning conflict-management skills. Many use those techniques in their volunteer work to mediate disputes between family members, tenants and landlords, teachers and students, neighbors, even gangs.

In some cases, volunteer board members of nonprofit

agencies are taught conflict management skills so they can better address intraboard wrangling. Yet other volunteers find the tactics helpful in their dealings with the public and with each other.

Clearly, conflict management skills have abundant utility for the U.S. volunteer community. Crises are confronted and discussed; and often, as a result, better understanding and even healing occurs.

Applying conflict-management techniques is hardly a new phenomenon, says Frank Blechman, a clinical faculty member at the Institute for Conflict Analysis and Resolution at George Mason University, Fairfax, Virginia. Conflict dynamics have been studied for thousands of years, says Blechman, whose university was the first in the world to offer a doctoral degree in conflict analysis and resolution.

However, learning conflict management skills is particularly important today—for both volunteers and nonvolunteers—because we're living in an increasingly violence-wracked world. Additionally, there is an escalation in the number of people angrily squaring off in court rather than settling disputes amicably.

The Community Board Program in San Francisco, a pioneer among the hundreds of U.S. community mediation programs, won't take credit for throttling violence in that city. But Irene Cooper-Basch, the organization's development director, is certain her 300 trained volunteer mediators are having a positive impact. She says more than 95 percent of disputes heard by volunteers end in written resolutions that are agreed to by all parties.

In the program, three to five volunteer panel members in different sectors of San Francisco hear disputes among families, neighbors, gangs and others.

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*Harvey Meyer is a Minnesota-based free-lance writer.*



The only requirement for panel members is that they be at least 14 years old. Volunteers receive 32 hours of initial conflict-management training followed by regular refresher sessions.

The volunteer mediators are instructed to listen actively and remain impartial and nonjudgmental as they guide disputants through a four-phase process. After the disputants make opening remarks, mediators gather more information about the conflict; facilitate structured communication between the two parties (for instance, participants are not allowed to interrupt or insult each other); query the disputants about anything new they learned about their quarrel; and help draft a written agreement.

"You're not only helping people come up with solutions to a dispute, you're helping heal relationships," said Cooper-Basch. "It's completely different from the adversarial process, where somebody wins and somebody loses. The idea isn't to determine who's right or wrong, but to let people tell their stories and help them come up with a resolution that works for everybody."

Many disputants like working with volunteers because they're more approachable and less intimidating than judges and professional mediators. Wallace Warfield, another clinical faculty member at George Mason's Institute for Conflict Analysis and Resolution, says volunteers also are usually highly committed and often are knowledgeable about disputed issues.

Says Rita Adrian, the Community Board's director of neighborhood programs: "There is something tremendously powerful for disputants to go into a session where the panel members hearing their disputes are not being paid. There's nothing in it for the volunteers except to exercise being compassionate, caring and nonjudgmental. And that's very disarming [to disputants]."

The volunteers' mediation skills not only help society by defusing conflicts, they help the volunteers themselves, improving their professional and private lives. Adrian says the techniques helped her better communicate with her children during the troubled teen years.

For his part, Curt Micka says the skills he learned as a volunteer mediator help him in his job as an advocate for the deaf and hard of hearing. He said the techniques are particularly useful while participating in or leading meetings.

"They're effective in helping keep groups focused on the relevant issues and not on personalities," Micka said. "And that helps remove some of the

## Some Basic Rules

At New Detroit, Inc., the country's first and largest urban coalition, 38 adult and 103 youth volunteers received extensive training to instruct more than 20,000 Detroit-area youngsters—including gang members and street children—in nonviolent conflict resolution techniques.

Alicia Renee Farris, program director, outlines the six basic steps in New Detroit's Youth Nonviolence Training Program:

- Gather as much information as possible about a perceived dispute before approaching the other party.
- Call the other party's attention to the dispute and offer your perceptions.
- Reaffirm your commitment to keeping your emotions in check and seeking a nonviolent resolution.
- Enter into negotiations with the other party, seeking "truths" from both sides.
- Take direct action—only if step four fails; this step may involve inviting other parties to help resolve the dispute.
- Finally, seek a reconciliation with the other party.

"You seek to win the opponent *over* and not win over the opponent," says Farris. "You always affirm you want to seek a just situation for both parties."

As an offshoot of the training, Farris says youths and adults also build multicultural alliances in the community and improve their own communications skills. She also points out that "You can use the same set of skills to work on a community problem as you can a problem between two individuals. In both cases, you're dealing with a problem that the six-step process systematically addresses."

—Harvey Meyer

emotional elements.

"The training also helps me in my relationship with my wife. When you're in a dispute, you can step back and see there's a more constructive way of resolving things. Often, it's reframing the issue so that you're dealing with the real reason underlying the conflict."

Conflict management techniques are also useful for volunteers serving on nonprofit boards and for those  
(Continued on page 28)





# Program Profiles

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## Service with a Corps Concept

*City Year, Delta Service Corps and Volunteer Maryland!*

By Andrew Carroll

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Marian Wright Edelman, founder and president of the Children's Defense Fund, often remarks that service to others is "the rent we pay for living." For Stephen Spaloss, service, quite frankly, was a living that helped pay the rent. "I had gotten myself into quite a bit of trouble, and my dad said he wouldn't bail me out. He had gotten me out of trouble every time before, but now he said I had to support myself. That's when I joined City Year."

### City Year

City Year is a Boston-based service corps program that enlists young people to perform community service every weekday from September through June. Participants, ages 17 to 23, are involved in everything from cleaning up playgrounds to serving as teachers' aides in public schools. Founded in 1988, City Year was the first youth service corps to be created and supported entirely by the private sector. It now receives additional funding from the federal government as a "model program" and is expanding its efforts nationwide. Along with the Boston corps, there are now full-year programs in Columbia, South Carolina, and Providence, Rhode Island.

For this year's 300 City Year participants and 40-

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*Andrew Carroll, director of the Washington, D.C., office for ACCESS, is the author of Golden Opportunities: A Volunteer Guide for Americans Over 50.*



*City Year participants Alan Khazai, left, and Michael Brown.*

person field staff, each morning begins with intensive group calisthenics. The jumping jacks and pep talks not only bring some blood to the cheeks, they work to encourage a sense of unity and cohesiveness. This is no small task in a group that is 35% black, 45% white, 11% Latino, 8% Asian, and 1% Native American, as well as a healthy mix of school drop-outs and college graduates. City Year not only stresses acting like a team, but looking like a team. All participants wear matching City Year gear, including khaki pants and a red jacket emblazoned with the City Year logo. After their morning workout, the teams of 10 to 12 members go to sites in the Boston area for eight hours a day, every weekday. There are also leadership training, team-building, and educational sessions and activities on Fridays.

In return for their efforts, each participant receives a weekly \$100 stipend, as well as G.E.D. and basic education classes if needed. Corps members also receive college and career advising and workshops in such areas as budgeting and life-skills planning. Participants are encouraged to serve on committees which govern the corps and to develop special projects such as creating internship programs with organizations they'd like to help. Gary Orren, City Year's director of national policy, stresses the

importance of the participants' involvement in planning and governance: "Basically, it's crucial that we seize every opportunity to empower these young people so that they can have a real say in structuring their lives. We've found that they always rise to the occasion and perform beyond many people's expectations. Not to mention their own."

Upon successfully completing the City Year program, each participant receives a post-service bonus—either \$4,725 for higher education or job training, \$2,000 in cash, or \$4,000 in US Savings Bonds. As with other corps, bonuses serve as incentives for participants to finish their year. Many do not. The reasons are as diverse as the participants: some cannot withstand the rigor of rising early; others cannot survive on the modest stipend; a few are called away because of pressing family matters; and more than one has repeatedly broken the rules clearly defined in five pages of no-no's. Still, City Year's graduation rates have been impressive: In 1993, 85% of the participants were graduated on time. Not bad, especially considering that M.I.T., in neighboring Cambridge, had a graduation rate of about 87%.

### Delta Service Corps

Programs like City Year are clearly having a positive impact on young people and, not surprisingly, phrases like "youth empowerment," "a new generation of activists," and "an investment in our future" pop up repeatedly in brochures, mission statements, and annual reports. Other service programs, however, are seeing an impact on another generation: older Americans. Delta Service Corps, for example, is very similar to City Year in structure and goals. It, too, includes many young adults (starting at age 17), but there is no upper age limit. In fact,

some of DSC's participants are in their eighties. Delta Service Corps got off the ground in the fall of 1992, and now has over 400 full-time, part-time, and Senior Corps members assisting more than 219 sites in Arkansas, Mississippi, and Louisiana. By the year 1995, DSC will have over 1,000 participants.

Twenty-five percent of the DSC's members are 60 years or older, and the Senior Corps members work alongside their younger counterparts and participate in all of the same activities. No matter how grueling. "Especially in the team projects," remarks Trudy Bell, director of the Louisiana division of the Delta Service Corps, "the seniors are right there with the younger corps members helping in all the same ways — renovating homes, cleaning parks, and just doing what needs to be done." J.R. Doyle, who started as a Senior Corps member and is now head of the whole Arkansas DSC division, strongly believes that "retirees don't want to sit around twiddling their thumbs all day. People really want to get involved, we just have to ask 'em."

DSC places its participants individually at their service sites, which includes nonprofit and government agencies sprinkled evenly throughout the three states. But corps members are encouraged to work in groups of ten about once a week. Collectively, they tackle larger problems, like recruiting donors for a blood drive or organizing a massive park clean-up in a high crime area. The teams also spend their time together reflecting on service and the importance of leadership (and followership).

Full-time DSC members work 40 hours a week and receive \$4.50 an hour. Members who successfully complete the nine and one-half month program get \$4,750 to be used either for higher education, student loans or apprenticeship programs. The part-time members will work nine hours a week at \$4.50 an hour starting fall of 1994; they are now eligible for a post-service benefit of \$2,000. Cynthia Carter, a member of the Arkansas Delta Service Corps, is quick to emphasize that money is not the motivation for being involved. "There is no monetary value," she explains, "to equal the rewards or the memories that have come with serving my community." Les Brunson, director of Delta Service Corps, also stresses that the service program is considerably more than a job. "It's not just about paying people to do community service. It's about inspiring them—inspiring their communities—to make a difference. I think this is the true spirit of any service corps."



*Intergenerational members of Delta Service Corps work together to restore a minority church burned by three white teenage arsonists.*

## Volunteer Maryland!

This spirit is at the heart of Volunteer Maryland! as well. But unlike City Year and Delta Service Corps, VM! was specifically created to encourage the general public to volunteer. Before initiating VM!, Governor William Schaefer's Advisory Board on Service and Citizenship discovered two major obstacles preventing Maryland's citizens from volunteering. The first, quite simply, was that they weren't being asked. Second, many of the organizations in need of volunteers didn't have the time or resources to organize and manage a strong and dependable volunteer force. For Eleanor Young, VM!'s executive director, the latter was especially critical. "People often think there's a closet full of frozen volunteers you can just de-thaw and



*The 1994 Volunteer Maryland! service class.*

put to work," she said. "This is not the case. Volunteers have to be recruited, screened, placed, trained, and supported all the way. And if so, they'll perform brilliantly."

## Learning while Serving

In 1910, the American philosopher William James promoted a version of national service that would teach young people the joys of "dish-washing, clothes-washing, and window-washing." The idea, James explained, was to have "the childishness knocked out of them [so they would] come back into society with healthier sympathies and soberer ideas."

Whether intended or not, City Year is having a similar effect on many participants. Stephen Spaloss, who was 21 when his father told him it was City Year or city jail, was transformed by the program. "City Year was the greatest experience of my life, especially considering where I was at," said Spaloss. "I had no self-esteem, and I thought I was just one style of person—a drug dealer, a street person and that's it. City Year gave me my family back, it gave me my whole life back." Spaloss not only completed his year successfully, he is now, at age 25, director of field operations at the new site in Providence. Another point of view is included in Susan Goldsmith's 1993 book, *A City Year*. The author interviewed a 25-year-old alumnus from a very wealthy background who said, "People have the idea that young people doing service will be very good for the ex-gang member, but it's equally important and good for society to get somebody like myself turned around through it.... At Skidmore I never volunteered for a thing. And that's totally unacceptable to me now. I learned that through service."

According to Kathleen Selz, executive director of

the National Association of Service & Conservation Corps, there are more than 100 established service corps in the United States, engaging more than 26,000 people in full-time or summer service. Wrapped up in these simple statistics are the glories of lives transformed and the everyday disasters that are part of any large-scale endeavor. As these numbers grow, the successes are likely to be more visible and the challenges certainly more complex.

For individuals like Alan Khazei, co-founder and co-director of City Year, the growth and importance of these programs is not just about the small, daily battles each corps member and coordinator must face; Khazei (pronounced Kay-zee) spies a greater war in our society, a quite ferocious one in fact between cynicism and idealism. "Cynicism," he said in a powerful 1991 speech, "is the most dangerous force in our society. It is marked by an often ill-natured inclination to stress faults and raise objections." He goes on, however, to argue that idealism is ultimately stronger. "It is the force that says—sometimes simply, sometimes inspiringly, sometimes movingly, often quietly—that things are not what they should or could be, that we can do better and we must try."

Listening to the individual voices of service corps participants around this country—some showing signs of old age, others still holding traces of adolescence—one can hear unknowing echoes of Khazei's words. And the pitch is rising. ■

—Andrew Carroll

VM!'s 28 Volunteer Coordinators, ranging in ages from 20 to 26, visit 28 nonprofit organizations and government agencies throughout the state to help them recruit, train and maintain volunteers. The recruitment process includes everything from putting advertisements in community newspapers to making presentations at churches, synagogues and colleges.

Peggy Napoli, a 24-year-old regional coordinator for VM!, discovered that people were extremely open to volunteering. "It helped that I was encouraging people to work with kids, but even with the other coordinators, we found that if we could just match people's individual skills with the organizations' needs, they'd be all for it."

Young notes, with a hint of pride, that the volunteers VM! recruited are as diverse as the volunteer coordinators who inspired them to sign up; "We have everybody from military personnel to professionals to students to mothers on public assistance now volunteering."

Coordinators are given extensive training before hitting the streets to find potential volunteers. Before they even set foot on a service site, coordinators spend 21 days, nine to five, learning the nuts and bolts of leadership development, team building, conflict resolution, and the essentials of volunteer management. After the three-week course the coordinators, working hands-on at their service sites, are given refresher courses once a month. They also come together at a mid-year retreat to discuss common challenges and triumphs.

For their one-year commitment, VM! Coordinators receive an \$11,000 living stipend, as well as a \$5,000 post-service educational benefit. Of the 28 coordinators from 1993, 20 are now either working full-time with the nonprofits or government agencies where VM! had assigned them, serving as coordinators again or volunteering regularly at their former sites. The remaining coordinators are pursuing higher education or job hunting, and mostly in the public sector.

Although there are no concrete statistics on how many of the volunteers VM! recruited are still involved, the number of volunteers who signed up, not to mention their overall contribution, is dramatic. In 1993, VM!'s first year, the Volunteer Coordinators recruited and engaged more than 4,057 new volunteers who gave 220,445 hours of their time. These volunteers assisted people with Alzheimer's, taught English to immigrants, protected habitat at wildlife sanctuaries, worked in prisons, mentored at-risk youth and staffed Head Start centers.

Listening to Jeremy White, 20, who volunteers with the Crossway family support program, it is clear why Volunteer Maryland! has been so successful: "Anne Wilkinson, the coordinator who got me involved with Crossway, really went out of her way to make the experience personalized and rewarding for me. The whole program has definitely made me want to keep volunteering, no matter where I am." ■

## Conflict Resolution

*(Continued from page 24)*

volunteers who do work on behalf of those agencies.

The Bloomington (Indiana) Volunteer Network trains nonprofit agency board members and others in conflict management. Part of the training involves encouraging board members to acknowledge that conflicts even exist; often, members are aware of differences but don't want to discuss them, fearing drawn-out debates.

Many time-squeezed volunteer board members are simply too pressed to explore difficult issues, said Beth Neu, director of the city-funded network. Members are also hesitant to discuss conflicts because acknowledging disagreements contrasts with the "nice" image many volunteers have of each other.

"Many people refuse to engage in conflicts because they think assertive behavior is being aggressive, which is something they want to avoid," Neu said. "We try to get people to understand that being assertive isn't bad."

And neither, Neu says, are conflicts bad. For one thing, addressing disputes keeps boards fresh and dynamic, she said. Encouraging rather than suppressing conflicts also helps boards prioritize issues and move forward. Neu explained that conflict management training helps members understand differences between beliefs, values and facts. Attached to beliefs and values are often emotions that interfere with constructive debate. Once everybody agrees on what the facts are, they can then debate how those facts square with the board's mission statement and future plans.

Neu also teaches conflict management skills to nonboard members of a nonprofit agency. For instance, she has taught such skills to staffers with an organization's division. "It's important to have everybody within that division be involved in a [training] session so they all have access to and can benefit from the same set of skills," Neu said. She also instructs individual volunteers how to handle conflicts. For instance, in offering instruction to guardians ad litem (volunteers who advocate on behalf of children suspected of being abused), Neu always advises remaining focused on issues and never making accusatory "you" statements to caseworkers or parents.

"Instead, I would say, 'I think this should be done,' or, 'This is how I feel.' It helps prevent attacks on personalities," she said.

Sometimes, despite all best efforts, conflicts simply can't be resolved. But that doesn't mean engaging in conflict management training is wasted. Part of the training involves actively listening and being open and nonjudgemental. Even if problems can't be resolved, disputing parties get their feelings validated; thus healing often occurs. And when that takes place, volunteers know they've contributed to the betterment of society.

# Foundation News

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## New Members Join Board

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The Foundation welcomes three new members to its board of directors: Marc Buoniconti, Roberta Hazard and Noël Parnell.

■ Marc Buoniconti, helps raise more than \$1 million annually through the Great Sports Legends Dinner to benefit The Miami Project to Cure Paralysis. He also founded Stand Up! to harness the creative energies of young professionals to raise public awareness of spinal injury and funds for The Miami Project. Buoniconti was paralyzed in 1985 when he broke his neck in a football game during his sophomore year at The Citadel.

■ Rear Admiral Roberta Hazard retired in 1992 as the highest ranking woman officer in the history of the United States Navy. Among her many awards for outstanding service are the Department of Defense Distinguished Service Medal and Meritorious Service Medal.

■ Noël Parnell, executive director of Volunteer Baton Rouge (La.) since 1988, assumed the position of NCVC (National Council of Volunteer Centers) Chair on July 1. Under the terms of the Foundation's bylaws, NCVC and NCCV (National Council of Corporate Volunteerism) presidents are ex officio members. ■

## Family Venture

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Target Corporation has taken the lead in a joint project with The Points of Light Foundation and The Conference Board to conduct a three-year investigation of family volunteering. The joint venture is part of the Foundation's Family Matters program. Target has committed \$230,000 to the project. The Minneapolis-based discount retailer also is developing corporate family volunteering programs in its 554 stores.

The Conference Board, which is conducting a survey of 500 to 1,000 corporations to determine how much family volunteering exists in the corporate community, will interview

Target employees and their family members in Minneapolis, Atlanta, Los Angeles, Seattle, Toledo and St. Louis.

## New Counsel

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Joseph Diamond, head of the Financial Services Group for Skadden, Arps, Slate, Meagher & Flom, has been appointed counsel and secretary to The Points of Light Foundation board. His nonprofit work includes serving as senior vice president of One to One Partnership, Inc. and adviser to the Amelior Foundation. He also is a mentor for Volunteer Services for Children in New York and works with the Fresh Start program for ex-inmates of Rikers Island Penitentiary. ■

## Honors

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■ Brian O'Connell, founding president of Independent Sector and Foundation board member, is the second recipient of the Honorary Key Award given by the American Society of Association Executives. The award recognizes exemplary achievements and unparalleled contributions to the association management profession.

■ Bernadette Chi, Foundation board member and regional coordinator of CalServe at the California Department of Education (CDE), received the 1994 Young Professional Award at Superconference '94, an annual conference for young people in the community service field.

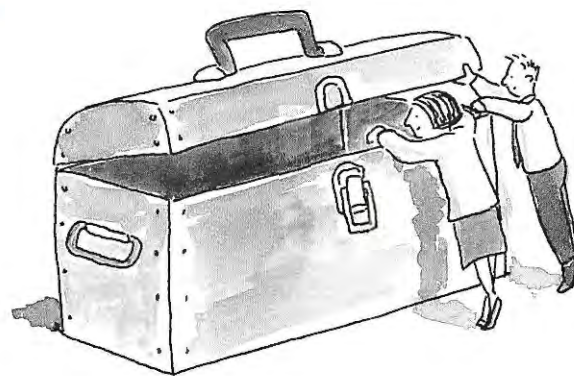
■ Marian Heard, president and CEO of the United Way of Massachusetts Bay and vice chair of the Foundation's board, has been appointed co-president and national spokesperson of One to One Partnership, Inc.'s board of directors. The One to One Partnership is a nonprofit dedicated to mentoring and the economic empowerment of the nation's most vulnerable young people. ■

## Places of Learning

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The Points of Light Foundation recently received a \$30,000 grant from Luke B. Hancock Foundation to support its Communities as Places of Learning initiative, a service-learning partnership between schools and community-based organizations, businesses and volunteers. ■

# Tool Box



## Just Published

*A Portrait of the Independent Sector: The Activities and Finances of Charitable Organizations* is the result of a recent two-year study of charitable organizations conducted by the National Center for Charitable Statistics at Independent Sector. The findings of this study provide information on the size of charitable organizations by type of charity; employment; boards of trustees; volunteers; and sources of revenues, expenses and assets.

To order, contact Independent Sector publications 301-490-3229; \$14 for members, \$20 for nonmembers.

## Leaders' Guide

*The Volunteer Handbook: How To Organize And Manage A Successful Organization* by Richard V. Battle is a comprehensive reference guide for volunteer managers. Available in a new paperback edition, the handbook offers specific practical ideas. Topics include annual and activity planning, training, recruiting and retaining members, building a successful team, motivating your membership, financial planning, utilizing effective communicating methods and obtaining publicity. Easily referenced by topic, the book is useful to new and long-established organizations.

Available from Volunteer Concepts, P.O. Box 27584, Austin, TX 78755-2584; \$12.95 plus \$1.50 shipping.

## Start and Keep Going

*Motivating and Managing Today's Volunteers* by Flora MacLeod gives readers the knowledge to be effective managers by developing the special

skills needed to work with volunteers. This practical book outlines techniques for planning, starting and administering a volunteer program. It teaches creative recruiting techniques to draw diverse volunteers and suggests ways to keep them enthusiastic, dedicated and productive.

Available from Self-Counsel Press, 1-800-663-3007; \$11.95 plus \$2.50 shipping.

## Serve and Lead

*To Lead Is To Serve: How To Attract Volunteers & Keep Them* by Shar McBee is for leaders who work with volunteers. This step-by-step guide explores the basic principle of servant leadership and tells how to gradually implement lasting changes in the way one supervises volunteers. Each chapter covers one step in the process of becoming a servant leader and is followed by several practical exercises to help the reader apply the information.

Available from Shar McBee Communications, 808-735-3694; \$14.95 plus shipping.

## Helping Youth

*Building Resiliency: What Works! A Community Guide to Preventing Alcohol and Other Drug Abuse Through Positive Youth Development* is the product of a joint initiative of The

National Assembly of National Voluntary Health and Social Welfare Organizations and the federal Center for Substance Abuse Prevention. Written for individuals at the community level, topics include "What Doesn't Work: Lessons from Research and Experience;" "What Works: Essential Elements of Effective Youth Development Programs;" and "Real-life Examples of What Works."

Available from The National Assembly, 202-347-2080; \$11.95 plus \$3.00 shipping/handling.

## Contract Services

*Nonprofits for Hire: The Welfare State in the Age of Contracting* by Steven Rathgeb Smith and Michael Lipsky surveys the widespread movement to contract social welfare services to nonprofit organizations. Also discussed are the revolutionary implications for the welfare state and the changes affecting nonprofit management, staffing, clientele and policies. Arguments about cost-effectiveness and efficiency of privatization are examined with particular care.

Harvard University Press, 1993, 292 pp., hardcover; \$35.00. ■

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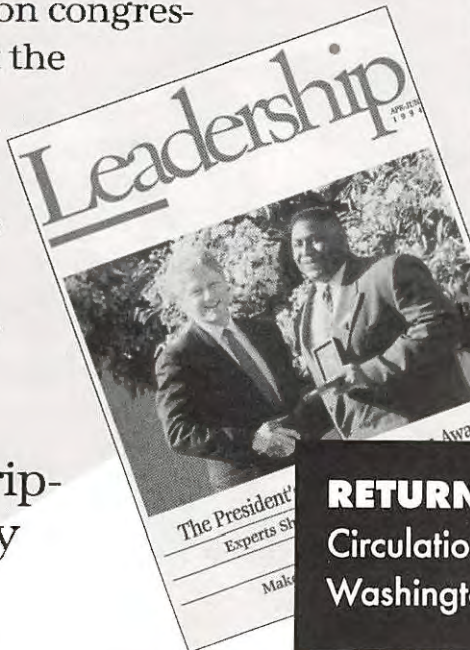
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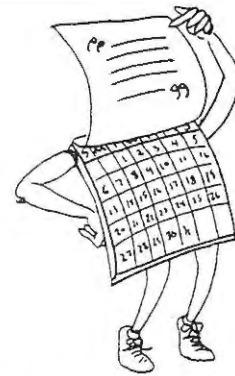
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# Calendar



The Calendar lists upcoming events that may be of interest to readers. Inclusion, however, does not constitute Points of Light Foundation endorsement.

- September 22** The Points of Light Foundation's second annual Awards for Excellence in Corporate Community Service, Chicago Cultural Center, Chicago, Illinois. Information: Carolyn Timmins, 202-223-9186, ext. 123.
- September 23-25** National Association of Homes and Services for Children, Annual Conference, "Making Change Work for Children," San Francisco, California. Information: NAHSC, 202-223-3447.
- September 28** Corporate Volunteer Program Seminar sponsored by The Points of Light Foundation, Houston, Texas. Information: Susanne Favretto, 202-223-9186, ext. 128.
- September 29-October 3** Catholic Charities USA 1994 Annual Meeting, "Nurturing Families in a Diverse Land," Cavanaugh's Inn at the Park, Alexandria, Virginia. Information: Catholic Charities, 703-549-1390.
- October** Nomination forms available for the 1995 President's Volunteer Action Awards sponsored by The Points of Light Foundation. Information: Karen Barnes, 202-223-9186, ext. 199.
- October 5-8** International Conference of Volunteer Administrators, sponsored by the Association for Volunteer Administration, Disneyland Hotel, Anaheim, California. Theme: "Kaleidoscope: Changing Patterns in Volunteerism." Information: 303-541-0238.
- October 13-16** Eighth Annual Conference of the National Student Campaign Against Hunger and Homelessness at New York University. Information: National Student Campaign Against Hunger and Homelessness, 29 Temple Place, Boston, MA 02111-9907; 617-292-4823.
- October 20-22** 1994 ARNOVA (Association for Research on Nonprofit Organizations and Voluntary Action) Conference, Berkeley Marina, San Francisco, California. Information: Ramn Cnaan, ARNOVA vice president for meetings, 215-898-5523.
- October 22** Make A Difference Day co-sponsored by USA WEEKEND magazine and The Points of Light Foundation. Information: 202-223-9186; ask for the Make A Difference Day hotline.
- October 28-29** Seasons of Service, a training institute on developing successful intergenerational service programs, sponsored by Temple University's Center for Intergenerational Learning and the Corporation for National and Community Service. Information: Steve Tunick, 215-204-6709.
- November 10-12** A Summit of Community Builders—A Celebration of American Possibilities, Philadelphia, Pennsylvania, sponsored by National Civic League. Information: Anne Quinn, American Renewal Program Associate, 303-571-4343.



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