THE JOURNAL OF VOLUNTEER ADMINISTRATION

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Non-Traditional Organizations in the 1980's:
The Power and Poverty of
Alternative Organizational Systems

Ronald J. Stupak and Joan L. Warren

Non-traditional organizations emerged in large numbers from the social reverberations of the 1960s and 1970s. These various non-traditional organizations differed in size, purpose, and strategies, but were linked by a common dedication to creating a better society (however each organization perceived "better"). In recent years, with the decline of social unrest, the number of non-traditional organizations has decreased, but the challenges to such organizations have remained unchanged.

For purposes of this analysis, "non-traditional" or "alternative" organizations will be defined as those organizations which attempt to operate without a traditional hierarchy and which place a high priority on an ongoing interactive, confrontational process within the organization and in relation to the external community environment.[1] We will use "non-traditional" and "alternative" interchangeably. Also, we recognize that many groups now considered "traditional" began as alternative organizations.

Many non-traditional organizations have been formed by people who have had work experience within traditional organizations and found such organizations frustrating, alienating, and discriminating.[2] Many participants—volunteers, employees, and clients—in alternative environments feel that they are in some way disempowered within the larger society. These experiences which people bring to non-traditional organizations have markedly impacted on the structure and operating principles of these groups.

Alternative organizations can assume a variety of forms along several continua.

Some groups adopt a single issue focus while others adopt a broader analysis concerning a problem. An example of this can be seen with the anti-nuclear weapons movement as compared with the world peace movement, which includes anti-nuclear statements in its broader analysis.

A second continuum exists between organizations which adopt a reformist strategy and radical to revolutionary groups. Reformist groups operate with the belief that the present social system is basically sound, although some revisions need to be made. Revolutionary groups advocate a totally new social structure because they view current society as beyond revision.

Another difference in form includes organizations which have local emphasis as compared with those who have regional or national interests.

Finally, non-traditional organizations can differ in the type of services offered. Some groups are involved in direct service activities, such as health clinics or food co-ops. Other groups deal in more theoretical and abstract areas, such as political theory. For all their differences, most non-traditional organizations have strong similarities in terms of how they operate. The following sections of this investigation will attempt to systematically assess major aspects of how alternative organizations operate both internally and externally.

GOALS AND OBJECTIVES

Most alternative organizations (as with any new organization) are started by a small group of volunteers who have a

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common sense of purpose, goals, or mission. During the originating process, goals and objectives are rarely discussed in more than an informal manner. This lack of discussion can lead to problems once an organization is operative. Those alternative organizations which develop written goals tend to identify those goals in broad terms such as "freedom from oppression" and "freedom to self-determination." By defining such vast goals, an organization's leadership can constantly change strategies; if confronted, they can state that the organization is indeed working to meet its goals, despite the ambiguity created by frequently changing strategies. In fact, many organizations cite their adaptability as a sign of strength and effectiveness, not as a sign of dislocation or weakness.

Most organizations, and volunteer groups in particular, are not consistent self-evaluators, especially in terms of their original goals (if they have any).[3] As a result, members of the initial core group may begin to change their personal values gradually. If no evaluation takes place, at some point in the organization's operations conflict may occur because key volunteers may interpret the goals in very different ways. If the conflict is severe, one or several people may leave the group or the organization may split into splinter groups.

Goal conflict usually centers around a philosophical difference about how a non-traditional organization should operate. Most of these groups begin with the belief that the means are as important as the ends. However, once an organization is operating, it becomes increasingly difficult to adhere to such values, since bills have to be paid, offices have to be maintained, and equity questions begin to be raised. Conflict typically develops around whether it is better to compromise the transcendent values in the face of instrumental necessities or to end the organization.

It is even more unusual to find a group which identifies specific objectives concerning how to meet its goals. Much time is spent discussing strategies to effect change, but few groups are willing to set specific deadlines for action. By not setting specific deadlines, groups do not have to confront operationally the possibility that they are failing in their organizational efforts.

Evident from this discussion is the assumption that non-traditional organizations manifest poor planning in both the short- and long-term perspectives. Ironically, many of these organizations do spend tremendous amounts of rhetorical time discussing the most effective strategies for change. In essence, it is most important to understand the role of strategies in non-traditional organizations because of the impact they have in determining the type of volunteers that are attracted to such organizations as well as the types of activities these organizations choose to use in attacking and/or confronting various social issues.

Alternative organizational strategies seem to fit into three general categories. First, there are those strategies which advocate personal change as a method of social change. The advantage of this approach is that it is a straightforward, tangible concept based on the assumption that through changing enough individuals, society will be changed. This strategy requires no long-term planning, no understanding of broader social phenomena, and it generally does not produce real and/or critical societal change.

Second, there are those groups which view reform as the most effective method of social change. The advantage of the reformist strategies is that the mission is relatively straightforward with fairly tangible boundaries, i.e., when X is accomplished, the goal will have been achieved. A result of this strategy is that it allows a group to become incorporated into traditional organizations such as business corporations or governmental agencies in order to attempt to gain power within traditional structural frameworks. The disadvantage to this strategy is that it may result in the advancement of one disempowered group at the expense of another. Additionally, if these groups receive recognition within traditional organizations, they frequently become co-opted. That is, the question of power becomes a reality and those entrenched in the original and/or parent traditional organizational structure make room for "useful ideas and individuals" from the

non-traditional arenas, while generally dismissing the more zealous advocates from the more structured, traditional culture.

The third strategy involves appealing to broader segments of the population to effect political and economic change. These groups tend to be more oriented toward ideological stances rather than to provision of services. The problems associated with this strategy are that change is too slow to occur and is not measurable. The theoretical rhetoric of such organizations lacks popular mass appeal. The advantage of this strategy is that it recognizes the multiple needs linked to differing segments of the population.

Realistically many non-traditional organizations do not begin with a clear-cut strategy. Therefore, as an organization begins to develop its strategy, it tends to lose participants because the philosophical debates drain too much individual energy away from practical, productive actions. Hence, all too often the emerging strategy is totally unrealistic and too abstract to cope with the pragmatists who begin to emerge. In effect, as efforts to build an infrastructure for carrying out operational policies surface, the "true believers" begin the philosophical dialogue at an increasing level of fundamentalism, thus forcing the "realists" to leave the fold.

STRUCTURE

In reaction to unpleasant experiences within traditional hierarchies, non-traditional groups of the 1960s and 1970s strongly supported the concept of structurelessness. Theoretically, organizers felt that, without structure, leadership and power could and would be shared among all volunteer participants. Repeatedly, experience has proven that the theory does not carry into practice. Even in structureless groups, informal structures quickly developed. Several negative outcomes tend to emerge from loose informal structures, for example:

(1) People listen to people they like and not necessarily to the best idea;
(2) There is no solid accountability demanded from leaders;
(3) Without specific, formal leaders, the

public, especially the media, choose the leaders they want to highlight;
(4) And finally, too much time becomes devoted to process; projects are not completed and people lose interest.[4]

Additionally, without a formalized structure, organizations subtly work against their goals of open participation. Decision making usually becomes dominated by an "in group" and outsiders begin to have difficulty identifying those in charge of various functions.

Most non-traditional organizations either fail or develop a workable structure. Given the need for some type of formalized structure, the key factors in determining how the non-traditional organizations choose their respective structures revolve around size and leadership. There appear to be three basic types of structures currently used by non-traditional volunteer organizations, namely, collectives, open hierarchies, and coalitions.

Philosophical revolutionaries suggest that the size of an organization should not exceed the point at which social relationships become impersonalized and that the size should not exceed the comprehension of the people that compose it. The collective, with its inherently small size, accompanied by an equal distribution of power among its members, is the most common structure used by anarchistic revolutionaries. Non-anarchists tend to rely heavily on the collective as well.

A major problem with collectives is that members assume that power and leadership within the group are equal. Rarely is this true. However, because members often refuse to deal with power realities, the process of decision making within collectives takes longer, which in turn leads to anger and frustration. Collectives which provide direct services are frequently caught between the demands of the external service activity and the internal responsibility to the collective's members. The decision-making process of these groups too often begins to function as a personal support system rather than as a service delivery one. Because of the small size and great demands placed on collectives, members begin to assess who they are serving and how much they are actually accomplishing. The answer to this di-

lemma tends to vary with the collective, but it causes many to speculate why collectives have emerged as the dominant form of non-traditional organizations, since the individual volunteer too often becomes subsumed under the pressures of the collective's absolutist norms.

Open hierarchies (participative groups with some role clarity) are not without problems as well. The key to open hierarchies is the concept of participation. The final decision making may rest with one person, but it must occur only after open discussion has been undertaken with all interested parties. In effect, participants usually have substantial impact on decisions. Problems occur when a volunteer has not been to a meeting in several months, yet s/he can still participate fully despite limited information. Time continually must be detracted from the meeting to update those participating if informed involvement is to occur.

A final structure which has not been discussed previously is the coalition. Coalitions tend to formed for two functions: (1) to organize a response to short-term issues; and (2) to act as a clearinghouse for groups interested in a particular issue. Coalitions, of course, are not always non-traditional. Those coalitions which include non-traditional groups face multiple problems in trying to integrate diverse groups with diverse styles. Most non-traditional groups operate with strong values, thus they are excessively concerned about the possibility of disruption or cooptation within a coalition. The result of these suspicions is that coalitions often focus on the least controversial issues in order to maintain as many commonalities as possible. Consequently, organizations with rigid political standards often leave such a coalition. In sum, the difficulty in organizing a coalition of non-traditional organizations should not and cannot be underestimated.

LEADERSHIP/DECISION MAKING

As with structure, non-traditional organizations have rejected traditional forms of leadership. During the earliest periods of process formulation, all leadership tends to be rejected. No attempt is made to distinguish good leadership from bad leadership . . . all leadership is considered bad. Hidden leadership emerges, but because it is kept hidden, it results in a lack of accountability of the leader or the group: that is, safety exists if failure occurs. Many people with leadership potential become frustrated because they cannot operate openly.

The concept which emerged in the last decade was "rotated leadership." All participants would have the opportunity of learning how to lead. Realistically, when given the opportunity some volunteers were not willing to relinquish power when their rotation ended. At the same time, other participants were not willing to accept the responsibility or expectations of leadership. Currently, based on our extensive interviews and the literature emanating from "the independent sector," non-traditional organizations are engaged in an intensive dialogue over this issue.[5]

The value sets of participants are the key to the problems of leadership within non-traditional organizations. Suspicion of leadership is high and people assuming leadership receive negative reinforcement. Often disagreements with the leader become attacks on the person rather than on the job he or she is performing. Volunteers in non-traditional organizations tend to have greater expectations of their leaders and, at the same time, they are less willing to forgive a leader if he or she makes a mistake.

These characteristics force one to question if participants in non-traditional groups are willing to accept any kind of leadership style. Some feminists have suggested that for people to be followers, they must first be their own individual leaders. It is important for people to learn their own strengths and abilities, but if everyone is leading his or herself, it is quite possible that no one will be willing to follow. Non-traditional organizations need to reassess how they feel about and manifest leadership. A certain amount of followership is necessary for any entity to function. Difficulty arises when leaders abuse this necessity and, yet, anyone who believes that "the liberation of man can be achieved by one sharp revolutionary jab, by the mere substitution of a well

intentioned elite for a corrupt one, [is] courting the elements of self-defeat."[6]

Forms of decision making vary with the style of leadership. Even within collectives, informal power groups can and do emerge. Many decisions are made behind closed doors by a core group of people. Other organizations operate very openly with decisions being made by the entire group. The technical mechanism of decision making, be it consensus, modified consensus, or some form of voting, varies with each group. Non-traditional groups are skilled at developing elaborate plans for representative voting (which are frequently disregarded once developed), as demonstrated in the numerous "student movements" during the past couple of decades.

During the decision-making process, time is too often viewed as an endless resource. Decisions that could or should be made quickly are stretched into prolonged discussions and digressions. It is unclear if this prolongation is a result of "process," or if the people who make up the non-traditional organizations simply are afraid of making decisions which might result in action, and with action, open the possibility of failure. Psychological research seems essential in order to clarify this aforementioned question. Yet it seems clear that, in contextual reality, leadership in terms of time-driven deci- sional needs is almost impossible to attain.[7]

POWER AND AUTHORITY

Historically and currently, non-traditional organizations have not discussed issues of power within their milieus. When the subject is broached, people usually become "defensive." One can speculate that people within these organizations perceive themselves as disempowered from the larger society, thus they are defensive and suspicious of power and its possible abuses both inside and outside their organizational parameters.

Despite people's disclaimers, some participants in alternative organizations have more power than others. Power in non-traditional organizations usually results from a person having certain information or technical skills. Information and expert power are frequently the result of specialization within the organization. Many alternative groups rotate jobs, but volunteers are reluctant to learn jobs they dislike or do not do well. Other forms of power come from people who have large internal and external networks. Occasionally someone is accorded referent power if they are charismatic or well respected.

Abuse of power within the group does happen, although compared with traditional organizations, it seems to occur at a proportionally lower rate. When an individual abuses power within an alternative organization, he or she will usually leave the group within a short period following the transgression.[8] Alternative groups do not encourage large concentrations of power and they will not nurture the needs of a person with high power needs. Additionally, non-traditional groups will often ask a person with high power motivations to leave the organization . . . or *they* will leave from "under" him/her.

When discussing the external environment, alternative organizations discuss power more openly and comfortably. Many such organizations include in their goals the empowerment of a certain segment of the population. Some of the statements made by these organizations cause one to wonder if the group is seeking equal power in society or power over those who currently hold power. If an organization is to succeed within the external environment, it must be clear about what type of power it is seeking.

At issue here is what will help these organizations to equalize power. For example, Marxist-oriented socialist organizations view power inequity as having a material base while progressive-oriented reformist organizations favor a psychosocial and structural analysis of power. These assessments impact on the type of people drawn to various non-traditional organizations, as well as focusing the strategy an organization chooses to pursue. For all such groups, there is a high interdependency between structure and strategy, hence questions of power, authority, and obedience are addressed incessantly by alternative organizations.

OPERATIONAL ISSUES
Personnel
Most alternative groups are noted for

low pay (if any) and long hours (even more than the low pay of mainstream social service groups). In fact, as Daniel J. Boorstin has noted, "volunteers and citizen amateurs" in America do something for the love of it. They are committed to what they see as a "vision of what lies ahead."[9] Thus, despite these "negative economic" factors of low pay and long hours, these groups have little turnover of paid staff.

Three major motivators seem to be present with paid staff from these organizations: (1) although pay is low, non-traditional organizations can offer an alternative to the traditional workplace for those whose financial needs are minimal; (2) working in such organizations offers a chance for friendships and status within the alternative community; and (3) the goals of the group are usually important to the worker. Helping to achieve those goals can create high worker satisfaction.[10] Alternative organizations tend to allow more flexible time schedules and are dedicated to sharing skills with all employees. In addition, boring or routine jobs are generally rotated among all workers.

Most traditional and alternative organizations are started by a core group of volunteers. These volunteers often become the first paid staff. Several people from the core group will remain with the organization for years. However, because of the closeness of the core group in non-traditional organizations, little effort is made to recruit new members. New participants are made to feel unwelcomed and they may leave the organization after a short period of involvement. Conflict also arises because sometimes new members of the group do not share the founders' total commitment to the initial organization's tenets. As in all high-performing groups, the originators feel as if they are the chosen, special few who must protect themselves from those who were not "present at the creation."[11]

Paid staff and volunteers leave alternative organizations for several common reasons. After long periods with the group, certain workers leave for financial reasons. Other people, feeling a need for societal approval, leave to go to work in a more "legitimate" organization. Women with children (and others) find the pay (or lack of it) and the hours difficult to coordinate with the demands of managing a family. Finally, some people leave because of political differences.

Volunteers play a major role in non-traditional organizations. Many such organizations cannot afford to pay staff and are totally dependent on volunteers. People are initially attracted to these organizations because of the goal or mission. Retention of volunteers rests strongly with meeting their individual needs. And yet, most alternative groups underestimate their need for volunteers and make rather feeble efforts to satisfy the hierarchy of needs that individuals bring to any organizational setting. Only recently have the authors of this analysis observed alternative groups recognizing the problem of burnout and attempting to deal with it. Organizations which provide direct services are in a particularly vunerable position with regard to individuals who overextend themselves.

Policy, Planning, and Evaluation

Alternative organizations have a strong inclination not to plan or to recognize the need for planning. Problems tend too often to be handled on an ad hoc basis by the person "on duty" at the time a problem arises or by key decision makers in a crisis situation. The result is that policy is frequently created from day-to-day operations. Participants do not seem to recognize the impact of this "fire fighting" mentality on personnel burnout or on organizational efficiency and effectiveness.

Some groups (like many less effective traditional organizations) perform self-evaluation and then proceed to repeat the same mistakes. Many of the mistakes made could be avoided or minimized if historical research about other groups was done. It is clear that organizations that perform conscientious evaluation, particularly those who seek feedback from outside sources, are most likely to be the ones that succeed over "the long haul."

Financial

The most commonly identified cause of failure of non-traditional groups is their lack of financial management, planning, and sound budgetary procedures.[12] Alter-

native groups' opinion of money tends to be bracketed in a narrow spectrum: money is totally evil, or money is evil, but necessary. Groups that view money as totally evil usually fail. Organizations that accept the necessity of money are ofen limited by their lack of technical expertise.

A further obstacle is the difficulty of obtaining funding for non-traditional groups. Banks are hesitant to loan money (even if collateral is available). Foundations are more likely to fund the more traditional organizations. Most of the alternative organizations survive marginally from donations and special event fundraisers. But, as has been demonstrated repeatedly in the literature on organizational theory, if organizations are poorly managed and persistently turn to the community for a "bail out," the community will at some point cease to provide assistance, and even encouragement.

External Environment

An organization's relationship with the external environment involves two components: its relationship with the general community and its relationship with official agencies. The "community" is often a diverse entity more in the mind of the organizers than in the population affected. Prior to operation, the organization should and must decide which people it wishes to reach and which people it can reach without sacrificing its more important foundational values. Few alternative organizations go through this process of scoping the external environment.[13] The general community tends not to be interested in non-traditional organizations until they become operative. Support for any organization is based predominently on its actions. However, unlike traditional organizations, there is little marketing or formalized public relations done by the non-traditional units.

Most non-traditional groups are hostile toward official agencies and they do everything possible to keep contact with them to a minimum. When dealing with official agencies, non-traditional organizations must cope with the issue of respectability. The group must consciously decide if it is willing to compromise its action or beliefs to obtain official approval (in-spection, certification, etc.). Failure to comply with regulations can result in the termination of the organization's functioning and, yet, some groups would rather cease services than comply with what they view as the "enemy."

On rare occasions, alternative organizations have created major competition for more established businesses. In these cases, traditional organizations have attempted to use the alternative nature of the competition as a slur.

STRENGTHS OF NON-TRADITIONAL ORGANIZATIONS

Despite the problems identified in the previous sections, alternative organizations have much to offer. The creativity and flexibility which have emerged from these organizations both influence and are influenced by the larger society. Traditional workplaces have learned from and adapted successful concepts pioneered in alternative groups. For example, few people anticipated that the informal atmosphere, including yoga breaks, at Celestial Seasonings Tea Company, would increase productivity, but it surely did. Alternative organizations serve as challenges to society's encrusted ideas and, in some cases, push people to grow in new, innovative, and creative ways.

For the individual volunteer or employee, non-traditional organizations offer flexibility which allows one to pursue his or her interests while learning needed skills. Repeatedly, the authors have witnessed participants in non-traditional groups striving to create a win/win situation in which the individual's needs and the organization's needs are both met harmoniously and productively. Participants within alternative groups are dedicated to creating and maintaining an environment based on equality and principled behavior. Work in such an environment helps one to integrate his or her work and beliefs into a productive "holistic" experience.

WEAKNESSES OF NON-TRADITIONAL ORGANIZATIONS

A large number of non-traditional organizations do not survive. Many of the weaknesses leading to failure have been

identified throughout this article. Four issues are identified as major factors, which if resolved, could decrease the large number of alternative organization disasters.

(1) Failure in financial management: Most groups are undercapitalized from the onset and they do not plan systematically the financial strategies to obtain operating or capitalization revenue.

(2) Political fragmentation: Substantive political disagreements result continuously in major opposing factions within alternative organizations. This results in individuals and factions leaving the fold.

(3) Failure to expand beyond the core group: Changes in interest and commitment are to be expected from participants. An organization must constantly seek to renew human resources or it will not have adequate personnel to perform its functions. People in non-traditional organizations are usually committed to the basic goals, but too many non-traditional leaders do not know how to direct and control operations.

(4) There is little recognition of the need to learn broad-based managerial skills, much less planned professional development. Those few people who have such management skills need to be involved as mentors in alternative organizations.

One must assess if volunteers in non-traditional organizations are too idealistic. When planning an organization, groups do not assess if they have the skills required to accomplish the projected task. Many of the attitudes and values brought by participants to non-traditional organizations reflect high ideals and a bias toward transformational leadership, while it is clear that transactional leadership recognizes the operational need for conceptual models, management skills, and societal support if those ideals are going to be transferred into reality.[14]

Some alternative organizations are clearly too reactionary. By taking such a reactive stance, non-traditional organizations have allowed the general society to dictate their agenda. Most alternative groups seem better able to identify what they do not want rather than what they want. At some point, alternative organizations must assess if they can afford to maintain a reactive posture. Are participants in these organizations dedicated toward social change or are they simply angry, disempowered individuals lashing out at society? Certainly there are no absolutes, but such issues must be considered before any directions can be taken effectively by non-traditional leadership groups.

BIASES

The organizations discussed in this article reflect a narrow segment of the population as well as a thin slice of "Organizational America." Both the authors' experiences and the literature are derived from organizations developed by predominently young, white, middle class people. Strongforce, Inc. found that most women's organizations were organized and staffed by white, middle class women, age 20-30, with more than two years of college education, and no primary family responsibilities.[15] The issue of pay reflects the middle class nature of these groups. Some groups recommend paying people enough to meet their needs, yet not enough to make them secure in their positions. Lower income people do not have the luxury of spending several years in a low-paying job for the "cause" or the "experience." Women with children are in a similar position. Many middle class workers in non-traditional settings have skills and access to the mainstream workplace so that they can return to the traditional organizational environment whenever they choose to do so.

The issue of process dominance also reveals a middle class bias. Many non-traditional groups spend hours upon hours on process. Time, especially for volunteer work, is a luxury that women with children and lower income people cannot afford. These people do not have the time to spend on incessant introspective processes. One must also question, with so much introspection, whose needs are really being met?

If so many of the alternative organizations campaign for some form of social change (e.g. child care, sex education, etc.), why are so many white, middle class people with access to so much of society's power, status, and privilege involved?

The confrontation of generational value differences is a strong and fruitful possibility. The white, middle class youth of the 1960s and 1970s burst forth with strong mandates for social justice. It seems as if there may be more untapped and unresearched substantive explanations for the elite number of participants working against a system by which most of them were nurtured and by which most of them could benefit.

DISCUSSION AND EXTRAPOLATIONS

The attack on the exploitation and elitism of the present system will be firmly based only when it can point to working examples of how the key functions of society—work, education, and community life—can be successfully carried out by non-elitist and non-exploitative forms of social organization.[16]

This quotation summarizes some fundamental questions and challenges which must be directed to non-traditional organizations as we move through the 1980s. Most of these organizations advocate a new form of governance, yet they manifest seemingly little understanding of the complexities involved in meeting the demand of a large, diverse population. Even under a functionally decentralized governance system, groups of people would have needs much larger and complex than any form of non-traditional organization has been able to satisfy effectively. How can alternative organizations, which have had difficulty maintaining their own small internal processes, be structured to handle the demands emanating from the "megatrends" in the coming decades? The intent of this question is not to "browbeat" the alternative movements, rather it is put forth to remind them of the tremendous efforts required to force abstract visions into operational realities. In addition, it is to remind all of us that it is those of us who "work in the trenches" who ultimately decide the success of a non-traditional venture . . . that is, "action becomes the theory" for effective implementation.

Another fundamental issue with which non-traditional organizations must come to grips is individualism. The alternative movement, especially among radicals and feminists, has advocated individual

freedom as the ultimate and sometimes only goal:

> *The chasm between the personal and political begins as a tiny crack the first time we decide not to say something important to us because it would waste everyone's time. It is not long before we have forgotten the joy of controlling our own lives.*[17]

Individual experiences are important to develop political consciousness, yet at some point, the needs of the individual and the organization are going to clash over future directions and strategic designing.

Americans are highly individualistic people. The generation currently in their late 20s and mid-30s seem to manifest a negative attitude toward authority. Operating within the non-traditional groups are predominantly individualistic people with antagonistic attitudes toward authority. Considering this fact, it is amazing that alternative organizations accomplish anything at all. At the same time, it is incumbent that these organizations develop creative and sophisticated mechanisms for resolving individual/organizational conflicts without producing *a priori* an alienated worker. Theoretically and operationally alienated workers will feel disempowered, outside the group, and organizationally ineffective.

Is disempowerment inherent for too many in American society? Few individuals fit the young, white, middle class, Protestant, heterosexual model of the totally "assimilated person" (who, chances are, does not feel too powerful anyway). Most people are oppressed in some manner. Yet, who is to decide what constitutes "true oppression"? If the ideal world, advocated by non-traditional groups, appeared tomorrow, would a new set of individuals, disempowered for reasons other than race or class emerge? Would these people form coalitions and push for change toward what they thought to be the ideal world? If this is so then the theories of the non-traditional thinkers must be pushed toward a philosophical praxis that can accommodate the needs of all who are disempowered in American society.[18]

Operationally, there are some questions which must be asked by anyone con-

sidering the possibility of working in or with an alternative organization. In effect, one must assess the practical chances of achieving the goals advocated by these various organizations. Are the goals measurable? Not yet! And without some form of measurement, it is difficult if not impossible to determine if a goal has been achieved.

Within non-traditional organizations, numerous value conflicts must be resolved, especially the essential one of determining how far an organization is willing to go to negotiate and bargain with the community in the pursuit of its demands. Non-traditional organizations frequently fall into the "us/them" style of thinking which automatically leads to stereotypical categorizations and dismissals of large segments of the American population, which triggers a re-enforced "backlash" from the traditional organizations which are suspicious of the alternative organizations anyhow. To be effective, non-traditional leaders must strive to prevent this stilted type of thinking. It is imperative for alternative organizations to maintain contact with the general population, the extended environment, and their clients. Without such contact, alternative organizations will lose their linkage with the world and revert to cultivating only their self-serving, internally-biased hubris.

These pointed questions are raised for several fundamental reasons. The alternative community has been advocating new forms of society for years. Yet no group seems to have dealt with or confronted the complexity of developing and administering in such a transformed society. As the current "underclass" increases in size, and as deinstitutionalization becomes a political/social reality, non-traditional organizations will have a fertile opportunity for developing creative, innovative, and effective models to meet these newly alienated and/or unfettered people's needs. Therefore, the time to start addressing these management, leadership, and strategic planning issues is now. Unless realistic efforts are undertaken to galvanize the idealistic theories of alternative organizations into some kind of productive syntheses for the alienated, the marginals, and the disenfranchised in American society, leading

to observable and measurable outcomes, the future of non-traditional organizations in the 1980s is doomed to failure.

Sadly, this is the case just at the time when the current political, social, and economic environment is crying out for those who can lead, manage, and create with dignity, vision, and impact on the local, regional, and national levels. Not only is it essential that we in America "re-invent the corporation," it is a fundamental requirement that we "re-invent the American Dream" based on committed amateurs, dedicated idealists, and pragmatic volunteers—remembering that all new movements essentially began as alternatives to the mainstream.[19]

FOOTNOTES
[1]In-depth interviews were held with many individuals who have had extensive experience in non-traditional organizations. Because they were sharing criticism, these individuals requested that their names and associated organizations remain anonymous.

[2]For example, please see Andrew Hacker, "Supporting the Family," *Fortune* (April 14, 1986), pp. 131-132.

[3]For example, please see Joe Wholey, Mark A. Abramson, and Christopher Bellavita, *Performance and Credibility* (Lexington, Massachusetts: Lexington Books, 1986).

[4]Karen Brandow and Jim McDonnell, *No Bosses Here*, 2nd ed. (Boston: Vocations for Social Change, 1981), p. 68.

[5]For example, see John W. Gardner, *The Nature of Leadership: Introductory Considerations* (Washington, D.C.: Independent Sector, 1986).

[6]Theodore Roszak, *The Making of a Counter Culture* (Garden City, New York: Doubleday and Company, Inc., 1969), p. 93.

[7]Gardner, *Ibid*, pp. 11-14.

[8]This became evident in our interviews and in the excessive number of "splinter groups" that we encountered where each respective leader knew and generally disliked the "power-hungry people" they saw in the other "splinter groups."

[9]Daniel J. Boorstin, "Democracy's Secret Virtue," U.S. *News and World Report* (December 30, 1985), p.22.

[10]Charlotte Bunch and Beverly Fish,

"What Future for Leadership?" *Quest* (Spring, 1976), p. 7.

[11]Please see Peter B. Vaill, "The Purposing of High-Performing Systems," *Organizational Dynamics* (Autumn, 1982), pp. 23-39.

[12]For the import of this statement, please see the extensive management/financial bibliography distributed by the York University Faculty of Administrative Studies Voluntary Sector Program, Second Printing, 1986.

[13]Liz O'Sullivan, "Organizing for Impact," *Quest* (Winter, 1976), pp. 79+.

[14]James McGregor Burns, *Leadership*, (New York: Harper & Row, 1978).

[15]Strongforce, Inc., eds., *Women Taking Charge: New Ways to Economic Power* (Washington, D.C.: Strongforce, Inc., 1978), p. 98.

[16]George C. Benello and Dimitrios Roussopoulos, eds., *The Case for Participatory Democracy* (New York: The Viking Press, 1971), p. 8.

[17]Lorraine Masterson, "Feminist Leaders Can't Walk on Water," *Quest* (Spring, 1976), pp. 33-34.

[18]Please see the work currently being done by Orion White and Cynthia McSwain on "organizational transformation·" For example, "Transformational Theory and Organizational Analysis," in *Strategies for Social Research*, Gareth Morgan (Ed.), New York: Sage Publications, 1983.

[19]For those readers who are interested in the larger environmental questions dealing with current roots of non-traditionals in the 1960s and 1970s see the many articles written during that period by Ronald J. Stupak in the following journals: *World View, The American Psychologist, Kappan, The Chronicle of Higher Education, Journal of Human Relations, Current, The DEA-News of the American Political Science Association, The Community Social Science Quarterly, Intellect,* and *The Bureaucrat.*

Letters

Dear Editor:

The first article in the Spring 1986 issue of JVA ("Localization of Human Services: Using Church Volunteers to Fight the Feminization of Poverty" by Wineburg and Wineburg) is one of the most important I have read in the Journal. I commend you for publishing it so prominently, and the authors for addressing honestly the issues of "volunteer-as-do-gooder" vs. communities gearing up to confront class and racial prejudices that have perpetuated poverty.

The issues addressed with sensitivity provide some of the needed bridges that can be built between these worlds. In Memphis, as in Greensboro, we are working with churches, agencies, and public institutions to alleviate serious community stress for the homeless, teen parents, battered wives and others. All of these require the hearing of "real voices of welfare recipients, not the myths and stereotypes" alluded to by the authors.

Congratulations on a trenchant piece of writing and the work that preceded it.

Sincerely,
Jeanne Dreifus
Coordinator, Human Services CO-OP
Memphis State University
Memphis, TN

Dear Editor:

I am enjoying The Journal more and more. Ivan's concerns (Ivan Scheier's article on "The S-t-r-e-t-c-h-e-d Workshop" in the Spring 1986 issue) about workshops were interesting and probably quite valid. Maybe we implement more than we realize, though, and do so kind of indirectly. Sometimes when I'm working on a problem or project, I'll remember something that might be helpful that I heard at a workshop years ago. Then the mad scramble through my "files" turns up the information I need.

Another benefit of workshops, even if the subject matter doesn't lead to organizational change or development of an ac-

tion plan, is to stimulate reading of the books and articles written by the workshop trainer. Quite frankly, if I had not heard Susan Ellis, Ivan Scheier, Marlene Wilson, Sue Vineyard and others, I probably would not have purchased as many books as I have. I refer to my "little library" constantly and find it tremendously helpful.

Sincerely,
Barbara A. Bradley
Director of Volunteer Services
Ranchos Los Amigos Rehabilitation Center
Torrance, CA

Dear Editor:

I have just received the spring issue of The Journal of Volunteer Administration and was very interested in the article by Ivan Scheier on S-t-r-e-t-c-h-e-d Workshops.

I would be very interested in learning more about this concept and how to implement it. I would very much appreciate receiving Dr. Scheier's address in order that I can write him for more information. (Ed. note: For anyone else interested, Ivan can be reached through Yellowfire Press, 1705 14th Street, Suite 199, Boulder, CO 80302.)

May I say how much I enjoy The Journal of Volunteer Administration. It is proving a valuable tool in our Volunteer Centre Resource Library.

Sincerely yours,
Sandra Murphy
Supervisor
Volunteer Centre
St. John's, Newfoundland

Dear Editor:

I am writing in regards to the essay entitled "The Changing Nature of Women's Volunteer Organizations: The Case of the Daisy Ducks" which appeared in the Fall 1985 issue of The Journal of Volunteer Administration.

As a woman, as a volunteer, and as a

volunteer administrator, I was appalled. The essay was misleading and highly insulting. Few women volunteers of today would agree with the comments and conclusions reached in this essay. Statements such as "uniquely feminine functions" (page 2) and calling the position of receptionist "one of the most prestigious volunteer assignments" does nothing but turn away many potential volunteers. Other highly offensive comments include describing the volunteers as "attractive middle-aged women with carefully done hair," (page 6), "allow working women to demonstrate that they have not lost their traditional feminine skills and nurturing qualities" (page 10), "(volunteers) remain separate, allowing men to retain their traditional solidarity" (page 8), and "it is the traditional femininity associated with volunteerism that makes it so attractive to women" (page 10).

These statements do nothing but reinforce the guilt that society is constantly placing on women who work outside the home and the idea that women should tread lightly and on men's terms because it truly is a man's world. Women do not lose their femininity by working, they do not have to be careful of threatening men for it is their world too, and volunteer positions available to women nowadays are much more varied and non-traditionally female than ever before.

If you, as a volunteer publication, would like to enhance the role of women as volunteers today, I would suggest that you be more careful in choosing the essays you publish. I am enclosing a flyer which our volunteer center passed out at the San Mateo County Women's Day 1985. Thank you for your time.

Sincerely,
Jennifer G. Grant
Administrative Assistant
Transitional Volunteer Program
Volunteer Center of San Mateo County
San Mateo, CA

Editor's Response: First of all, thank you so much for writing to THE JOURNAL *to express your feelings. We would like to foster the use of these pages as a forum for this type of interaction. Your letter has also been forwarded to the authors of*

the "Daisy Ducks" article, should they wish to respond personally.

The reviewing editors shared many of your reservations about this article at first. However, we ultimately concluded that the intent of the article was to recognize that women's roles are indeed changing. The Daisy Ducks have tried to bridge the transitional gap between the "old" world and the new. The fact is that a large number of women's volunteer organizations today are dealing with the stereotypes and issues presented in the article. Though many of us may feel some discomfort with the slowness of political/social change, as a JOURNAL, *we must allow various volunteerism voices to be heard.*

One other point. All manuscripts are reviewed by a minimum of three different editors. Our primary criterion is an article's treatment of the subject of volunteers. The "Daisy Ducks" article explored the topic of volunteers and, in our estimation, made some valid points about a specific type of volunteer activity, within a particular context. Global conclusions about all "women as volunteers" would be inappropriate based on this article and it was not our intent to imply any. Again, thank you for writing.

Dear Editor:

The Texas Youth Commission has recently settled a sweeping federal class action lawsuit, Morales v. Turman. As a result of the negotiated settlement agreement in that case, the Texas Youth Commission is being monitored by a three-man Consultant Committee for a period of four years.

In November, 1985, the Committee made its first written report. In reviewing the agency's volunteer services program, the consultants commended volunteer activity, and recommended that "since TYC has developed an outstanding volunteer program, publicity should be given to the ways in which these programs were developed and how they are maintained so as to be helpful to juvenile correctional settings in other states."

Our response was to compile a general news release outlining the current volunteer program and its development, and to provide this information to the juvenile corrections agencies in all other states.

We also wanted to provide the information to general circulation publications and publications which are aimed specifically to corrections and juvenile justice

professionals—and thought your volunteerism audience would also be interested.

Sincerely,
Joan A. Timmons
Chief of Volunteer Services
Texas Youth Commission
Austin, TX

INFORMATION FROM THE
TEXAS YOUTH COMMISSION
8900 SHOAL CREEK BLVD. P.O. BOX 9999
AUSTIN, TEXAS 78766

FOR IMMEDIATE RELEASE
March 1, 1986

The Texas Youth Commission, the state's juvenile corrections agency, received 77,411.9 hours of volunteer work from more than 1,800 community volunteers during fiscal year 1985 (September 1, 1984 to August 31, 1985).

Financially, volunteers contributed more than $542,841.92 in actual cash donations; in goods and services (valued at fair market value); and in donated time (figured at minimum wage per hour.)

The Texas Youth Commission's approach to organizing volunteers is a somewhat unique one among correctional agencies.

"For the past 13 years we have developed and helped form organizations of interested community residents into 'volunteer councils' in every city where we have facilities and programs," said Ron Jackson, TYC Executive Director.

"During the past two years we have encouraged these community volunteer councils to incorporate as private nonprofit organizations and file for tax exempt status with the IRS," he explained.

The Texas Youth Commission anticipates that because of their status as separate groups—no longer falling under the agency's direct jurisdiction—they will be able to grow and develop into even more effective organizations in the future.

The volunteer councils serve various roles in aiding the Youth Commission in its rehabilitation program for delinquent, adjudicated youth.

They serve as a liaison to both the agency program and community residents—and are told first about changes in agency policy (and the reasons for changes)—in order to be informed representatives among others in the community.

"On the other hand, volunteer council members are invaluable in their role as a 'sounding board' to the agency—bringing our local administrators information about TYC or its youth, which is of concern to community residents," said Joan Timmons, Chief of Volunteer Services. "This is especially beneficial when local concern threatens to escalate into serious misunderstandings."

The council members also collect and raise funds for activities which benefit TYC wards. They solicit grants from corporations, service clubs, churches and individuals. They hold fund-raising activities to raise money. They solicit other types of donations, such as recreation equipment, tickets to athletic events, clothing, computers and gifts for birthdays and Christmas.

The volunteer councils, which range in size from 12 to 40 members, also serve as the TYC facility's "host," sponsoring open houses, dedications, appreciation dinners, and other events to which the public is invited.

But most importantly, most council members themselves serve as one-to-one volunteers with students—and they actively recruit other volunteers for individual friendships with students.

"We encourage the activities of volunteers in working on a one-to-one basis with our youth because they can reinforce the work done by staff members, and because they can serve as positive role models for delinquent youth," added Timmons.

In addition, TYC has stressed providing volunteer opportunities for the youth committed to the agency. Youth assigned to both institutions and community-based programs are actively involved in volunteering to help others: in nursing homes, in community clean-up campaigns, in renovation of old buildings, in gathering and distributing food baskets and Christmas gifts for the needy, and in working with retarded children.

Last year representatives of each local volunteer council (there are 18 throughout the state) organized a State Volunteer

Council, and elected officers from among the 18 representatives. The State Council provides information, assistance and cohesiveness to the statewide network of volunteers.

The State Council (with the assistance of central office Volunteer Services administration) sponsors an annual conference for volunteers, during which pertinent workshops are held on various aspects of TYC's volunteer activity.

Workshops at last year's conference included such topics as "Tapping the Corporate Sector;" "Encouraging Self-Esteem in Youth;" "Evaluating Your Volunteer Program;" "Youth Community Service Restitution;" "Church Involvement with Youth;" "AVA Certification;" and "Legal Issues for Councils."

Highlight of the conference is the Volunteer Awards Luncheon, at which volunteers receive awards in several categories: Outstanding Individual Volunteer; Outstanding Civic/Service Group; Outstanding Business Corporation; Outstanding Employee Volunteer; and Outstanding Student Volunteers. Each TYC program sends nominations, with winners selected by a statewide awards committee on non-agency volunteer administrators.

The Texas Youth Commission in 1984 settled a 14-year class action lawsuit, Morales v. Turman. Through a negotiated settlement agreement, the agency is being monitored by a three-man Consultant Committee.

The agreement stipulates that the agency is to expand the use of volunteers in its institutions and facilities.

"Volunteers shall be utilized to expand students' opportunities for educational and recreation experiences, to provide students with increased social interactions and to assist students in successfully completing the treatment program," the agreement states.

When the Consultant Committee members made their first written report in November 1985, they commended TYC's volunteer activity.

"The use of volunteers in TYC facilities appears to be encouraged at every level," they wrote.

"Not only are volunteers supervised and report on their activities in detail (making suggestions about the volunteer program) but, in addition, the students also evaluate the volunteers in a specially devised form. Thus students have input into the development and implementation of the volunteer program," the Consultants reported after months of monitoring TYC programs.

Administration of the Texas Youth Commission's volunteer services program is through the Chief of Volunteer Services, who reports directly to the executive director, and an Assistant Chief, both located in TYC's central office in Austin, Texas.

Each institution, halfway house, and parole office employs a volunteer coordinator, who serves as the liaison with the volunteer council and whose job includes recruiting, training, selecting and placing volunteers. The volunteer coordinators are also active in fund-raising on behalf of the volunteer council, since donated funds for student activities are less restricted than those which are appropriated through the state.

"Our many volunteer councils are in varied stages of development," added Timmons. "Some have been in existence several years and have independent agendas and activities and need little assistance from staff members. Others are newer and require constant 'nurturing.' But we feel confident that in the future we will have strong, active groups of volunteers who will serve as adjunct staff members in a time when shrinking resources threaten all governmental programs."

Local Service Delivery:
Volunteers and Recreation Councils

Vincent L. Marando

The involvement of volunteers in local government is widespread and is not a new phenomenon.[1] Awareness and interest among public officials concerning the advantages of involving volunteers are increasing. Existing fiscal constraints, as well as reduced federal aid, have underscored the need for local governments to consider alternative service delivery mechanisms, including the involvement of volunteers.[2] Many localities throughout the country are engaging in a fundamental rethinking of public services which includes renewed appreciation of volunteers.[3]

Volunteers often are perceived as being a potential resource for enhancing or maintaining local government services as well as to aid in reducing costs.[4] As it will be argued, the attractiveness of volunteers to local government can be enhanced by addressing several management and organizational structure issues. The involvement of volunteers in the delivery of local government services provides a critical linchpin between the community and government in contemporary society.[5]

There have been few systematic studies examining the implications of how localities involve volunteers in service delivery. This article presents an exploratory case study of volunteer involvement in recreation service delivery in ten Maryland counties. The basic assumption examined is that the organizational structure of county recreation departments in Maryland facilitates volunteer involvement and affects the cost and nature of services delivered. Further, how recreation departments are structured effects the recruitment, motivation and retention of volunteers. Several Maryland counties rely heavily upon an organizational structure for service delivery known as Recreation Councils (RCs).

The objective of this study of ten Maryland counties is to examine how the structure of Recreation Councils affects volunteer involvement. The relationships between volunteers and local government are discussed in response to the following questions: Is recreational department structure related to stimulating and expanding volunteer involvement? Do volunteers lower recreation department service delivery costs? Do volunteers affect the delivery of services? Is there an impact on the quality and quantity of services in the counties where volunteers are involved? The article concludes with some observations on the implications of the Maryland study for local government structure and the involvement of volunteers.

MARYLAND STUDY DESIGN

County government authorizes the etablishment of Recreation Councils. Once established, RCs and their member volunteers influence county recreation policy and affect several aspects of involving other volunteers in recreation service delivery. The relationship between counties and Recreation Councils is interactive in nature. That is, although counties provide volunteers the opportunity to create Recreation Councils, once created, RCs influence county government recreation programs. For example, the RCs influence the extent of county support for recreation.

Further, the existence of Recreation Councils and the extent to which counties depend on them for service delivery affect:

a. the extent of volunteer involvement;
b. volunteer contributions to service delivery;
c. volunteer influence and advocacy for recreation quantity and quality; and

Vincent Marando is a Professor with the Institute for Urban Studies at the University of Maryland. He is co-author of The Forgotten Governments and The State and the Metropolis, and has volunteered extensively for Maryland recreation activities.

d. volunteer-staff relationships.

The study design used in this research is exploratory in nature. How volunteers are involved in service delivery could not be specified with precision prior to analysis. It was assumed that the relationships between volunteers and local governments are complex and diffused. These relationships cannot be subjected to rigorous quantitative and statistical testing. There are multiple interactions between volunteers, Recreation Councils and counties. The historical evolution of volunteer participation in recreation and the wide variation in local approaches to volunteerism suggested exploring the nature of the subject, rather than testing the relationships.[6] The structure of how volunteers are organized by Recreation Councils is important to many aspects of participation, such as recruitment and retention. Those interested in volunteer participation in recreation services, in other states and localities across the country, should find the Maryland experience of value in assessing their own approaches.

In Maryland, the county is the primary unit of local government for service delivery. Historically, residents in Maryland have relied upon counties, not cities, to provide local government services. In fact, 75 percent of Maryland residents do not live in incorporated cities. Where they exist, cities expand upon and supplement county services, rather than function as comprehensive and independent recreation delivery units. In addition, Baltimore City, the state's largest jurisdiction, also has the legal distinction of being a county. It is through its legal status as a county that many of Baltimore City services are delivered.

Ten of Maryland's twenty-four counties are included in this case study as indicated in Table I. The ten counties selected account for approximately 70 percent of the state's total population. The counties were selected to offer a reasonable cross-section of all counties in terms of urbanization, size, wealth, public services provided and existence of Recreation Councils. Data in the form of county budgets, personnel documents, and volunteer participation records were collected from the ten counties. The Maryland State Department of Natural Resources provided data on all counties to supplement and provide a state-wide context for the ten counties examined.

The data presented in Table I were complemented with twenty-six in-depth interviews. The interviews ranged from one to three hours in length and several individuals were interviewed more than once. The interviews were conducted with county elected officials, recreation staff, and volunteers. In addition, interviews were held with state public officials and officials representing the Maryland Park and Recreation Association. The central focus of all the written data and interviews was to assess volunteer involvement at the operational service delivery level, rather than volunteer participation on advisory boards.[7]

RECREATION COUNCILS

The study examined the extent to which counties encouraged and relied upon Recreation Councils for involving volunteers in service delivery.[8] Recreation Councils are local volunteer bodies, usually community based, that make recreation policy and deliver most recreation services within their area jurisdictions. A model was developed outlining recreation department structure characteristics and is presented in Figure 1. The model proves useful in presenting the characteristics of a formal Recreation Council particularly with respect to understanding the extent of decentralization and volunteer involvement. The ten recreation departments exhibit varying commitments to either a centralized or decentralized structure in the delivery of local services. A key variable in explaining a county's centralized-decentralized structure is the existence and the extent of the county's reliance upon Recreation Councils. Although RCs are legally authorized by the county, their creation is initiated by *volunteers*.

Volunteers create RCs to structure their activities and give continuity to their efforts. The creation of a Recreation Council institutionalizes volunteer efforts and structures involvement in recreation among the volunteers. Several RCs created thirty years ago are still function-

TABLE I. Selected Characteristics of 10 County Recreation Departments in Maryland, 1981-1982.

COUNTY	STRUC-TURE*	1980 POPULA-TION	TOTAL OPERATING EXPENDITURES	PER CAPITA EXPEN-DITURES	Personnel					
					FULL	PART	LOSS FROM PREVIOUS YEAR	GAIN FROM PREVIOUS YEAR	VOLUNTEERS	VOLUNTEER CONTRIBUTION ESTIMATE
Anne Arundel	MD	375,000	3,924,690	$12.41	74	400 2300S	40** 12S	---	3,303	$1,360,275
Baltimore Co.	D	645,031	8,088,548	$12.29	248	177	81**	---	42,861	9,719,187
Baltimore City	C	786,775	11,291,000	$14.34	524	86 FTE	158.5 FTE	---	2,662	2,425,460
Carroll	D	97,280	137,680	$ 1.82	5	11	1**	1	3,295	528,785
Frederick	D	117,106	389,552	$ 3.65	18	60	---	---	75	18,750
Howard	C	125,365	1,564,460	$ 9.42	36	378	3	5	800	200,000
Montgomery	C	582,000	26,948,330	$37.28	625	18 FTE	9**	15	2,320	580,000
Prince George's	D	665,565	25,357,980	$28.67	550	30	5**	11	9,500 1,700S	4,800,000
Washington	---	113,086	389,552	$ 6.71	17	15	8**	---	12	3,000
Wicomico	MD	64,500	506,032	$ 6.88	18	170	10**	2	350	87,500

* -refers to department structure
C -Centralized
D -Decentralized
MD -Moderately Decentralized
** -CETA Employees

S - Seasonal
FTE- Full Time Equivalent

ing, although none of the original volunteers continues to participate. Thus, although individual volunteers pass from the recreation scene, RCs nurture and give continuity to community volunteerism.

Recreation Councils are not in existence in all counties and the extent of authority granted to them by local ordinances varies. In some counties RCs are legally constituted bodies with formal authorities, whereas in other counties they are informal associations of volunteers.

A formal RC has the following characteristics: a constitution, elected officers, a regular meeting time, a budget, fundraising capacity and an identifiable geographic boundary. In those areas where formal RCs exist, they deliver and extensively finance most recreation services. The RCs determine program content, schedule sporting events, and provide staff such as coaches and referees. These activities are financed to a large extent by RCs which utilize various forms of fundraising such as activity registration charges, user fees and, of course, individual and group contributions. Only large capital expenditures and specialized county recreation functions such as indoor swimming pools, horse riding facilities, and the like, are not delivered by Recreation Councils.

Those counties that rely on formal Recreation Councils also exhibit a decentralized decision-making approach to service delivery. Recreation policy and service delivery are extensively provided at the community level by volunteers through their RCs.[9] In the counties where the formal RC form of organization exists, the recreation department functions primarily as coordinator, facilitator and program resource specialist in supporting RC activities. Paid county professionals are assigned to Recreation Councils to assist them in carrying out their programs. In such areas, the role of paid professional county staff is to support and facilitate the RCs' programs.[10]

VOLUNTEERS: INVOLVEMENT AND INFLUENCE

The involvement of volunteers in service delivery and reliance on Recreation Councils range widely among the ten counties and are related to other factors as well. The extent of a county's taxable resource base and its historical development for providing recreation services also affect volunteer involvement. Wealthy counties have less fiscal need for relying upon volunteers to deliver services. Separate from county wealth, the historical development of service delivery impacts upon volunteer involvement. Less affluent jurisdictions with tax resource limitations and high concentrations of low income persons, such as Baltimore City, have historically approached recreation as a public responsibility to be financed and delivered by local government. Although it was not possible to conclusively separate and account for the independence of recreation councils from factors such as wealth and historical context, RCs enhance volunteer involvement under all circumstances.

By contrast, counties that are not confronted by fiscal constraints can "afford" not to involve many volunteers. It was argued by several persons interviewed that relying upon Recreation Councils necessitates a trade-off between gaining volunteer support and diminishing county public officials' control over programs. Although elected officials and their appointed managers retain public responsibility for service delivery, the extent of their direct control over programs is altered by extensive reliance upon volunteers. An extreme position of this argument was taken by several public officials from the more affluent counties. They argued that decentralized departments were "holding companies" for RCs which were, in reality, the recreation departments.

The extent to which a recreation department relies on RCs stimulates volunteer involvement. As shown in Table I, Baltimore County relies most upon volunteers by involving more than 42,000. Prince Georges County, the second most populated local jurisdiction in the state, has a decentralized department having 92 Recreation Councils and also involves many volunteers. In contrast, Baltimore City and Montgomery County, which are also large local jurisdictions, involve far fewer volunteers: 2,662 and 2,320, respectively. For the smaller counties,

Informal RC .... **Formal RC**

Montgomery Co.	Ann Arundel Co.*	Baltimore Co.
Howard Co.	Wicomico Co.	Carroll Co.
Baltimore City-Co.		Frederick Co.
Washington Co.		Prince George's Co.

Centralized

1. County-wide
   a) leagues
   b) registration
   c) referees
   d) coaches
2. Single county-wide budget
3. Professional staff has authority and responsibility for delivering all county recreation programs
4. County maintains facilities
5. County government raises a majority of resources

Decentralized

1. Recreational Councils (RC)
   a) formal charter
   b) priority use of county facilities
   c) program formulation
   d) coaches
2. Recreation Council has budget
3. County personnel assigned to assist recreational councils
4. Recreation Council maintains facilities
5. Recreation Councils raise a majority of resources

*RCs in Ann Arundel and Wicomico Co. exhibit a combination of the informal and formal characteristics. They are not county authorized but have many characteristics of decentralization.

Figure 1. Classification of County Recreation Council structure and model of Centralization-Decentralization of Service delivery.

Washington and Wicomico offer a striking contrast. Washington County has a centralized department and volunteers are much less relied upon. By comparison, Wicomico, the smallest county examined, relies extensively upon volunteers. ·

Several counties with centralized recreation departments did not record the number of volunteers involved in service delivery. In these counties oral estimates of volunteer involvement were the only source of data on the extent of volunteer involvement. These oral estimates were not only approximate, but had a possible margin of error of ± 50%. On the other hand, recreation staffs in decentralized counties utilized written tallies of volunteer involvement. In addition, officials from counties having decentralized structures appended Recreation Council reports to the annual county budget, documenting volunteer involvement by illustrating the savings and the services they provided.[11] The availability, precision and accuracy of county records on volunteer contributions and their incorporation into county budget requests offer support to the linkage between RCs and involvement of volunteers. Those counties that kept records of involvement were the same counties that relied most on Recreation Councils to involve volunteers. These counties utilized a form of "No-Apologies Budget" as described by Neil Karn.[12] Volunteers are an integral part of the delivery system and their contributions were recorded and used as part of the county's justification for public funding.

The study strongly suggests that Recreation Councils stimulate and increase the involvement of volunteers, although the relationship is subtle and complex. The RCs provide a community context within which volunteers can see the value of their contributions, not only in their preferred recreation activity, but they also can see the benefit to children, neighbors and community. The RC acts as a recruiter and motivator of volunteers. Volunteers in this context are not only aiding a "recreation department" but they are aiding their community. The RC gives immediate and direct purpose, praise, community feedback, and reinforcement to volunteers.

Volunteers also do participate in recre-ation service delivery on an individual basis, by-passing Recreation Councils. The specific nature of some activities, such as historical preservation and nature trail development, are not sufficiently broadly-based within a community to warrant the involvement of the RC. In these, and other specialized recreation activities, individual volunteers venture forth and offer their services and talents directly to the county recreation departments. These volunteers were not discouraged by county recreation staff from getting an activity started. However, volunteers received only modest support from the county until sufficient service demand was documented. For many recreational activities, individual or small groups of volunteers provided departments the "luxury" of experimenting with offering new programs and services.

THE VALUE OF VOLUNTEER CONTRIBUTIONS

Volunteer contributions to recreation departments are estimated in the last column of Table I. That is, through volunteer contributions the county budgets were expanded by the amounts reported in the last column. Recognizing that caution must be exercised in fixing any dollar value to volunteer time as cogently discussed by Neil Karn in this Journal, comparisons among the Maryland counties are offered.[13] The figures were derived from staff estimates and calculations of county records based upon numbers of volunteers and hours contributed. Estimates of contributions are only approximate in that formal accounting of volunteer involvement is not required by law in Maryland. In spite of the many problems inherent in estimating volunteer contributions to recreation departments, it appears that they "save" recreation departments considerable resources. The study suggests that great care should be used in assessing savings. It was methodologically impossible to prove volunteer "savings" to recreation departments whose size and program content would have been significantly different without the involvement of volunteers in the first instance.[14]

The effect of volunteer involvement upon county per capita expenditures and

the size of staff was even less clear. These indicators of service delivery costs are as much related to county size and wealth as they are to volunteer involvement. There are limits to volunteer contributions to recreation departments. Volunteer contributions may, in fact, be allocated to extending the quality of recreational activities rather than exclusively in "saving" departments money in delivering the basic services. For example, the per capita expenditures for Baltimore County are quite similar, even though their reliance upon volunteers is of very different magnitudes. By contrast, Montgomery County, which does not rely extensively on volunteers, has a per capita recreation expenditure rate three times that of the two Baltimore area jurisdictions.

VOLUNTEER INFLUENCE: RECREATION ADVOCATES

Volunteers encourage county expenditures while they contribute resources to recreation departments. Several interviewees indicated that volunteer requests and often their demands stimulate counties to provide more and higher quality recreation services. In Maryland, volunteers function as lobbyists to protect the recreation budget from expenditure cuts and in many instances exert pressure for increased expenditures. With the exception of Baltimore City, which is experiencing cuts, the remaining nine county recreation budgets have remained stable or, in fact, have grown. Recreation departments account for about two to three percent of the counties' total operating budgets. This base proportion of the budget, vis a vis other local services, has not shrunk during the past decade. Although recreation is not considered a vital service, it fared no worse than other services. The role of volunteers at budget time appears to be important in the process of allocating public resources.

Interviews with public officials and staff indicated that recreation, at least in Maryland, is considered an important and necessary service. This is contrary to a general impression in recent literature that recreation is less necessary and more expendable than other local services such as law enforcement and education.[15] The

value of recreation is communicated to the public by volunteers who gain a greater understanding, appreciation, and commitment by their involvement in providing services.

In addition, volunteer involvement supplements a growing trend toward greater reliance by local government to "privatize" services by financing recreation by user fees. Many local governments are following a strategy of charging fees to persons who use facilities and engage in specific recreational activities.[16] This trend toward increased reliance on user fees is supported by general public acceptance. Volunteers play a role in keeping the actual costs of user fees below the market rate charged by private producers. Thus, the county user fees charged for recreation activities are made comparative "bargains" due to volunteer contributions.

VOLUNTEER - STAFF RELATIONSHIPS

Volunteers are being recognized by recreation staff as a necessary ally for protecting funding commitments and obtaining additional resources for program development. Interviews with professional recreation administrators indicated that they would find it more difficult to protect their organizational and budget "turfs" in the absence of volunteers. Contrary to some expectations, the interview data of this study support the contention that volunteers do not take the jobs of paid staff.[17] Rather, volunteers protect staff jobs and quite possibly stimulate the need for more staff assistance. Volunteers and professional staff accommodate one another in seeking increased support for trained personnel to deliver programs in such areas as better officiating, modern training techniques, and more professional care of sports injuries.

Although volunteers and paid staff are generally accommodating of one another, the dominance of the two groups varies according to department structure. In centralized recreation departments it is the professional staff which has authority and involves volunteers in program activities. In these departments, staff-volunteer relations follow the commonly-accepted dictum of public administration that volunteers assist staff, who are in turn re-

sponsible for program delivery. By contrast, in decentralized recreation departments, volunteers are primarily responsible for service delivery. The volunteers take the lead and involve professional staff in support of program activities. In these counties the professional staff functions to give assistance to volunteer initiatives. Thus the roles of volunteers and professional staff are reversed. Where Recreation Councils exist, volunteers are both the primary policy makers and deliverers of services. Whereas in centralized departments, volunteers assist elected public officials and professional staff in delivering recreation services.

VOLUNTEERS AND SERVICE QUALITY

Evaluation of volunteer impact upon recreation service quantity and quality is currently based more on a philosophical orientation than empirical verification. The traditional program evaluation approaches that examine efficiency, effectiveness, and equity of service delivery do not conclusively document volunteer influence on quantity and quality. Accepted measures as per capita expenditures, per capita staff ratios, and the types and numbers of recreation facilities in a community are related to a number of conditions, of which volunteer involvement is only one factor. This study found that the value of volunteer involvement to local government is defined by the general perceptions of public officials and volunteers rather than empirical verification of program outputs.

Verification of volunteer involvement data provided by counties, using commonly relied upon evaluation procedures was inconclusive and contradictory. This study supports the observations of Neil Karn who indicates that volunteers can be valued, even though their impact is difficult or impossible to quantify.[18] An assessment of volunteer impact on service delivery was found to be rooted in public, official and volunteer perceptions as well as in "hard" data.

In counties relying upon Recreation Councils, the involvement of large numbers of volunteers provided county officials sufficient justification for believing that recreation services were being delivered effectively. And similarly, the major

indicator of a successful program was the number of persons involved in recreation programs. This undoubtedly deserves further study. As financial constraints on local governments have increased, all jurisdictions to some extent have volunteer involvement to lower program costs and keep recreation a "free" or low cost service to residents.[19]

SUMMARY OBSERVATIONS

This exploratory study indicated that volunteer participation in recreation was found to be related to and stimulated by a decentralized approach to service delivery. Counties that relied on Recreation Councils not only involved large numbers of volunteers, but the delivery mechanism was dominated by volunteers. In the recreation departments observed in this study, increased volunteer involvement was an effective supplement to professional paid staff for providing services. In fact, this study found that, in counties with Recreation Councils, paid staff supplemented volunteers in delivering services. This study suggests that local policies that foster "localism" through organizational decentralization facilitate volunteer involvement.

Recreation is a relatively "elastic" service that can be delivered with various levels of public financing and organizational arrangements. An "elastic" service is one for which citizens will accept wide variations in the amount and quality of services provided. In contrast, for "inelastic" services such as public safety and education, citizens will demand minimum levels of service and be less likely to accept wide variations. Care must be exercised in inferring that the volunteer experiences found in recreation can be transferred in total to other services, especially inelastic services. However, for services which are elastic in character, such as libraries or home care support activities, a decentralized structure enhances volunteer involvement.

When compared to other local services, volunteer involvement in recreation is affected by the peculiar, if not unique, characteristics of that service. Volunteering is in itself a form of recreation. Volunteers enjoy their participation and view it as recreation itself. This perspective af-

fects recruitment and retention of volunteers. Recreation departments compete quite successfully for volunteers with other local service areas such as fire protection, and public and nonprofit assistance to persons in need. The availability and organizational strength of volunteers in recreation service delivery influences how public officials value volunteers. The success of involving volunteers in recreation in Maryland was primarily a function of volunteers organizing into units they themselves controlled and could use effectively.

This Maryland study suggests that localism in the form of Recreation Councils enhanced volunteer involvement with no apparent loss in service quality. Public officials and volunteers have worked out this mutually-agreeable relationship in delivering recreation service. Communities interested in involving volunteers in recreation services, as well as other services, should consider the organizational implications of decentralized arrangements.

FOOTNOTES

[1] Alexis deTocqueville, Democracy in America, abridged edition. Translated by Henry Reeve, revised by Francis Bowen (ed.), (New York: Washington Square Press, 1964).

[2] Kerry Kenn Allen, Worker Volunteering: A New Resource for the 1980's (New York: AMACOM, Inc. 1980).

[3] Ted Kolderie, "Rethinking Public Service Delivery," Public Management, Vol. 64, No. 10, Oct. 1982 (Washington D.C.: International City Management Association), pp. 6-9.

[4] Alex N. Pattakos, "Volunteer Personnel," a report for International City Management Association, Washington, D.C., unpublished manuscript 1983; this report was revised and appears in Carl Valente and Lydia Manchester, Rethinking Local Services: Examining Alternative Delivery Approaches (Washington D.C.: ICMA, 1984), p.2.

[5] Ibid.

[6] Vincent L. Marando, Local Recreation Service Delivery: Volunteer Involvement, Memograph. A report submitted to the office of Policy Development and Research, the U.S. Department of Housing and Urban Development, Washington, D.C., 1982.

[7] Volunteers were defined as persons who participated in service delivery for no direct remuneration and were not coerced into assisting county recreation departments. The receipt of modest stipends and out-of-pocket compensation such as mileage reimbursement from counties was deemed consistent with the notion of voluntarism. Alex N. Pattakos, "Volunteers and the Provision of Local Government Services: A Preliminary Issue Paper," prepared for the International City Management Association, Washington, D.C., 1982.

[8] See Pattakos, op. cit., for a discussion on organization-management approaches to volunteer involvement.

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[10] Interview with the Director of Recreation Programs of Baltimore County, July 1982.

[11] G. Neil Karn, "The No-apologies Budget: How to Justify the Financial Support a Volunteer Program Deserves," Volunteer Action Leadership,Spring 1984, pp. 29-31.

[12] Ibid., p. 30.

[13] G. Neil Karn, "Money Talks: A Guide to Establishing the True Dollar Value of Volunteer Time" (Parts I and II) The Journal of Volunteer Administration, Winter 1982-83, pp. 1-17, and Spring 1983, pp. 1-19.

[14] Harry P. Hatry, Alternative Service Delivery Approaches Involving Increased Use of the Private Sector (Washington, D.C.: Greater Washington Records Center, 1983), see discussion on volunteers, pp. 67-74.

[15] Massachusetts Institute of Technology, Impact 2-½, Cambridge, Mass., No. 44/45, March 1, 1983.

[16] Paul B. Downing, "User Charges and Service Fees," in Urban Consortium Information Bulletin (Washington, D.C.: U.S. Department of Housing and Urban Development, Office of Policy Development and Research, January 1982).

[17] Aileen R. Lotz, "Alternatives in Health and Human Services," Public Management (Washington, D.C.: International City Management Association, 1982), p.11.

[18] Karn, "Money Talks" (Part I) op. cit., p.16.

[19] Marando, Local Recreation Service Delivery, Voluntarism, op. cit., p.3.

Training Design

Setting Priorities: A Team Experience

Goals: 1. To create and prioritize an agenda for taking action.
  2. To generate ownership and commitment to commonly perceived opportunities/problems facing work groups.
  3. To practice effective listening skills.

Group Size: Varies. The activity can be used by any group which works together as a team-office unit, committee, task force, board of directors, decision-making group.

Time Required: 1½-2 hours

Materials: Newsprint, felt-tipped markers, and masking tape; Pencil and paper for each participant.

Physical Setting: A room large enough for pairs or groups of 3-4 to meet privately. If possible, breakout rooms would enhance the activity. Wall space is needed for posting.

Process:
  1. The facilitator discusses the goal of the activity and gives a brief overview of the steps of the design. (3 min.)

  2. Team members are numbered off in groups of 3 or 4. If there are 10 or less persons in the group, instruct the participants to select another person with whom they have talked recently. Give each group newsprint and markers.

  3. When the groups or pairs are assembled in separate places in the room or in different rooms, the facilitator tells group or pair to discuss the following topic for 15 minutes: "What opportunities and/or problem situations should we be working on in this work group?" Brainstorm first, then refine, and list priorities on newsprint. Tell participants not to list or number items in order of importance at this time. (30 minutes)

  4. Reassemble the work groups. One person from each group or pair posts and explains the lists of opportunities and/or problem situations to the other participants. The facilitator assigns alphabetical letters (A, B, C, etc.) to the entire list and combines duplicate statements or gives them the same letter. Other members of the work group may ask questions for clarification of any item. (15 minutes)

  5. The facilitator instructs each work group member to select by number the three opportunity/problem situations that s/he believes are most important. Then the facilitator tallies on newsprint the number of members who have indicated each of the items. If the group is larger than 10, a short break for summarizing the tally may be necessary. (10-20 minutes)

6. The facilitator writes up a new list of items in order of the highest number of votes. Then the participants are requested to prioritize by importance the three items they feel are most necessary to be discussed and acted upon in future meetings. Number 1 is to be assigned to the most important, no. 2 to the second, and so on. (15 minutes)

7. The facilitator tallies the priority of each item by asking how many members ranked item A as 1, 2, 3. If there are more than 7 or 8 items, rank them high, medium, and low. Then work again with only the high list or the high and medium list depending on the number of items. Number of items finally selected will depend on the group's capacity to deal with the issues. (15 minutes)

8. The facilitator posts the final list of priorities on newsprint, then leads a discussion of reaction to the priority-setting session. (10 minutes)

   How did it feel?

   What did you learn?

   Did this process allow you to identify the opportunities/problems of this work group?

9. Assignments regarding the priority issues are made by the chair and work group. Each person or persons assigned an area should be prepared with background material and options for taking action and implementation by the next meeting. (10 minutes)

Variation: (1) Discussion time can vary depending on the needs of the group. Only one opportunity/problem item can be presented by each small group.

(2) The session can be used as a team-building session at the beginning of a seminar or retreat weekend.

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An Exploration of the Fit between Organizations and Leaders/Managers in Times of Transition

Berit M. Lakey

The questions to be explored in this article concern the needs of organizations during transition processes, the qualities that are particularly needed in transition managers and factors to be considered in matching managers to organizations that are going through periods of change. The issues apply equally to volunteer leaders of organizations and undoubtedly have relevance to rapidly changing volunteer programs within larger organizations, as well.

ORGANIZATIONS IN TRANSITION
Precipitating Factors

The impetus for conscious change in any organization may come either from internal forces/needs or from the environment. At times, it takes the combined pressures of internal and external forces actually to set a transition process in motion. In this respect, organizations are similar to individuals: it is not easy to face the truth about oneself, and once the truth has been faced, it may be equally difficult to decide what changes would be most effective/least painful and finally to initiate the process of transition to a new state of affairs.

All organizations—if they survive their infancy—will at some point face transitions resulting from changes in leadership. The departure by resignation, dismissal, retirement or death of the founder may raise serious questions about the organization's purpose as well as about its structure and style of management. Successive changes of top management may have similar effects depending on the length of tenure and circumstances of departure. When the organization has been closely identified with the volunteer or salaried leader who has left, the transition to new leadership tends to be complicated by feelings of loyalty to the old and resistance to anything that might seem to invalidate what was.

When top management leaves "under a cloud," a transition has already begun, although it may in no way be clear what the transition to new management will mean. In organizations where a leadership transition has been expected and planned by the grooming of a successor, fewer conflicts and less uncertainty are likely to characterize the transition. However, if the successor does not have the confidence of others in key positions, a period of serious destabilization may occur.

Other transitions such as structural changes and changes in physical facilities may seem to be brought on by internal needs but are quite likely connected to pressures in the environment. Change itself is often equated with innovation and development. For example, the introduction of computerized management information systems sometimes falls into this category. The transitions into which organizations are thrown as a result of this change do not necessarily result in an improvement in organizational functioning, but allow members to see themselves as "with it."

Degrees of transition

Changes in top leadership, dropping or initiating major products/programs, mergers and other major financial developments will usually lead to a systemwide transition. Not only will there be a reorganization of internal power relationships and operational processes, but the organization's relationship to the world around it will go through a transition period.

Obviously an organization also experiences numerous transitions that are more limited in scope. Leadership changes in middle management, introduction of labor saving technology, changes in personnel policies, etc., will be experienced as transitions by those immediately af-

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fected, and will affect their relationship to the organization.

The extent of changes that are initiated as a result of either internal or external pressures will often be a matter of choice. An organization can resist change, make minor accommodations, or use a crisis, large or small, as an opportunity for growth and development.

When an organization resists changing, whether from a sense of false security, fear of the unknown, or poor judgment, the organization will either stagnate (which is an early indication of later decline) or face internal conflict over the organization's direction. Such conflict may lead to needed change or, depending on who wins, lead to organizational decline. The response chosen will depend on the goals, values, perceptions and skills of the organization's leadership, particularly its volunteers. The effect of their choices, will be felt by all their "stakeholders," which may reach whole communities or even nations.

Transition—the process of effecting a change in an organization—is a challenging process. It requires accurate information, perceptive judgment, and faith in the outcome if it is to be successful. It also requires time and resources such as funds for materials and equipment, extra volunteer and possibly salaried staff, consultants, etc.

A period of transition begins when the need for change has been identified and some commitment has been made to respond to this need. In most cases, this is a conscious process requiring decisions at many points along the way. However, the transition from organizational health through a period of stagnation, decline and eventual death sometimes appears to be "determinedly unconscious," In such cases the organization probably has made an unspoken decision that it is too uncomfortable or too dangerous to face the truth about itself.

In order to navigate successfully through a transition, an organization must be able to:

a) Continue current operations while planning and instituting needed changes. For small organizations with limited resources this is sometimes a bigger struggle than can be accomplished. The temptation may be either to downplay the need for change or to drop everything in favor of the needed change. In either case, extinction may be the result.

b) Articulate its own purpose and understand how this relates both to the system of which it is a part (its suprasystem) and to the purposes of its own parts. An organization cannot plan for a viable future for itself without understanding the dynamic context in which it operates (values, politics, demographics, etc.). If it is to operate efficiently it also needs a cooperative workforce. Mass media and increased educational levels have raised the expectations of salaried workers at all levels and volunteers also expect satisfactions.

c) Establish and maintain a climate of learning. This implies an allowance for experimentation and failure, a conscious pursuit of fresh perspectives, and an approach to formulating new directions and goals that makes it possible to take all necessary factors into account.

d) Determine and implement an appropriate structure of responsibility and roles both for the transition period and for the post transition state.

It should be remembered that the structure of an organization does indeed influence behavior, and that the behavior of each component of the organization influences the behavior of each other component. Since mature organizations often lose some of their flexibility and effectiveness through excessive hierarchies, it is necessary to evaluate what is and what is not needed for optimal organizational functioning. However, when "flattening" a hierarchical structure, it will also be important to consider new ways in which the organizational culture can reward people for superior performance and tenure other than by moving up the organizational ladder.

One of the key spots where there is crucial need for clarity of roles, responsibilities and power is the relationship between the board of directors, the chief

executive officer and the chief operating officer. In nonprofit organizations, these relationships are often full of unarticulated assumptions and result in lowered organization effectiveness, especially during times of transition.

THE MANAGER IN AN ORGANIZATION IN TRANSITION
Roles and Responsibilities
In their article, "Revitalizing Organizations: the Leadership Role," Tichy and Ulrich assert that the chief responsibilities of a leader are to provide a new vision of what the organization can be and to mobilize the organization to change. This may mean already having a vision based on thorough knowledge of what are the organization's past accomplishments, present strengths/limitations, and potential capacity as well as on understanding the environment in which the organization functions. Or it may mean understanding the importance of having a compelling vision in order for change to occur and being able to create the process for developing such a vision.

Stepping back for a moment from the key roles of visionary and mobilizer, it could be claimed that a primary responsibility of an organizational leader (volunteer or salaried staff) who has identified the need for change, is to persuade the organization of this fact. Depending on the strength and urgency of the factors indicating the need for change, this may be no small feat. Unless there is an immediate crisis at hand, such as seriously reduced earnings or possible bankruptcy, hostile take-over bids, departures of key personnel, or drastic changes in government regulations, organizational inertia may be hard to budge. As mentioned earlier, organizations do not find it easy to face the truth about themselves. To admit the need for change may seem to imply a criticism of previous policies and procedures, which is likely to bring out defensiveness, disclaimers of responsibility or blaming factors beyond the organization's control.

In order to create both the recognition of the need for change and the vision that will motivate and direct people in an organization to go through the change process, the leader must be able effectively

to understand and to interpret to other key players trends and events in the environment in terms of their effect on the trends and events inside the organization.

One of the roles played by management is that of facilitating or mediating the relationship between the organization's various stakeholders. During times of transition, this role may gain in importance because the relationships themselves may be changing as products/programs/services are eliminated, modified or added. The tension experienced because of the uncertainty of the transition period will affect both external and internal stakeholders. Unless this is understood and managed well, conflicts will arise which in turn will complicate the transition process. In times of expansion, stakeholders compete for added opportunities. In times of retrenchment, they compete for access to shrinking resources.

Another management role that takes on added significance during times of transition is that of articulating the organization's beliefs. If the transition is one involving basic or major organizational change, these beliefs may also need to be changed in order for new objectives to be formulated. A health care organization that is changing from a nonprofit status to a profitmaking one might not want to keep pronouncing "we stand ready to serve all people all the time." In transitions involving a shift in top leadership, the new leader must take pains to insure that his/her personal philosophy either is congruent with the organization's belief sysytem or set about making the changes necessary in this belief system to avoid developing an organizational culture weakened by internal contradictions.

Mobilizing the organization for accomplishing needed change will require careful planning including an accurate assessment of the current situation, the development of a vision of the desired new state, and the establishment of processes necessary to create the future. It will also require wise allocation of the resources needed to complete the transition.

Qualities and Needs of Transition Managers
Clearly one cannot be an effective man-

ager of organizational transitions without good management skills. There does seem, however, to be certain additional qualities that are needed from managers in charge of transitions.

Because transitions are by definition uncertain and insecure, they seem to require leadership that is self confident and flexible, committed yet not totally identified with the organization, able to think holistically as well as to understand the system's interacting parts. Because of the difficulties involved in initiating the change process as well as focusing and fueling it, a certain amount of charisma is a requirement. Having a personal style that is somewhat different from that of the organization may be helpful if the organization's image needs changing. However, a style of operations that is diametrically opposed to the organizational culture and that does not respect the values of the organization is not likely to produce success.

In considering what makes for a good transition manager, it is also wise to consider what such managers need in order to reach their objectives. Topping this list, according to Rosabeth Kantor, is the power to implement changes required during the transition period. Work done by Tavistock researchers indicate the importance of having a clear sense of the scope of one's power. This touches on the point made previously concerning the organizational structure and the need for a clear understanding of the allocation of power between the board and top management as well as between other levels in the organizational hierarchy.

Since organizational transitions are essentially like sailing through uncharted waters, it is important that allowances be made for occasional "detours" and "runnings aground." It takes time and some patience on everyone's part. Facilitating this process is the personal satisfaction that the manager gets from dealing with challenges and the excitement of the change process. There are people who much prefer to manage in times of change. (The chairman of the board of People Express admitted, for example, that he is not very good at managing a stable operation.) For them, the satisfaction lies in *playing* the game rather than in the eventual outcome.

For those leaders who steer an organization through a period of decline and toward possible cessation, it is important to develop a positive definition of their roles in the larger context of the organization's suprasystem or in terms of their own values. Otherwise a personal sense of failure and guilt may spread negative feelings in many directions and prevent the start of new ventures.

In complex organizations, and even in less complex ones, the demands on managers during transition times are often more than what can be met by one person. The concept of team management is gaining in currency in a variety of settings and may be particularly useful during times of organizational transition. The use of a transition team would make it possible to fill the roles necessary to analyze the environmental context in which the organization functions as well as its current strengths and liabilities, to design the desired future state and the processes to get there, to mediate the changing relationships between internal and external stakeholders, and to inspire, motivate and mobilize for the extra effort required.

THE MANAGER/ORGANIZATION FIT IN TIMES OF TRANSITION

In this article I have at times referred to the organizational "leader" rather than always using the term manager. I have done this to distinguish top organizational leadership from managers at other levels. I recognize that leaders are not always managers in the sense that they directly oversee the implementation of the processes necessary to reach organizational goals. The strengths of some leaders are their ability to communicate a vision and to inspire others to mobilize the resources necessary to pursue the vision. Their effectiveness depends on their ability to pick the right people to assume the implementation roles. Also, both leaders and managers can be salaried or volunteer. In organizations that are predominantly composed of volunteers, these roles are often blurred.

While all leaders are not necessarily managers, it appears that transition management at any level requires a hefty

dose of such leadership qualities as the ability to articulate a common vision and to inspire to action. These qualities are particularly needed to give direction and momentum to the transition effort. Without this, transitions may turn into downward spirals that sap organizational resources and destroy morale.

It appears from a review of the literature as well as from my own experience that a certain "fit" is necessary between the needs of an organization and the qualities of a manager. Further, transition periods present specific needs that must be considered in the selection of managers, whether it means bringing in new volunteers/employees or using people who already are with the organization. Factors to be explored include:

a) Personal qualities: ability to live with uncertainty, "can-do" attitude, charisma.

b) Belief in the organization's mission and agreement with the organization's direction (or if the job is to set a new direction, this should be made clear).

c) Congruence of manager's style and values with the organizational culture. (Some strain will be useful to the change process. Too much may render the manager ineffective.)

d) Specific skills needed for specific situations. (It is important that skills and experience do not lock the manager into what currently exists—must have experienced a similar transition or desired future state elsewhere or be a learner.)

e) Consideration of the organization's "stage of life"—is the transition moving toward more formalization or more innovation?

f) Consideration of the volunteer's or employee's "stage of life"—family commitments, need for personal growth or consolidation, long-range career plans.

Occasionally all these factors can be considered and weighed when an organization knowingly enters a transition phase. At other times, it will be in the middle of a transition before realizing that things are not what they used to be or

are getting out of control. When that happens, corrective action needs to be taken. At such times the use of outside consultants can be particularly useful. "Analyzing the mess" (in Ackoff's words) is not easily done by someone who is a part of the system to be examined.

I suspect that small organizations are particularly vulnerable in times of transition because their top management may be filling too many roles. Without the use of outside assistance to assess the organization's needs and the available management resources, a protracted period of confusion, lack of direction and outright conflict may spell doom for the organization.

In the process of assessing management capabilities during a period of organizational transition, it will be wise to consider the scope of skills and qualities needed in order for the organization both to carry on current programs/production *and* to move into new areas. When there is a need both for the entrepreneur and the bureaucrat, a system of team management might be necessary to keep a productive balance. However, the introduction of team management is in itself an innovation. Careful attention to the dynamics of the team will be required, especially if it is a mix of volunteers and salaried staff.

The response to a situation of ill-defined organizational transition manifested through lowered revenues, production problems, or environmental roadblocks will sometimes be to fire a manager or replace a board president. This does, in fact, make sense in many situations. However, if the organization does not engage in some form of self examination in addition to the purge, it may fail to recognize that the problem is deeper than the perceived incompetence of a particular leader. In nonprofit organizations, I have seen conflicting expectations between boards of directors and executive directors concerning roles, responsibilities and the allocation of power lead to terminations which could have been avoided by clarifications.

Termination of a management relationship may be initiated by the leader or by the organization. Recognizing the strains that inevitably are part of transition pro-

cesses, such action should be considered in the following circumstances:

a)Where the fit between the needs of the organization and the needs/qualities of the leader is inadequate.

b) When organizational conflicts over direction, etc., have become embodied in the leader. Removing such a person may allow the organization to move on.

c) When the manager no longer enjoys the trust of either subordinates, superiors or other key personnel. Whether this is "fair" may be irrelevant since perception is all important when it comes to trust.

d) When a new perspective is required in order for the needed change to be defined and/or implemented. A new manager can (must?) challenge old assumptions as well as bring fresh insight on environmental and market trends. (Factors such as age, gender, class and ethnic background play a part here.)

e) When a leader is immobilized or handicapped by the strength of personal ties inside the organization or among outside stakeholders.

CONCLUSION

The degree of fit between an organization and its managers at all levels is a determining factor in the organization's level of success. The higher a manager is in the hierarchy, the more crucial this becomes. It is important to recognize, however, that this fit is not a static one. It changes as internal and external forces create new demands in the life of the organization as well as in the life of the manager. This must be taken into account both in the assessment of individual managers and in the strategic planning process of the organization. It must also be recognized by managers as they plan and evaluate their own careers. Top organizational volunteer leaders will be wise from time to time to consider their own abilities and qualifications to ensure that the leadership qualities needed are available as their organizations change and develop.

Nobody is right for all situations all the time, but some are more right than others.

Volunteerism Citation Index
Covering Articles
Appearing during 1985

Katherine H. Noyes, Citation Editor

The Volunteerism Citation Index (VCI) is published twice a year by THE JOURNAL as a service to our readers. It is intended to be a tool for learning what is being written about volunteerism by those in other professions, and as an on-going guide to current trends affecting volunteerism. VCI also assists those who are conducting research, and adds another dimension to the definition and formalization of our field.

VCI includes citations from both popular and scholarly sources generally available in libraries. Articles are selected because they relate directly to volunteerism and volunteers, *as defined by the subject matter*, not the source. Pamphlets, newsletters, dissertations, unpublished papers and most newspaper articles are excluded because they are too "fleeting" in availability and often difficult to track down in their entirety.

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THE JOURNAL often receives notification of new publications and one just crossed our desk that is especially pertinent to the Volunteerism Citation Index. It is:

Voluntary Associations: An Annotated Bibliography, by Donato J. Pugliese (New York: Garland Publishing, Inc., 1986).

This is a 260-page, hardcover book citing an extensive cross-referenced bibliography of books and articles on the broad topic of "voluntary associations." Categories of special interest to volunteerism are: Individuals and Voluntary Organizations; Leadership; and Membership Participation.

This reference volume costs $42.00 and is available this June from Garland Publishing, Inc., 136 Madison Avenue, New York, NY 10016.

THE JOURNAL OF
VOLUNTEER
ADMINISTRATION

P.O. Box 4584 ● Boulder CO 80306 ● 303 497-0238

GUIDELINES FOR SUBMITTING MANUSCRIPTS

I. CONTENT

A.   THE JOURNAL OF VOLUNTEER ADMINISTRATION provides a forum for the exchange of ideas and the sharing of knowledge about volunteer administration. Articles may address practical concerns in the management of volunteer programs, philosophical issues in volunteerism, and significant applicable research.

B.   Articles may focus on volunteering in *any* type of setting. In fact, THE JOURNAL encourages articles dealing with areas less-visible than the more traditional health, social services, and education settings. Also, manuscripts may cover both formal volunteering and informal volunteering (self-help, community organization, etc.). Models of volunteer programming may come from the voluntary sector, government-related agencies, or the business world.

C.   Please note that this JOURNAL deals with *volunteerism*, not *voluntarism*. This is an important distinction. For clarification, here are some working definitions:

volunteerism: anything related to volunteers or volunteer programs, regardless of setting, funding base, etc. (so includes government-related volunteers)

voluntarism: refers to anything voluntary in our society, including religion; basically refers to *voluntary agencies* (with volunteer boards and private funding)—and voluntary agencies do *not* always utilize volunteers.

Our readership and focus is concerned with anything regarding *volunteers*. A general article about, for example, changes in Federal funding patterns may be of value to executives of *voluntary agencies*, but not to administrators of *volunteer programs* necessarily. If this distinction is still unclear, feel free to inquire further and we will attempt to categorize your manuscript subject for you.

D.   THE JOURNAL is seeking articles with a "timeless" quality. Press releases or articles simply describing a new program are not sufficient. We want to go beyond "show and tell" to deal with substantive questions such as:

—why was the program initiated in the first place? what obstacles had to be overcome?

—what advice would the author give to others attempting a similar program?

—what might the author do differently if given a second chance?

—what might need adaptation if the program were duplicated elsewhere?

Articles must be conscious demonstrations of an issue or a principle.

II. PROCEDURE

A.   The author must send three (3) copies of the manuscript to:

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B.   Manuscripts may be submitted at any time during the year, but the following are the deadlines for consideration for publication in each issue:

for the *October* issue: manuscripts are due on the 15th of July.

for the *January* issue: manuscripts are due on the 15th of October.

for the *April* issue: manuscripts are due on the 15th of January.

for the *July* issue: manuscripts are due on the 15th of April.

C.   With the three copies of the manuscript, authors must send the following:
1. a one-paragraph biography, highlighting the author's background in volunteerism;
2. a cover letter authorizing THE JOURNAL OF VOLUNTEER ADMINISTRATION to publish the submitted article, if found acceptable;
3. mailing address(es) and telephone number(s) for each author credited.

D.   Articles will be reviewed by a panel of Reviewing Editors. The author's name will be removed prior to this review to assure full impartiality. The review process takes six weeks to three months.

　1. Authors will be notified in advance of publication of acceptance of their articles. THE JOURNAL retains the right to edit all manuscripts for basic writing and consistency control. Any need for extensive editing will be discussed with the author in advance. Published ms. will not be returned.

　2. Unpublished manuscripts will be returned to the authors with comments and criticism.

　3. If a manuscript is returned with suggestions for revisions and the author subsequently rewrites the article, the second submission will be re-entered into the regular review process as a new article.

E.   Authors of published articles will receive two complimentary copies of the issue of THE JOURNAL carrying their article.

F.   Copyright for all published articles is retained by the Association for Volunteer Administration.

III. STYLE

A.   Manuscripts should be *ten to thirty pages* in length, with some exceptions.

B.   Manuscripts should be typed, double-spaced on 8½″ x 11″ paper.

C.   Manuscripts should be submitted with a title page containing title and author and *which can be removed* for the "blind" review process. Author's name should not appear on the text pages, but the article title may be repeated (or a key word used) at the top of each text page.

D.   Footnotes should appear at the end of the manuscripts, followed by references listed alphabetically (please append an accurate, complete bibliography in proper form).

E.   Authors are advised to use non-sexist language. Pluralize or use he/she.

F.   Contractions should not be used unless in a quotation.

G.   First person articles are acceptable, especially if the content of the article draws heavily upon the experiences of the author. This is a matter of personal choice for each author, but the style should be consistent throughout the article.

H.   Authors are encouraged to use interior headings to aid the reader in keeping up with a lengthy article. This means breaking up the text at logical intervals with introductory "titles." Refer to issues of THE JOURNAL for sample headings.

I.   Illustrations (photographs, artwork) will only be used in rare instances in which the illustrations are integral to the content of the article. Generally such artwork will not be accepted.

J.   Figures and charts should be submitted only when absolutely necessary to the text of the manuscript. Because of the difficulty we have in typesetting figures and charts, authors are requested to submit such pieces in *camera-ready* form. Figures and charts will generally be placed at the end of an article.

THE JOURNAL OF VOLUNTEER ADMINISTRATION welcomes your interest in our publication. We are ready and willing to work collaboratively with authors to produce the best possible article. Please feel free to submit outlines or first drafts to receive initial response from us. If your work is not accepted on the first try, we encourage you to rewrite your manuscript and resubmit.
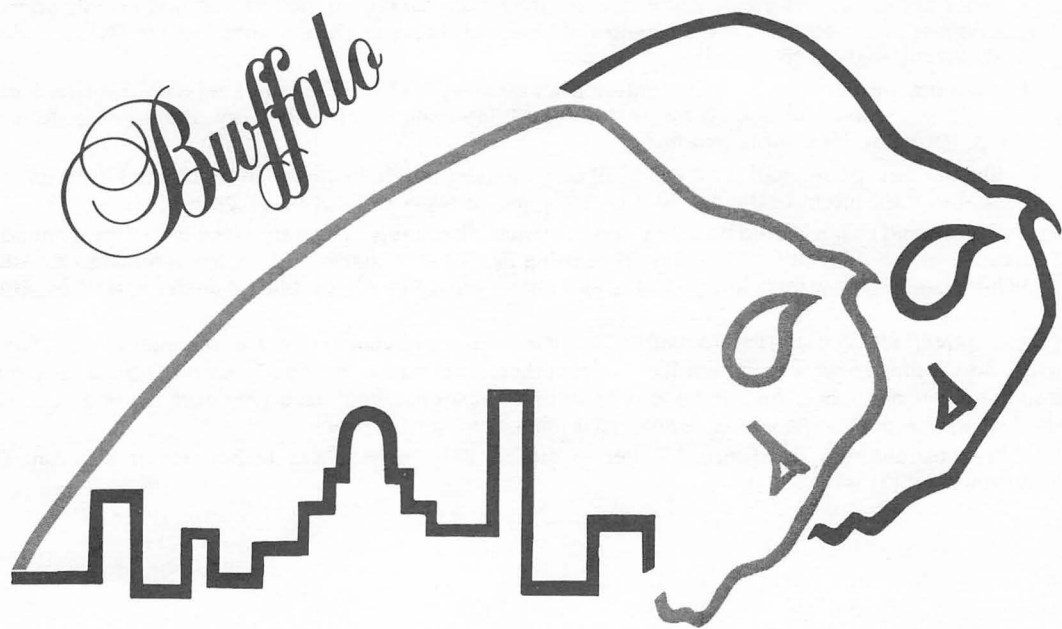
Further questions may be directed either to our administrative offices in Boulder or to Susan Ellis, Editor-in-Chief (215-438-8342).

AVA
THE 1986 NATIONAL CONFERENCE ON VOLUNTEERISM

SILVER REFLECTIONS · GOLDEN VISIONS
OCTOBER 19-22, 1986

Buffalo

Sponsored by The Association for Volunteer Administration

AVA

Gretchen E. Stringer, Chair
Maureen W. Saab, Co-Chair
Peter von Berg, Assoc Chair

Dear Friends:

Come, come, come to Buffalo. We're all getting ready to host
the most exciting NCV yet.

The scope of subjects to be presented and the hospitality to be
offered will encompass the positive and forward looking tenets
of Volunteer Administration.

We have planned an array of workshops designed to expand your
skills in the areas of advocacy, creative problem solving, in-
formation and communication, management and the psychology of
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tivation, recognition, leadership and personal development will
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We are pleased to be able to offer you Keynote Speakers and Key
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giants in our field will inspire you, encourage you and provide
you with creative impetus for action.

The meetings will be set in comfortable surroundings. You will
be able to choose from a number of planned excursions both before
and after the Conference. Other activities have been planned
during the Conference to provide the fun and relaxation necessary
to balance the intense learning situation which has been created.

Buffalo has a remarkably strong involvement in Volunteerism.
This reflects the caring hearts and concerned minds of the
citizenry of our community.

Peter, Maureen and I and the Conference Cabinet look forward to
welcoming you and sharing the delights of Buffalo with us.

Cordially,

Gretchen E. Stringer, C.V.A.

AVA

GENERAL CONFERENCE SCHEDULE

PRECONFERENCE:

Friday **OCTOBER 17**	8:30 a.m. - 10:00 p.m.	AVA Board Meeting

Saturday **OCTOBER 18**	8:30 a.m. - 10:00 p.m. 11:00 a.m. - 10:00 p.m. 2:00 p.m. - 8:00 p.m.	AVA Board Meeting Tours/Special Events Registration

CONFERENCE:

Sunday **OCTOBER 19**	7:00 a.m. - 7:00 p.m. 8:30 a.m. - 3:30 p.m. 9:00 a.m. - 6:00 p.m. 9:30 a.m. - 3:30 p.m. 1:30 p.m. - 3:00 p.m. 4:30 p.m. - 6:00 p.m. 6:00 p.m. - 6:30 p.m. 6:30 p.m. - 7:00 p.m. 7:00 p.m. - 9:00 p.m. 9:00 p.m.	Registration Region Chair Training Silent Auction Room open Tours/Special Events Affiliate Welcome Regional Meetings Welcome Reception/Cash Bar Opening Ceremonies OPENING DINNER: "EXPLORING THE CHALLENGE," Michael Annison PRESIDENT'S RECEPTION - All Participants Invited

Monday **OCTOBER 20**	7:00 a.m. - 7:00 p.m. 6:30 a.m. - 7:00 a.m. 7:00 a.m. - 8:00 a.m. 8:00 a.m. - 6:00 p.m. 8:30 a.m. - 11:45 a.m. 12:00 p.m. - 1:30 p.m. 1:45 p.m. - 4:45 p.m. 5:00 p.m. - 7:00 p.m. 7:30 p.m. - 9:00 p.m. 9:30 p.m.	Registration Aerobic Workout BREAKFAST WITH AVA Silent Auction Room open Workshops LUNCH WITH MARLENE WILSON: "LINKING SILVER TO GOLD" Workshops RECEPTION AT SHEA'S BUFFALO THEATER, A National Historic Landmark, Featuring Beef on Weck and Buffalo's "Wings n' Things" DESSERT WITH SID PARNES: "IGNITING THE CHANGE" Silent Auction Finale

Tuesday **OCTOBER 21**	7:00 a.m. - 7:00 p.m. 6:30 a.m. - 7:00 a.m. 8:30 a.m. - 11:45 a.m. 12:00 p.m. - 3:00 p.m. 3:30 p.m.	Registration Aerobic Workout Workshops AVA/AWARDS/LUNCHEON and AVA ANNUAL MEETING: MIRIAM KARLINS. "SILVER REFLECTIONS" Special Events

Wednesday
OCTOBER 22

7:00 a.m. - 12:00 p.m.	Registration
6:30 a.m. - 7:00 a.m.	Aerobic Workout
8:00 a.m. - 12:00 p.m.	Certification Workshop
8:30 a.m. - 11:30 a.m.	Workshops
12:15 p.m. - 2:30 p.m.	CLOSING LUNCHEON: LORET RUPPE, "GOLDEN VISIONS..."
3:00 p.m. - 10:00 p.m.	AVA Board Meeting

SPECIAL EVENTS AND TOURS

Letchworth State Park Tour – Visit the "Grand Canyon of the East," marvel at the spectacular waterfalls, and the scenic splendor of autumn in the park. The rustic Glen Iris Inn will provide a cozy atmosphere where you can enjoy a light lunch or dinner. Bring cameras and binoculars.

> Tour and Dinner – $21.00
> *Saturday 3:00 – 9:30 p.m.*
> Tour and Lunch – $17.00
> *Sunday 9:30 a.m. – 3:30 p.m.*

Woodbury Winery Tour – Enjoy a trip to Dunkirk, New York and a tour of the Woodbury Winery, with samples of course. Afterwards, shop for handmade quilts in an Amish gift shop, or get a head start on the holidays at the Christmas Store.

> Includes box lunch – $15.00
> *Saturday 11:30 a.m. – 5:30 p.m.*
> *Sunday 9:30 a.m. – 3:30 p.m.*

Niagara Falls Tour – The Maid of the Mist boat tour will pass in front of the American and Bridal Veil Falls and enter into the Horseshoe Basin. After a Dutch Treat dinner, and a quick tour through the Rainbow Mall and Wintergarden, we are off to the Canadian side for a different view of the Falls and a ride up to the Skylon Tower, rising over 600 feet above the Falls for a breathtaking view of our 8th wonder of the world.

> Tour Fee – $18.00
> *Sunday 9:30 a.m. – 3:30 p.m.*
> Dutch Treat Lunch/Dinner
> *Tuesday 5:00 p.m. – 10:00 p.m.*

Niagara Falls Shopping Tour (Factory Outlet and Rainbow Malls) – Guaranteed to appease the hardiest shopper. The Factory Outlet Mall has 75 shops and is growing. If you still have the urge and money it's off to the Rainbow Mall for shopping and dinner. Diners have a wide variety of ethnic foods to choose from.

> Tour Fee – $8.00
> *Tuesday 5:30 – 9:00 p.m.*
> Dutch Treat Dinner

WALKING TOURS/BUS TOUR
Downtown – Designed to reacquaint people with Buffalo's past treasures and introduce them to the excitement of downtown's newest additions.

Allentown – The Allentown Area is one of the few neighborhoods that comes to us from the past nearly intact. F. Scott Fitzgerald and Catherine Cornell once resided in this area.

> Walking Tour – $2.00   Bus Tour – $10.00
> *Saturday 2:00-4:00 p.m.*   *Monday 5:00-7:00 p.m.*
> *Sunday 1:00-2:30 p.m.*   *Tuesday 3:30 p.m. (Bus Tour)*

A visit to Shea's Buffalo Theater – Nationally celebrated theater known for its magnificent interior design.

> "Buffalo Wings and Things Reception" – $5.00
> *Monday Evening 5 p.m. – 7 p.m.*   Cash Bar

Theater Night. Your choice of a musical "Pippin" with Ben Vereen or serious drama, Arthur Miller's "View from the Bridge".

> Pippin or View from the Bridge – $20.00
> *Tuesday Evening*

Breakfast with AVA:
A unique opportunity for conference participants to hear leaders in the field discussing the value of their AVA membership. AVA members and non-members alike are invited to join Christine Franklin, Marlene Wilson, Ivan Scheier, and Susan Ellis for a continental breakfast and panel discussion.

> $5.00
> *Monday, 7:00-8:00 a.m.*

Silent Auction:
Plan to participate by bringing items, both new and used, for the auction. Do remember, donations are tax-deductible. Join in the silent auction activities and do some early holiday shopping.

> *Monday, 9:30 p.m.*

Albright-Knox Art Gallery Tour and Reception – Visit the fabulous Albright-Knox Art Gallery and the world famous collection of modern art.

> Tour Fee – $10.00
> *Tuesday 5:00-7:00 p.m.*
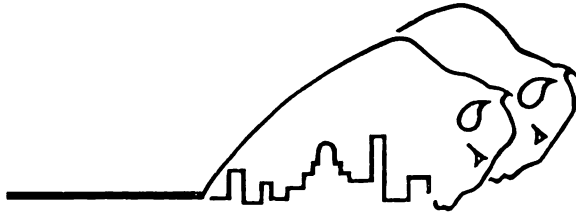
TRAVEL PLANS

AMERICAN AIRLINES
MEETING SERVICES 1-800-433-1790
Request STAR FILE 091204

Or

ACTION PLAN TRAVEL
1-800-828-5808
(tone) 2772
Request STAR FILE AVA86NCV

Or write:
ACTION PLAN TRAVEL
OF BUFFALO INC.
237 Main St., Suite 630
Buffalo, New York 14203
Attn: AVA 86 NCV
716-856-1290

Just a reminder: Residents of the United States are required to carry and could be requested to produce proof of citizenship in order to cross the Canadian American border. Acceptable proofs of identification are either a birth certificate, voter registration card, social security card, passport, or alien registration card.

SPECIAL CONFERENCE FEATURES:

An Affiliate Room, Hospitality Room and sign up for "Strategy Exchange". All will be available throughout the conference. Attendees will receive information with conference information.

AVA   **REGISTRATION FORM**

Please Print

COMPLETE THIS FORM, FRONT AND BACK

Return to:
AVA
P.O. Box 4584
Boulder, CO 80306

For Additional Information:
NCV 86
786 Delaware Ave.
Buffalo, NY 14209
1-800-828-5808 (tone) 2772, request Starfile AVA 86 NCV

Name _____ Title _____

Organization _____

Address _____

City _____ State _____ Zip _____

Office phone (_____) _____ Emergency phone (_____) _____

AVA member? ☐ Yes ☐ No   AVA certification? ☐ CVA ☐ CAVS

Is this your first conference? ☐ Yes ☐ No

How are you coming to Buffalo: Plane ☐ Train ☐ Car ☐

Special assistance needs. Please specify: _____

CONFERENCE REGISTRATION FEES:
Full conference registration fees include workshops, Keynote dinner on Sunday with Michael Annison, Monday luncheon with Marlene Wilson, evening dessert and coffee with Sid Parnes, Tuesday luncheon with Miriam Karlins, founding president of AVA and Wednesday luncheon with Loret Ruppe.

CANCELLATION/REFUND POLICY:
Refunds of advance registration less a $50 handling charge will be made only upon **written** request to AVA, P.O. Box 4584, Boulder, CO 80306. All requests must be postmarked by 9/15/86. **Absolutely no refunds after this date.** AVA reserves the right to change speakers or modify program content.

THIS CONFERENCE WILL BE LIMITED TO 1200 PARTICIPANTS. BE AN EARLY BIRD.

CONFERENCE FEES:

	Early Bird by 8/15/86	Postmarked by 9/15/86	Postmarked after 9/15/86	Amount
AVA	$140.00	$190.00	$210.00	
AVA Affiliate member	$155.00	$205.00	$225.00	
Affiliate name				
Non AVA member	$170.00	$220.00	$240.00	

ONE DAY CONFERENCE FEES:
(includes work-shops and lunch)

*includes dessert and coffee with Sid Parnes

	AVA	AVA Affiliate	Non-AVA member	Amount
Monday, Oct. 20, 1986*	$75.00	$80.00	$85.00	
Tuesday, Oct. 21, 1986	$75.00	$80.00	$85.00	
Wednesday, Oct. 22, 1986	$75.00	$80.00	$85.00	

AVA Certification: workshop $35   _____

certification packet $25   _____

Special Event Fees:	No. Tickets x Price	Total
Walking Tours	x $ 2.00	
Bus Tour of Buffalo	x $10.00	
Niagara Falls Tour*	x $18.00	
Factory Outlet Shopping	x $ 8.00	
Theater Night ☐ Shea's Buffalo ☐ Studio Arena Theatre	x $20.00	
Letchworth Tour	x $21.00	
	x $17.00	
Woodbury Tour	x $15.00	

*Please indicate day   Sunday ☐   Tuesday ☐

	No. Tickets x Price	Total
Monday Breakfast with AVA	x $ 5.00	
Shea's Buffalo Reception	x $ 5.00	
Art Gallery Tour	x $10.00	
Additional Tickets for Non-Registrants Events:		
Luncheon: Monday	x $10.00	
Tuesday	x $10.00	
Wednesday	x $10.00	
Coffee & Dessert, Sid Parnes	· x $ 7.00	

SUB TOTAL ☐

CERTIFICATION ☐

TOTAL _____

Payment or Voucher enclosed: (Sorry, deferred billing is not available.)
☐ Check enclosed payable to Association for Volunteer Administration, U.S. dollars only
☐ Voucher enclosed
☐ Charge to ☐ MC ☐ VISA #_____
   Expiration date_____ Signature _____

WORKSHOP REGISTRATION: Indicate Workshop Preference by 1st, 2nd and 3rd Choices.

			1st	2nd	3rd
MONDAY OCTOBER 20	AM	8:30-10:00			
		10:15-11:45			
		or	or	or	or
		8:30-10:30			
		or	or	or	or
		8:30-11:30			
	PM	1:30- 3:00			
		or	or	or	or
		1:30- 3:30			
		or	or	or	or
		1:30- 4:30			
TUESDAY OCTOBER 21	AM	8:30-10:00			
		10:15-11:45			
		or	or	or	or
		8:30-10:30			
		or	or	or	or
		8:30-11:30			
WEDNESDAY OCTOBER 22	AM	8:00-12:00			
		or	or	or	or
		8:30-10:00			
		or	or	or	or
		8:30-10:30			
		or	or	or	or
		8:30-11:30			

Conference confirmations will be mailed to individuals registered by 10/1/86. Participants registering after 10/1/86 may pick up confirmation information at the registration desk in Buffalo.

REGISTRATION FOR NCV '86 IS LIMITED TO 1200 PARTICIPANTS.
CONFERENCE REGISTRATIONS RECEIVED AFTER THE LIMIT OF 1200 HAS BEEN REACHED WILL BE RETURNED IMMEDIATELY.

The following events are included in your conference fee. To assist us with determining accurate meal counts, please check the meals you plan to attend. Thank you for your assistance.

Sunday Dinner ☐   Monday Luncheon ☐   Monday Evening Dessert ☐   Tuesday Luncheon ☐   Wednesday Luncheon ☐

AVA 1986 NATIONAL CONFERENCE ON VOLUNTEERISM
ASSOCIATION FOR VOLUNTEER ADMINISTRATION
BUFFALO, NEW YORK – OCTOBER 19-22, 1986

**Mail this form to: Buffalo Area Chamber of Commerce, Convention & Tourism Division
107 Delaware Avenue, Buffalo, New York 14202**

The assignment of room space at each hotel will be on a "first come, first served" basis. It is important that you list at least three (3) choices of facilities below, so if the hotel you have selected as a first choice is filled, the second choice will be contacted, etc. Reservations should be received by the Buffalo Area Chamber of Commerce NO LATER THAN SEPTEMBER 16, 1986. Reservations will be held only until 6:00 p.m. unless a guaranteed arrival is indicated below. Confirmations will be mailed directly from the hotel or motel.

HOTEL RATES:	SINGLE	DOUBLE	TRIPLE	QUAD
Headquarters – Hyatt Regency	$66.00	$76.00	$86.00	$96.00
Buffalo Hilton Hotel	56.00	68.00	78.00	88.00
Best Western Hotel	38.00	42.00	47.00	52.00

(3% room tax and 8% sales tax will be added to all hotel/motel bills)

Name _____ Arrival Date _____ Time _____

Organization _____ Depart. Date _____ Time _____

Address _____

City _____ State _____ Zip _____

Phone number _(_____)_____ Ext. _____

Guaranteed Late Arrival? ☐ Yes ☐ No   Type of Charge Card_____

Card Number ☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐   Expiration Date _____

Check type of   Hotel Preference (list three)
room needed: Free Shuttle Service between Hotels and Convention Headquarters.

☐ Single (one person)   1. _____

☐ Double (2 persons/1 bed)   2. _____

☐ Twin (2 persons/2 double beds) 3. _____

☐ Triple (3 persons/2 beds)   ☐ Check here if roll-away bed is needed!   ☐ Check here if you need a roommate!

☐ Quad (4 persons/2 beds)   ☐ Smoking   ☐ Non-Smoking

List all occupants sharing your room: _____

Signature: _____

FOR YOUR CONVENIENCE YOU CAN MAKE AIRLINE RESERVATIONS, ROOM RESERVATIONS, OR CONFIRM HOTEL RESERVATIONS FOR THE AVA 1986 NCV BY DIALING THIS TOLL FREE NUMBER 1-800-828-5808 (TONE) 2772 – ASK FOR STAR FILE AVA 86 NCV

Non-profit agency participants should bring a duplicate of the agency tax-exempt certificate to present to the hotel when registering.

Please keep a copy for your records.

JOIN

AVA

Association for

Volunteer

Administration

ANSWERS

- UPDATE—a monthly newsletter
- THE JOURNAL OF VOLUNTEER ADMINISTRATION—a quarterly professional journal
- VOLUNTARY ACTION LEADERSHIP—a quarterly magazine
- NATIONAL ISSUES UPDATE—a quarterly letter

VARIED GROWTH OPPORTUNITES

- through PARTICIPATION in local and regional cluster groups
- through INTERACTION with other AVA members who are leaders in the field of volunteer administration
- through CONTACT with noted authors, philosophers, trainers, educators, researchers, consultants, volunteer administrators

ACCESS TO PROFESSIONAL DEVELOPMENT RESOURCES

- Annual National Conference on Volunteerism
- Regional Conferences
- Performance-based AVA Certification Program
- AVA Membership Resource Directory

Membership Application

Name _____

Title _____

Organization _____

Address _____

_____

Telephone: Work_____Home _____

SS# _____
     (For I.D. purposes only)

_____ **Check** enclosed payable to Association of Volunteer Administration (only checks payable through U.S. bank accepted)

_____ **Charge** to my VISA/MASTERCHARGE Card:

VISA Card #_____

MC Card #_____

Interbank #_____

Expiration Date _____

Signature _____

MEMBERSHIP CATEGORIES:

_____ **Active**—Dues $60 Annually
For persons actively involved in the field of volunteer administration, consultants, educators and researchers.

_____ **Associate**—Dues $40 Annually
For retired volunteer administrators and others interested - but not active - in the field of volunteer administration.

_____ **Student**—Dues $30 Annually
For persons preparing for a career in volunteer administration.

_____ I also want to make a **Tax Deductible Contribution** to AVA in the amount of $_____

Complete and Return To:

The Association for Volunteer Administration
P.O. Box 4584
Boulder, Colorado 80306

Telephone: (303) 497-0238

Membership is not transferable.

Subscription Form

☐ I would like to join the Association for Volunteer Administration and receive **The Journal** as a benefit of membership. Please send me more information.

★ I would like to subscribe to **The Journal of Volunteer Administration** for one year (four issues) at $20.

★ I would like to subcribe to **The Journal of Volunteer Administration** for three years (twelve issues) at $50.

Name _____

Title _____

Organization _____

Address _____

_____**Zip**_____

☐**Check or money order** (payable in $US) enclosed, made out to: Association for Volunteer Administration. Please note: subscribers outside the United States must add $3.00 per year for additional postage and handlings costs.

☐ **Charge** to my ☐ VISA ☐ MasterCard

Card No._____

Expiration Date_____

Signature_____

Complete and return to: Association for Volunteer Administration
P.O. Box 4584, Boulder, CO 80306   303 497-0238

THE JOURNAL OF VOLUNTEER ADMINISTRATION

ASSOCIATION FOR VOLUNTEER ADMINISTRATION

"SILVER REFLECTIONS . . . GOLDEN VISIONS"
1986 National Conference on Volunteerism
October 19-22, 1986
Buffalo, New York

Conference registration brochures have been mailed and
early-bird registration has been **extended** to August 15, 1986!

Join your colleagues in Buffalo!

1986 Conference registration information is included
in this issue of The Journal.