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DIANE S. ROUPE

TYPES OF VOLUNTEERS AND VOLUNTARISM

David Horton Smith

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Voluntarism represents a category of human activity that is so varied it defies adequate description. The situation is not much better when we try to classify into broad categories various related types of voluntary activity. Yet we can only hope to deal rationally with this great variety of activities if we can devise some shorthand ways of referring to major sub-types of volunteers and voluntarism. This paper attempts to sketch briefly one possible classification scheme.

The types of volunteers and voluntarism presented here do not comprise the *only* possible classification scheme by any means.¹ These types simply represent an attempt to classify volunteer activities largely in terms of broad types of goals involved (both individual and social). Any value the scheme may have is likely to be due to the fact that it is not only simple and comprehensive but is very close to common sense empirical categories that are in current use.

We shall emphasize here the various types of *volunteers* indicated by our scheme, although we could as well apply the typology to the *voluntary organizations or groups* involved.² By volunteers we mean individuals who are engaging in an activity for primarily non-remunerative, non-coercive reasons (though partial, subsistence remuneration or reimbursement for out-of-pocket expenses may be involved). The focus is on other (often idealistic) goals and various kinds of psychic benefits and rewards, not mainly direct payment or the threat of sanctions.³

1. *Service Volunteers* are volunteers who are attempting to help others directly (or, in some cases, themselves) in the realms of health, welfare, housing, education, rehabilitation, religion, etc. This is the traditional "people helping people" area of voluntarism that most people think of when they hear the word "volunteer." There are several major subtypes of Service Volunteers that need to be spelled out, according to the organizational context in which they are contributing their services.

(a) *Institutional program linked volunteers:* This kind of Service Volunteer is serving in a volunteer program that is linked to a larger institution — a church, prison, school, hospital, welfare agency, corporation, government agency, etc. The large majority of these volunteers are white, middle class women in the 30 to 60 age range who work a few hours a week at their role. However, some volunteer programs of the present kind have been successful in involving youth (as in student volunteer programs), the aged (as in the U.S. government's Foster Grandparents Program), and men (as in the court volunteer programs and environmental cleanup campaigns). Nevertheless, relatively few lower income or deprived minority group individuals are involved in this form of volunteering.

(b) *Autonomous Service group volunteers:* This kind of Service Volunteer is a member of, or affiliated with, an autonomous voluntary association with direct service goals of some kind — the Red Cross, a voluntary recycling center, Call for Action, etc. The member composition of these kinds of groups is similar to that of the previous category. Emphasis again is on helping others directly in various ways, but without direct service group linkage to and control by some existing institution.

(c) *Self-help group volunteers:* This special kind of Service Volunteer is becoming increasingly important in our society and elsewhere in the world (especially developing countries). Many people — especially people who are poor, discriminated against, ill, disabled, etc. — are beginning to rebel against the traditional "charity approach" implicit or explicit in the two foregoing types of service voluntarism. As a result, there have arisen increasing numbers of volunteer self-help groups, often following the lead of the well-established Alcoholics Anonymous. For instance, there are now self-help volunteer groups for drug addicts (or ex-addicts), ex-convicts, ex-mental patients, welfare recipients, divorced or widowed parents, ethnic minority groups, overweight people, the handicapped, diabetics, etc. The members of such groups are generally quite different from the usual Service Volunteer, as well as differing markedly among various types of self-help groups themselves. These self-help group volunteers are usually representative of a *problem* population, but problems can strike anyone and cut across the many usual social categories (all ages, both sexes, all socioeconomic groups, etc.).

2. *Public Issue/Advocacy Volunteers* stand in marked contrast to most kinds of Service Volunteers. When Service Volunteers tend to focus on the problems of the people as symptoms and to try to alleviate these problems directly for specific individuals, Public Issue/Advocacy Volunteers focus more on the social, economic, and political roots of problems for large groups of people. As such, these volunteers and groups are the principal innovators and change initiators in society as a whole. In some cases they are neutral with regard to an issue and are merely trying to raise the issue for wider public concern. More frequently, they are deeply committed to one side or the other of an issue, and eager either to bring about or resist social, economic, and political change with regard to the issue. Some major subtypes include the following:

(a) *Public information volunteers*: This kind of Issue Volunteer is relatively neutral about an issue or issues, being primarily interested in raising the level of public information and public concern regarding some issue(s) — war, population, the political system and political candidates, the environment, consumer problems, civil rights, etc. Because of the relatively *neutral* stance taken, members of this kind of volunteer organization tend to be more highly educated, white middle class women in the middle years of life (30-55). The League of Women Voters is a good example.

(b) *Political campaign workers*: This kind of Issue Volunteer tends to work for a particular candidate, party, or issue being put to a public vote. More than other types of Issue/Advocacy Volunteers, political campaign workers play a highly cyclical volunteer role. They are extremely active every 2 or 4 years for a few months, and then largely inactive in this kind of role the rest of the time (although they may be engaging in other forms of volunteer activity in these long intervals between intensive political activity). Political campaign workers tend to run the gamut of age, ethnicity, sex and geographic distribution. They also represent a fairly broad socioeconomic status range, yet more educated and higher status individuals tend to have *proportionately* greater participation. Naturally, they are highly involved with their issue, party or candidate when they are active.

(c) *Public issue volunteers*: This kind of Issue Volunteer is highly committed to *one* side or viewpoint on some

public issue or problem. He or she is an activist about the issue on a relatively continuing basis — not just periodically at election times. A wide range of issues can be the focus of public issue volunteers. Some voluntary organizations, like Common Cause, focus on several different kinds of public issues at once, while others, like Zero Population Growth, focus more narrowly on a single kind of issue or problem. The public issue volunteer tends in general to be younger, more educated, and to have fewer “vested interests” than Service Volunteers or even the foregoing two kinds of Issue/Advocacy Volunteers. Still, public issue volunteers are mainly white, middle class in composition, with substantial participation by both men and women.

(d) *Rights advocacy volunteers*: This is the most radically change-oriented form of voluntarism, by and large. The volunteers of this type are not only deeply committed to socio-political changes, but usually have a personal interest in the matter as it affects them. These rights advocacy volunteers are generally quite different in background from the average Issue Volunteer of the other three types noted above. Instead of being white, middle-class volunteers, with a preponderance of women, the present type of volunteer is usually a minority group member, often poor, and may be male or female, depending on the group. Black power, the Chicano movement, the welfare rights movement, women’s liberation and similar “liberation” groups are examples.

3. *Consummatory/Self-Expressive Volunteers* constitute a third major class of volunteers. Unlike the previous two broad categories, this category of volunteer does not generally appeal to altruistic motivation or ideology. Consummatory/Self-Expressive Voluntarism is usually an end in itself, rather than an attempt to do something for or to others or the society. This is the area of voluntarism that emphasizes fun, fellowship, enjoyment, and entertainment, rather than the more “serious” social and human problems that are the focus of the two prior broad categories of volunteers. Major subtypes here include the following:

(a) *Cultural/esthetics volunteers*: This kind of Consummatory Volunteer is concerned primarily with music, art, dance, theatre, discussion, learning, and other “cultural/esthetic” topics (eg., Little Theatre groups, Square Dance Clubs, Great Books Discussion Groups, Adult Education Groups, etc.). Because of the subject matter involved, cul-

tural/esthetic volunteers tend primarily to be more educated higher socioeconomic status individuals, with a higher proportion of women than men.

(b) *Social Club Members*: This kind of volunteer is primarily concerned with enjoying the fellowship of similar persons, often in the context of other informal social activities such as eating, drinking, chatting, rituals, etc. Social Club Members include volunteer participants in Country Clubs, men's clubs, women's clubs, high school social clubs, fraternities and sororities, veterans' groups, ethnic clubs, etc. Although the *members of a given social club* are likely to be quite homogeneous in background, *social club members in general* (across all groups) tend to come from all walks of life and all backgrounds. As with the other kinds of voluntarism, however, social club members are proportionately more prevalent in the middle and especially the upper class.

(c) *Recreational Club Members*: This kind of volunteer role is primarily oriented toward some enjoyable physical recreational activity, performed as a part of a club or voluntary association. Examples of this kind of voluntarism include Little Leagues, Bowling Teams and Leagues, Raquet Clubs, Power Boat Clubs, Skating Clubs, etc. The typical volunteer is an average U.S. citizen, since there are recreational clubs that appeal to both sexes, all ages, all socioeconomic levels, all ethnic backgrounds, etc. The main kinds of people who do not tend to participate proportionately as much in this kind of volunteer role are the aged, the infirm, and the physically handicapped.

(d) *Hobby and Games Club Members*: This kind of volunteer activity, though similar to the preceding category, places less emphasis on physical recreation/outdoor activities, and more emphasis on enjoyment of indoor games and hobby activities in an organized club context. Primary examples include Chess Clubs, Bridge Clubs, Gardening Clubs, Dog Breeding Clubs, Numismatic Clubs, Philatelic Clubs, etc. The members of such voluntary organizations are primarily middle class or higher in socioeconomic status, although they include both sexes, all ages, all geographic areas, etc.

4. *Occupational/Economic Self-Interest Volunteers* comprise a large segment of voluntarism that is also, like the

preceding category, self-oriented rather than other-oriented (altruistic). However, instead of seeking primarily enjoyment, the present category of volunteers are primarily seeking to protect and enhance their occupational and/or economic interests. In historical terms, such groups have perhaps the most ancient roots of all areas of voluntarism, tracing their origins to guilds and "collegia" of thousands of years ago. Some major modern day subtypes are the following:

(a) *Professional Association Members:* This kind of volunteer is usually dedicated to maintaining the standards of his profession while at the same time advancing the state of skill, knowledge and practice in his field. Typical examples are the American Medical Association, the Association of Voluntary Action Scholars, the American Psychological Association, the American Association for the Advancement of Science, etc. Not surprisingly, the typical active member of a professional association tends to be an upper middle or upper socioeconomic status male with a very high level of education. With the increasing entry of women into the professions, more and more professional associations previously dominated by men are coming to have increasing membership, participation and leadership from women. Low income, poorly educated, and minority group persons tend to be relatively infrequent in this form of voluntarism (largely based upon occupational discrimination), although the bias against minority groups is changing gradually.

(b) *Businessmen's and Civic Association Members:* This kind of volunteer is dedicated primarily to the enhancement of his business or commercial interests, although a local businessmen's club still often engages in civic service activities as well as economic interest activities. Local Chambers of Commerce, Jaycees, national trade associations, associations of business executives of various kinds, and even clubs like Rotary, Kiwanis, etc., may be given as examples of the present form of voluntarism. The typical member is a male small businessman, "retail" professional, or business executive (from a bank, industrial plant, etc.) hence favoring lower middle to upper socioeconomic status males, usually not of minority group background.

(c) *Labor Union Members:* This kind of volunteer may at times be only a quasi-volunteer, if membership and certain minimal participation in a given union are legally man-

datory. However, for many kinds of activities (business meetings, parties, discussion sessions), union members can participate or not as they choose. In these situations union members are volunteers, as in the general case of "open shop" unionism. The typical union member is male (though female union membership rates are increasing), of modest education, and of working class socioeconomic status. Most skilled craft unions have very few, if any, minority group members. Industrial unions, however, tend to include a larger (if still disproportionately small) representation of minority group members and leaders.

5. *Fund Raising Volunteers* comprise a final important type of volunteer. They are distinguished from other volunteers by being largely involved in the task or process of raising money, but relatively uninvolved in more substantive activities focused around the various other goals we have considered. There are only two analytical subtypes worth distinguishing here:

(a) *General Fund Raising Volunteers*: This kind of volunteer plays a role in some rather general volunteer fund raising when the funds are collected for a wide variety of goals. Two prime examples here would be the United Fund Drive (or equivalent) and the United Jewish Appeal (or equivalent). Most participants are similar to members of institutional program linked or autonomous service group volunteers.

(b) *Specific Fund Raising Volunteers*: This kind of volunteer is involved in a fund raising effort for a more specific goal or purpose, such as in working with the Easter Seal Society, Heart Fund, UNICEF, March of Dimes, etc. Although most participants are similar to General Fund Raising Volunteers, volunteers for a specific kind of fund raising effort can include males, youth or the aged, lower socioeconomic status persons, etc. — unlike the usual situation for General Fund Raising Volunteers.

CONCLUSION

When a broad view of voluntarism is taken, the major kinds of volunteers that can be identified are much more varied than usually considered under the heading of "volunteer." Some people wedded to an older and more traditional view of voluntarism, will find this broader view to be unsettling. Yet all of the foregoing kinds of volunteers can be clearly

demonstrated to fit into the voluntary, independent, non-governmental, noncommercial sector of society. Hence, a full and complete picture of volunteers and voluntarism in our society cannot ignore all of the facets discussed briefly above.

When people speak of "voluntarism", they often have in mind only one subtype of the typology presented here. They say "voluntarism" but *really mean only* "Service oriented voluntarism", or they really mean only "Issue/Advocacy voluntarism." Although these latter two types of voluntarism are probably the most *crucial* types of voluntarism in terms of unique functions for society, they are not *all* that is worth considering in the realm of voluntarism.

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2. See David Horton Smith, "A Parsimonious Definition of 'Group': Toward Conceptual Clarity and Scientific Utility," *Sociological Inquiry* 37 (Spring 1967): 141-68; also, David Horton Smith, "Organizational Boundaries and Organizational Affiliates," *Sociology and Social Research* (July 1972).
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SALUTATION OF THE DAWN - - - REALITIES **

Stanley Levin

Director, Volunteers in Rehabilitation Project

"Look to this day
For it is the very life of life.
In its brief course lie all the verities and realities of your existence:
The glory of action,
The bliss of growth,
The splendor of beauty,
For yesterday is but a dream and tomorrow is only a vision;
But today well lived makes every yesterday a dream of happiness,
and every tomorrow a vision of hope.
Look well, therefore, to this day."

This poem, sometimes known as "Salutation of the Dawn", has been attributed to the Sanskrit, but scholars believe it to be of more recent origin. However, the origin of the poem is not of particular importance. Rather, it is that someone writing poetically in a context and time unrelated to this conference was able to express the significance of this conference's theme: The Future is Now.

This is a powerful theme, and it is to the credit of your association's leaders that this meaningful concept is projected for consideration and confrontation. This observation does not infer surprise, nor does it imply that this theme represents a new type of role for AAVSC. Your association has concretely demonstrated on many occasions that it has members and leaders who face challenges, confront issues, help shape the trends, and direct action that produces solutions.

Thus, the theme of this conference, and the message of the poem, are entirely natural concepts to this meeting. The future is now, because there will be nothing to follow the present if we don't work to derive the full benefits from current conditions. Tomorrow is today, because the possibility of realizing the potential that is tomorrow depends

**Speech presented by Stan Levin at the Eleventh Annual Meeting of the American Association of Volunteer Services Coordinators, Seattle, Washington, September 10-13, 1971. Mr. Levin is Director of the Volunteers in Rehabilitation Project, Goodwill Industries of America.

upon obtaining the maximum results from the situations we encounter here and now. The glories of the future can spring from the triumphs of the present if we establish high goals, vigorously work to achieve many of our objectives as quickly as possible, regularly evaluate our progress, and use our accomplishments to formulate new goals.

Of course, the verities of current circumstances of volunteer participation are well known to you and your colleagues. You have witnessed the splendor of beauty, but have also been dismayed by the grimness of ugly conditions. You have enjoyed the bliss of growth, but have despaired at the agony of regression. You have experienced the glory of action, but have also encountered the shame of inaction. As some of the pioneers in the career of volunteer administration, you possess a distinguished record of effort and achievement. In certain respects, for some of you, what was once considered the future is *already now*.

Your experience and those of a few other organizations in fields of health and welfare have been somewhat unique. Through the structure and guidance of AAVSC, there is information about volunteering in mental health programs, and in some programs that treat certain social problems. This situation is not enjoyed by many other fields of social welfare. Specifically, there had been an almost total lack of concrete information about volunteer service in agencies and programs that serve handicapped and disadvantaged persons. Without doubt, this lack of information is partially responsible for the inauguration and operation of the research and demonstration project, *Volunteers in Rehabilitation* or the VIR Project.

However, major credit for this federally supported three year project is due the National Auxiliary to Goodwill Industries (NAGI). This is an association of almost 100 separate auxiliaries to local Goodwill Industries through which about 20,000 volunteers assist programs serving handicapped and disadvantaged persons in local communities all over the United States. Although it may seem that the participation of volunteers in this Project is emphasized too heavily, there is strong justification for vigorously calling attention to the extensive and important roles played by volunteers in the initiation and implementation of the existing effort I am privileged to jointly direct and coordinate.

NAGI leaders, much like AAVSC leaders, have been concerned over many years about the growth, in both number and complexity, of individual and community problems resulting from conditions that handicap men and women. These leaders recognize, as do you and I, that the inability of our society to effectively cope with the increased number and severe circumstances of handicapped persons has been due to a variety of factors. These factors include the low priority status given the problem by national leaders in positions of power and influence, small financial allocations to rehabilitation programs, and the shortage of personnel with specialized qualifications to work with handicapped individuals.

Of particular interest to the leaders of NAGI was the shortage of qualified personnel. This scarcity of rehabilitation workers parallels the manpower difficulties facing many of the occupations and professions that work with people-problems. Tackling this sizable and complex situation presented NAGI with a truly formidable challenge. It should not be very surprising that a certain approach to this challenge would be a proposed solution based on tapping one of this nation's traditional, yet underdeveloped, sources of manpower: volunteers.

Of course, the conclusion reached by NAGI leaders was not necessarily quickly understood or accepted by officials in positions of decision-making and funding. NAGI leaders formally determined to assume nationwide leadership for increasing and expanding volunteer participation within rehabilitation facilities. Volunteer consultants helped with the preparation of a proposal for funding of a research and demonstration project by our federal government. Meetings were held with leaders of Goodwill Industries of America, authorities on rehabilitation and volunteering, and federal officials. Success was not achieved on the first try, but NAGI leaders persisted until approval and funding were achieved. Of course, obtaining the funds did not mean the NAGI volunteers could relax and turn to other interests. Attention was focused on securing staff. Interviews were conducted by the Project Chairman and other volunteers sought information on prospective staff. Once the Project Director and Principal Investigator were employed, NAGI leaders organized a Project Advisory Committee which is composed of organizational representatives and individuals who are knowledgeable and experienced in the fields of rehabilitation and volunteering. Without reviewing the numerous activi-

ties of many volunteers, it can be stated with deep appreciation that volunteers have been extensively involved in the *Volunteers in Rehabilitation* Project, producing an outstanding example of volunteer effort, action, and achievement.

Time will not permit a detailed review of the various facets of the VIR Project. With your indulgence, I will explain the three major phases of the Project and mention some of the component activities and procedures.

The Project's first major phase has been conducting a nationwide study of the extent and nature of volunteer participation within rehabilitation facilities. Many of you are very aware of this study and have probably participated by completing one or two of the more than 4,000 questionnaires that we mailed to facility administrative personnel, auxiliary presidents, and individual volunteers. Your cooperation and assistance have been and are deeply appreciated.

Before discussing the very interesting and valuable findings of the study, it is appropriate to mention the other phases and activities of the VIR Project. Concurrently with the study, during the first year of the Project, we have been visiting various rehabilitation facilities all over the country. These on-site visits have been helpful in providing insight into reasons for certain operating procedures, and they have helped us understand many of the practical aspects of organizing and administering volunteer programs in rehabilitation facilities. A review of literature about volunteering has been performed with the immeasurable assistance of a wonderful group of volunteer readers. Specific information about operational techniques, technical practices, and conceptual perspectives have been extracted from books, journals, newspaper articles, and numerous other publications and materials. This information is being compiled and cross-referenced according to 209 separate categories. It is hoped that an annotated bibliography of this literature will be published in mid-1972.

One of the very helpful activities that has spanned the past seven months has been a series of special meetings with different populations being represented at each meeting. These meetings have been convened in communities throughout the nation and have been of great assistance in confirming certain knowledge, contradicting some assumptions, and contributing new ideas. These special meetings

have involved executive directors and administrators of rehabilitation facilities, directors of volunteer programs, handicapped persons, low-income and minority group individuals, active volunteers, elderly persons, supervisory personnel, young people, and volunteer bureau officials. The knowledge and experience of members of our Advisory Committee have been extremely helpful. Among the benefits of these special meetings have been the exposure to and increased understanding of attitudes about volunteer participation.

The Project's second major phase involves the compilation of manuals, materials, and training tools. By assimilating and integrating the study data, extractions from the literature, and information obtained through the on-site visits and special meetings, it will be possible to prepare documents and aids that can assist paid staff and volunteer leaders with the organization and improvement of volunteer programs within rehabilitation facilities. The manuals and tools will offer guidance and direction that is based upon the best practical experience and the most scientific knowledge that can be incorporated. These manuals and tools will be distributed to all rehabilitation facilities in the country. Within the limitations of financial resources, quantities of the manuals will be provided to facilities and organizations for the purpose of distribution to department heads, supervisory personnel, and volunteer leaders.

The Project's third major phase consists of testing the manuals, materials and training tools produced in the second major phase. Without going into detail, it must be stated that the sequence and timing of the second and third phases are recognized to have some definite deficiencies. These will be corrected to the extent possible. Very briefly and simply, the third phase, which is referred to as the demonstration facet of the Project, will involve the typical experimental approach. Several facilities will be selected as a control group and several facilities will serve as a test group. The facilities in each of these two groups will be measured before the demonstration begins. The manuals, materials, and tools will be distributed to only the test group of facilities, and another measurement will be performed after several months of application. This second measurement will, hopefully, provide evidence of the extent to which the manuals and tools do, or do not, stimulate changes and improvements in the organization and administration of volunteer programs in the test-group facilities. The re-

sults of the demonstration will be useful in determining if the manuals and tools are effective and whether they should be modified or revised in whole or part.

There is another activity planned for implementation through the leadership of the VIR Project. It is not officially a Project component, but because it is definitely an activity that has an important corollary relationship to the Project's success, it is of relevance to mention it at this time. Past experience and available knowledge of human behavior underlines the value of disseminating ideas and information by directly involving other people in meetings that provide for sharing and exchange. In recognition of this factor, it is planned to conduct a series of seminars about volunteer participation in rehabilitation facilities. These seminars will be conducted in different sections of the country, in accordance with the regions established by the U.S. Department of HEW. About 50 persons will be invited to participate in each of these seminars with an objective of involving about 500 individuals who are in positions of leadership within the field of rehabilitation. These seminars are viewed as the initial phase of an educational program that would eventually reach every rehabilitation facility in the nation.

This brief review of the different phases should reinforce the truth inherent to the theme of this conference. Some of the Project's activities started months ago and are events of the past. Yet they are important to future activities of the VIR Project. In effect, the Project's phases span the past, present, and future. On-site visits of one year ago are more meaningful today, and will be of even greater significance four months from now. The special meeting of last March was full of meaning then and is at the present, but will have even greater value in the weeks ahead. How concrete are these examples of the statement that the future is now.

Certainly the nationwide study of volunteering in rehabilitation facilities reinforces this concept of continuity. The questionnaires were completed months ago. The data has been tabulated, analyzed, and compiled into a report that will be published and released November 1. This report, entitled *The State of the Art of Volunteering in Rehabilitation Facilities*, represents a pioneer effort. The information it contains has never before been scientifically gathered and tabulated. The findings present a picture of volunteer participation at a given point in time. This is commonly

referred to as a base line and provides another example of tomorrow being an extension of today. The availability of a base line that reflects the NOW can be helpful in charting the course of the FUTURE as well as measuring change and progress.

The methodology of this study is explained in great detail in the text of the State of the Art report and time will not be spent at this point reviewing standard research procedures. It should be sufficient to state that scientific methods were employed and the results are carefully presented so that their meaning and value will be clear to every reader.

One of the four questionnaires was mailed to executive directors and administrators of more than 2,800 rehabilitation facilities throughout the United States. Through a statistically proven formula of random sampling, the data that has been tabulated on 462 facilities are validly reported as being representative of the total universe of rehabilitation facilities.

It seems appropriate to share with you today some of the findings of this study. AAVSC has exhibited leadership over the years and during the past few days has demonstrated the ability to face realities and respond with positive action. So, here is some information that has not previously been presented at a public meeting. As an organization familiar with pioneer efforts, I know these findings of a pioneer study will be received with understanding, and will be pursued in terms of honest evaluation, serious consideration, and appropriate action.

How extensive is volunteer participation in rehabilitation facilities?

63% of rehabilitation facilities in this country incorporate volunteer participation within their programs.

How many volunteers actively participate in rehabilitation facilities?

In 1969 almost 70,000 volunteers participated in the 291 sampled rehabilitation facilities. If we project from this figure, it can be estimated that between 275,000 and 350,000 volunteers participated in rehabilitation facilities in 1969.

What are the characteristics of these volunteers?

Over half are between 35 and 64 years of age. About 20% are under 21 years of age, and less than 10% are over 65 years.

Almost 90% of these volunteers are female.

While only about 10% of these volunteers have less than high school educational experiences, almost 40% have experienced some college or have a college degree.

Just over 1% of these volunteers are handicapped or disabled persons.

Just over 1% of these volunteers are culturally and/or socially disadvantaged.

What types of activities do these volunteers perform?

Eight categories of types of activity were specified for reporting by the executive directors/administrators of the facilities. In terms of frequency, the activities were reported in the following order.

Most frequently reported:

Client-Employee Recreation

Second most frequently reported:

In-Plant Service

Third most frequently reported:

Fund Raising

Fourth most frequently reported:

Administrative/Clerical

Fifth most frequently reported:

Public Relations

Eighth and least frequently reported activity:

Social Action

One finding of special interest to AAVSC concerns the presence of staff persons within rehab facilities who perform the duty of coordinating volunteer activities — someone other than the executive director.

Executive director/administrators of 68% of the facilities with volunteers participating indicated the presence of such staff persons.

Other findings of particular interest involve the facilities that reported no volunteer participation at the time of the study. 37% of the sampled facilities reported no volunteer participation.

Most of these facilities reported never involving volunteers. The two chief reasons given for this situation were (1) nature of the program cannot easily incorporate volunteer service and (2) lack of staff or finances to administer a volunteer program.

A small proportion of the sampled facilities had discontinued the participation of volunteers in their programs. Three principal reasons were given for this action: (1) almost half indicated that volunteers are unreliable, (2) more than one-third indicated difficulty in recruiting volunteers, and (3) almost one-third stated volunteers are more bother than they are worth.

The study of volunteer participation in rehabilitation facilities included a particularly interesting examination of attitudes of executive directors and administrators. Attitudes were examined through a series of 21 statements which formed a scale to measure the degree of positive feeling toward volunteer participation. Depending upon the nature of the statement, a score was assigned that reflected whether the response was positive or negative. In this manner, the respondent was given a cumulative score based on his responses to the 21 statements, making it possible to rank each executive director and administrator on the basis of attitudinal score. The higher the score, the more positive the attitude toward volunteer participation. Conversely, the lower the score, the less positive the attitude.

The results will probably be questioned by some, and might even prompt some controversy. Nevertheless, there is data that can be reported for discussion and consideration. The finding of chief importance is that facility executive directors and administrators who have volunteer programs are more positive toward volunteer participation than their colleagues who do not have volunteer programs. This may seem only logical to many, but when we reconsider the responses of those who have *discontinued* volunteer involvement, it becomes possible to expect there might not be positive experiences within facilities that incorporate volunteer participation. So this finding is strong endorsement for the realization of positive attitudes and primarily pleasant experiences within rehabilitation facilities that organize and administer volunteer programs.

The State of the Art report includes a section that is very innovative and may spark more controversy than the attitudinal findings. Very briefly, my assistant Bob Griggs and I developed a scale for measuring the degree of organizational development of volunteer programs. The degree of organizational development is measured on the basis of practices and procedures employed in the management of the volunteer program. We devised a measurement scale

that examines the presence and operational utilization of 14 management practices or procedures. Each management practice or procedure was assigned a score value, and the degree of organizational development of a given volunteer program equaled the total of the score values received for the various management items.

Through application of statistical procedures involving standard deviation formulas, we established three classifications of organizational development: above average, average, and below average. Each of the sampled facilities with volunteer programs was classified according to the total scores achieved. The results were: 62.5% of the volunteer programs are average in organizational development; 18.9% are above average; and 18.6% are below average.

A complete explanation and description of the score values and measurements process is presented in the State of the Art report. It is possible for anyone to apply the measurement process to a particular volunteer program, obtain a total score, and determine the classification of organizational development.

We recognize the prospects for criticism and disagreement that may result from the presentation of this type of measurement system and classification scale. However, we believe there is value in this type of creative approach to the classification of organizational development of volunteer programs. Personnel in individual facilities can measure their own volunteer programs and determine their classifications at a given time — maybe right now. Another measurement can be performed a year later and change or progress can be determined. Here again is a good example of the truth inherent in the concept that the future is now.

A presentation on the VIR Project is not complete without some discussion of the implications of the study's findings. Only a fraction of the data could be presented at this time, and even the State of the Art report includes only part of all the information that is contained within the returned questionnaires. Still, the findings that were reported to you earlier are significant in terms of depicting conditions and circumstances that prevail in the volunteer programs of this nation's rehabilitation facilities. These cannot be ignored or distorted. There are ramifications of these realities that contain potentially serious consequences. Even a short review of some of the questions and issues can reveal the significance of the findings.

The large percentage of rehabilitation facilities without volunteer participation presents a multi-pronged challenge. Should we be concerned about these facilities? Should they be given priority attention and resources? Or should most efforts be directed at maintaining and strengthening the existing volunteer programs?

The great majority of volunteers in rehabilitation facilities are from the mainstream of America's population. There have been valuable achievements experienced by volunteer programs that have expanded volunteer opportunities to the low-income, minority groups, young and older segments of our population. Should this approach be attempted by rehabilitation facilities? How should we guide such an approach? What changes or new procedures must be adopted by leaders of the facilities and the volunteer programs? Is it realistic or feasible to expect such changes?

Great emphasis is being placed on direct service activities by volunteers. The one-to-one approach is being recommended and promoted at all levels. Is this the best approach for rehabilitation? Should social action and clerical-type activities be minimized?

Less than three-fifths of rehabilitation facilities reported anyone, other than the executive director or administrator, as being responsible for coordinating volunteer activities. Many of the persons responsible for volunteer program management are not full-time staff members. Is it realistic to press for the employment of more full-time volunteer coordinators? Is the full-time coordinator essential? Is there an adequate supply of qualified coordinators? How can the supply of coordinators be increased and upgraded? Who will provide leadership in this area?

Many executive directors, administrators, and volunteer leaders responded to the series of 21 statements in such a manner as to indicate less than strongly positive attitudes about volunteer participation. How can attitudes about volunteering in rehabilitation facilities be strengthened into more positive convictions?

Questions, questions, questions. Not many of them are new to you and me. Not a single one has a simple answer. Still, the implications of the VIR study challenge all who are interested in the growth and advancement of volunteer par-

ticipation. The basic premise of the VIR Project is that services to handicapped and disadvantaged persons can be expanded and improved through increased and more effective participation of volunteers in rehabilitation programs. Similarly, the premise is applied to other social problems in the belief that more active, well directed, and expanded citizen participation can help solve many of our nation's serious human ills.

I believe in this concept. The realities revealed by the study do not prevent or destroy the dreams of a better nation and world. They help sharpen our focus on specific factors and major issues. This conference plays an important role by providing a national platform for the exposure of volunteerism's achievements of today and it's potential for the future.

But the future is now! And we must face the realities and plan tomorrow's courses of action. The questions posed earlier stem from the VIR study. This national conference must also consider some broader matters.

There is a need for more research into volunteerism, voluntarism, and all the other forms of volunteering and voluntaryism, etc. There is a need for a constituency for voluntary activity. People from all segments of our population must be mobilized to promote, support, and direct volunteer efforts in every aspect of life. Who will or should do this? The group of which Mary Ripley is president? Volunteerism International? Or some other organization? It is important some decision be made so that a national constituency can become a powerful voice for volunteerism and an effective force in communities at all levels.

There is a need for centralized guidance and development of curriculum and education programs for the career of volunteer administration. How will this be achieved? Through the National Center for Voluntary Action? The United Way? Some other organization?

There is a need for a single organization for all paid personnel involved with directing, coordinating, or facilitating the administration and operation of volunteer programs. This need may have been met by the historic and wonderful action taken by AAVSC on Saturday. However, this goal will not be achieved without vigorous follow-up.

Finally, there is a need for greatly improved coordination and cooperation among and between the national (and international) organizations involved in promoting, assisting, and servicing volunteer involvement and citizen participation. At the present time, there is confusion, duplication, overlapping, unattended gaps, and too much concern over credit, prestige, image, and money. What must develop is better communication and stronger convictions about the potential of volunteerism. There must be frank discussion and agreement about which organization will be responsible for which of the many programs that are required to mold strong volunteer communities throughout this country. I submit that AAVSC has established itself through its actions over the years as a good example for other national organizations.

It can be very discouraging to hear the many questions and recognize the complex issues that confront and confound those of us who are concerned about volunteering in this country. However, it is sometimes feelings of despair that produce a ray of sunshine, the recall of a previously successful effort, or the discovery of a new approach. It is that point at which the despair touches the sunshine that hope can be revived.

For me, hope is revived through the witnessing of a working partnership between volunteers and staff members. I hope we all have experienced the joy of a team approach that combines the skills and knowledge of staff and volunteers. Working together as equal members of a team, the combination of talents and resources that spring from a dynamic volunteer-staff relationship can produce success and satisfaction.

There is, to my mind, one very appropriate way for me to close this presentation. The achievement of positive and solid volunteer-staff relationships is of highest priority because it signifies the existence of positive attitudes and deep conviction about volunteer participation. This is clear to anyone who has experienced the great satisfaction of a successful volunteer program, and to those who have enjoyed the benefits of a productive volunteer-staff partnership.

I have been privileged to have many wonderful partnerships with volunteers. Certainly, my current position has provided me with a situation that involves volunteer-staff teamwork that might be equaled but not surpassed.

"SALUTATION OF THE DAWN"

"DREAMS"

Diane S. Roupe

Volunteers in Rehabilitation Project

While most readers are labeled "professional" by American work jargon, I am quite sure that there is not one of you who is not presently, or has not been, at some time in recent years, a volunteer yourself. By the same token, while society calls me a "volunteer", I do what I am doing at least eight hours a day, and I like to think that most of the time I do it in a professional way. What I am saying is that we, here today, have viewed the world from both the perspectives of the professional and the volunteer. This is good. It means that we have greater understanding of those with whom we work.

This is not to say that problems in working relationships between professionals and volunteers are non-existent. We all know there are some very real problems such as attitudes, definition of roles, and assumption of responsibilities. Just like a marriage, the professional-volunteer relationship requires constant effort, assessment, and compromise to keep it propelled in a forward direction and to perpetuate the original accord. In the July issue of *Voluntary Action News*, there was a review of an article by Eric Cox which appeared in the *Colorado Quarterly*. I am sure many of you read this review, or perhaps the entire article. Mr. Cox gave lucid warnings about the stifling effects the attitudes of some professionals can have on volunteerism. He said:

"A basic issue is being dragged, willy-nilly, to the fore. It is the relationship of those who are trained and paid to do specific work to those who are interested in doing some of the same work without pay, or at least are keenly interested in the results of that work. Ten years ago, professionals in social work, teaching, the church, politics and other callings were more or less left alone to execute their duty as they saw fit. Today, at every

turn, the pros are confronted by a discontented laity challenging their judgement and authority and, at times, their competence."

The whole article is so good, if there were time I would like to read it all to you.

When we face up to some of the past difficulties and encounters between professionals and volunteers, the finger of accusation is very often pointed at the professional. Certainly Mr. Cox's comments are aimed at the professional. Professionals in the field of volunteerism are often reprimanded for not organizing their programs efficiently, for not utilizing the most proficient skills and talents of volunteers, for failing to really "sell" the benefits of volunteer involvement to facility administrators and staffs, for lack of the creative spark to bring volunteer activity out of the "hum-drum" and into the relevancy of the NOW generation. You've heard all the criticisms. It would be folly to gloss over them and call them "invalid". The acceptance of change in work patterns is very much like the difficulty we experience in the acceptance of new shoe styles. The latest fashion in footwear is sometimes very foreign to styles we are accustomed to, but very often, newer styles are even more comfortable and attractive once we get used to them.

But, new shoe styles must also be tried on another foot — the foot of the volunteer. It is high time that the volunteer be pressured to do some self-appraising, too. The styles in volunteerism are changing just as rapidly as the styles in shoes. Too many middle-aged female volunteers are still wearing high buttoned models!

For too long, it has been considered a gross infraction of social justice — an ethical "no-no" — to utter any displeasure with the conduct of volunteers . . . the quality of their work, their sometimes lack of responsibility assumption, their unwillingness to recognize the fact that they do not have free rein to reorder any phase of the agency program simply by virtue of their being a volunteer, their lack of compliance with facility rules and regulations. No need for me to go on about some of the undesirable work habits of some volunteers — you could make a better list than I.

At this point, some of you are probably checking your programs to see if you read correctly that my topic is entitled,

"Dreams". You are probably thinking, "Boy, her speech sounds more like a 'Nightmare'. First she crucifies the professionals; then she crucifies the volunteers." Stick with me and I hope I can walk with you through some ecstatic dreams. But let me warn you — they will not be dreams that will lull us into a deep, contented hibernation. They are dreams filled with action, vivid color, expectation, and clear purpose. They are the kind which awaken us at sunrise champing at the bits to bring to life our wonderful fantasies.

The purpose of pointing out a few of the negatives of professional and volunteer behavior, is to express that we have a long way to progress in our drive toward more viable volunteerism. Volunteerism is in its infancy . . . not in concept, but in implementation. Volunteerism is probably the most positive, underdeveloped concept in our society today. There is no need to trace the history of volunteer service in our country. We are all cognizant of it. But what we perhaps haven't given enough thought to, is just how and where along the way, from landing of the Mayflower to September 13, 1971, Americans lost sight of the importance of voluntary service in a democratic society. Volunteerism is a key ingredient to the American dream. Somewhere along the line, in passing the recipe from generation to generation, the key ingredient has been omitted. The recipe for the American dream still calls for many fine, wholesome, quality ingredients, but it is doomed to failure without the all-important component of man helping man. The basic responsibility of every citizen in a democratic society to give of his time and talents to his fellow man is intrinsic to democracy. One might argue that the volunteerism practiced among the pioneers as they moved their wagon trains across this vast land, was a volunteerism born of necessity. It was a matter of survival. It is no less a matter of survival in 1971.

It would be an interesting project to restudy our American history, as it is recorded, and to compare it with the American history text books currently in use in our schools. I am sure we would find that the whole concept of volunteerism has been greatly diminished in our current texts. We have been turning out intellectuals on higher and higher planes who have very little understanding of the basic formula for successful human relationships, whether between two people or two nations — helping one another. It seems incredible that the gigantic federal structure of our

country does not have a cabinet department of volunteerism, financed by the federal tax structure. In our more than 200 billion dollar budget, I shudder to think how few dollars are allocated to the promotion and nurturing of volunteerism. A Department of Voluntary Involvement ought to have cabinet status in the United States — just like the Department of Health, Education, and Welfare.

Perhaps the fanatical preoccupation of Americans with their own living standards and materialism got its foothold in the depression. A whole generation of people experienced the devastating effects of personal and corporate economic collapse. Fear of a recurrence motivated millions of people to devote their lives to the unwarranted massing of money. Financial security became the primary drive for many. Then the second world war came along and brought fantastic economic growth. People who were living in fear of financial insecurity suddenly began to make good money. Many made more money than they ever dreamed they would make in their lives. It was a wonderful feeling to be able to afford luxuries — and the more luxuries Americans were able to have, the more they wanted. And the ever-spiraling inflation and ever-present wars have kept the ball rolling. It has become a dreadful disease. And, for many, the old but eternally vital principle of helping our fellow man, without monetary compensation, has become a very "square" mode of behavior in what they see as a very "swinging" world.

We have become so money-oriented, that some are even proposing to contaminate volunteerism itself through the enactment of federal legislation making it possible to deduct the dollars and cents value of time rendered in volunteer service from our income tax.

It seems so clear that the recorded history of man verifies over and over again the necessity of caring for and helping one another in a voluntary way. How can thinking man believe that it is possible to ignore this Truth of all relationships? Everything is interdependent in the universe — animal, vegetable, and mineral. I believe that life calls upon us to yield to this interdependence — not to fight it. If man persists in selfishness, we are bound to lose the battle.

To make interdependence work, we must facilitate one another. We must help one another grow and develop at our

own rates and from our own points of departure. When all is said and done, isn't that what every human asks of life? Merely the freedom, chance, and help to evolve and progress as individuals? Volunteerism in the future means *all* people facilitating one another in this fundamental purpose of life. The demographic characteristics of the volunteer in the future will be quite unlike those revealed in the *Volunteers in Rehabilitation* study — 90% female; 60% 35 years of age or older; only one in every 100 handicapped; only one in every 100 socially and/or culturally disadvantaged. Someday, I hope we can summarize the demographic characteristics of the volunteer in four words — "A living human being". This is a beautiful dream. If we can implement the dream, we can literally save the world. Volunteerism can change and save the world. It has clout which is impenetrable and everlasting. In its broadest sense, it is the real Truth of existence.

There is danger in talking like this. Some people call it "naive dreaming", "corny", "getting carried away". "sentimental", or in more contemporary slang — "way out". I call it "the Truth", "realistic", "pragmatic" — "a fact of life". Yes . . . it is idealistic, but at the same time it is brutally practical and necessary.

There is hope in our idyllic youth. There is good that can spring from everything. Our materialistic society is bringing forth a new breed which is not preoccupied with money. They have not learned to worry about money. How could they? Most of them have always had it. They see the shortcomings of materialism, they see the lack of human justice in the world, they are unafraid to break out of the traditional modes of hypocritical human behavior. There is great hope in all this. However, the youth of today seems to lack understanding of the difficulty of change. They have had it pretty easy. They have some grave misconceptions about the amount of work and pain involved in implementing their idealism. We must encourage their idealism but, at the same time, teach them to bear the burden of responsibility.

Whether or not they call it volunteerism, a great segment of the younger generation understands the concept and has taken it as the theme song of their lives. We must capture this desire and lead young people into concrete voluntary efforts.

Our government and schools are not the only institutions in our society which have strayed from the concept of volunteerism. Religion is ironically also an offender. The concept of loving thy neighbor as thyself runs through most of the major religions, yet how many of our religious leaders and organized faiths really teach and motivate us to implement this sanctified principle in concrete volunteer service to others? We go to our churches and synagogues and sit in the same pew week after week reassuring ourselves that we love our neighbor. But we must rush out quickly in order to catch the game of the week. One of the reasons that people have not taken volunteerism very seriously is because it means sacrifice — a change in life style. It means a reverse in the selfish, materialistic trend of civilization. Expansion of volunteerism will not be easy to implement.

You could not devote your lives to a more vital, meaningful cause than the expansion of volunteerism. It is a viable solution to what ails us. Don't underestimate what you, as a single soul, can do to help change things for the better. Be a volunteer yourself, and in your profession, help as many others to understand volunteerism and be volunteers as you can.

The field of volunteer administration is as new as today. Just about everything in the field is yet to be done. What an exciting challenge to find yourselves in a field with so much potential and of such importance to the future of society! There are many new trails to blaze. We have studied long and hard in this country about the employer-employee relationship. Volumes have been and are being written on the subject; entire schools are devoted to it; the business community tries, daily, to sharpen its techniques in this area. Comparatively speaking, there has been a dearth of study devoted to the employer-volunteer relationship — in many ways a more complex relationship than the employer-employee relationship.

The questionnaires circulated in the *Volunteers in Rehabilitation* project, the special meetings we have been holding across the country in conjunction with the project, and the on-site studies we have made reveal that there is a surprising lack of "know-how" among executive directors and administrators in the skill of organizing and administering volunteer programs. Even personnel functioning in the

volunteer coordinator role in rehabilitation facilities are often amazingly limited in their understanding of volunteer program management. It is wonderful and necessary to dream dreams, but we must make our dreams come true. Bringing the dream of expanded volunteerism into being is going to require a great deal of study, experiment, and creative thought in order to find better ways to make the idea work.

Organizations such as AAVSC can move us ahead dramatically. Your Bylaw revision to expand your membership base was a giant step forward on earth for volunteerism. From AAVSC can spring an abundance of practical "know-how" and even better ways of volunteer program planning and implementation. If we are really serious about the involvement of *all* people as volunteers, it will necessitate the development of brand new techniques of recruitment, training, and volunteer supervision. It will even require a whole new set of attitudes regarding volunteer participation. As well as considering the value of volunteer service to the facilities and people we serve, we must place increasing importance in the value of volunteerism to the volunteers giving their service. Volunteer service can almost be classified as a right. The right to give . . . the right to volunteer. The benefits of volunteer participation may be as great to the donor as to the donee. As volunteer coordinators you should be giving more and more thought to the impact of your programs upon the volunteers, themselves.

One of the primary purposes of the *Volunteers in Rehabilitation* project is to produce some practical, usable handbooks and training tools on the subject of volunteer involvement in rehabilitation facilities. One set of handbooks cannot possibly answer all the questions about volunteer participation for 3,000 rehabilitation facilities, but we think they can serve as a springboard from which we can soar to greater things.

Our salutation to the dawn is a salute to the dawn of volunteerism. The High Noon of volunteerism will come to day . . . this very hour. Life is startling short. In order to make the most of it, we must understand how it fits into the total scheme of things—into the next several hundred years, and into eternity. We must have faith in this future, otherwise there is little reason to even "try" within our short life spans.

There are many things which man does not know, but there is one thing we know for sure, and that is the reality of the present day. Within its framework, all of the future is designed. Dreams are dreamed in the reality of a day. Therefore, the future is now.

Man is endowed with a will. We do not live by instinct alone. We have creative power. We can exercise our will to use this creative power for good or for bad. We can be unselfish; we can be selfish. That is what makes life so challenging, but so hard. Volunteerism — facilitating one another — is a concept which man must grasp if he is to survive. Whether or not man exercises his will to opt for it, will be decided in the NOW of 24 hour days. The NOW of September 13, 1971, the NOW of September 14, 1971, and the NOW of each succeeding day.

Therefore:

Look to this day,

For it is the very life of life.

In its brief course lie all the verities and realities of
your existence:

The glory of action,

The bliss of growth,

The splendor of beauty,

For yesterday is but a dream and tomorrow is only
a vision;

But today well lived makes every yesterday a dream of
happiness, and every tomorrow a vision of hope.

Look well, therefore, to this day.



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