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Leadership

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Building Awareness for Community Service

Dear Readers,

When planning this issue of *Leadership* we thought it would be most appropriate and timely to devote our new Workshop section to building awareness for voluntary community service. Right now, thousands of organizations are developing and implementing their volunteer recognition and publicity programs to maximize media attention during National Volunteer Week (April 17-23).

Lending a hand to Workshop and the rest of this issue was Jane Harvey, our new editor. Many of you know Jane from her USA TODAY and USA WEEKEND bylines and as the first project editor for the USA WEEKEND Make A Difference Day program. Her media savvy made Jane the perfect person to direct Workshop this issue. And her considerable writing skills and editing know-how make Jane ideal to help the magazine sharpen its editorial focus and build value for our readership.

Here are some future story ideas Jane has already put on her editorial "radar screen": an in-depth look at the Corporation for National and Community Service, fundraising, board development, team building and community partnerships, applying the best business practices to the volunteer management business, and volunteers and conflict resolution.

Expect to see more requests for your involvement in upcoming issues. Jane's experiences at USA TODAY and WEEKEND (both publications are pioneers of reader interaction techniques like write-in campaigns and 800 telephone sureys) will be invaluable as we reach out to you for comment and story contributions.

Maury Flagg, our editor for the past year, has accepted a wonderful assignment with the International Red Cross in Geneva, Switzerland. Because of Maury's unique vantage point we're looking forward to receiving his written observations on the development of volunteerism around the world.

All the best for a successful and significant National Volunteer Week. We'd love to hear about your recognition activities. And, as always, we welcome your comments.



Barbara L. Lohman
Coordinating Vice President
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Leadership

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Cover Story

Leadership: Autocracy Is Out, Teamwork Is In

By Nancy Macduff



"Managing people is like writing rhymed poetry: people need the widest possible freedom within a disciplined structure."—Jim Britell, *Whole Earth Review*, Fall 1992

Do you remember the old days? In many organizations the leader was the boss: He (and it usually was a he) told others what to do; appeared confident and self-assured; followed the rules and climbed to the top of the organization. There was something predictable and orderly about what it took to be a leader. Then came Toffler's *Future Shock*, the book that said the new world order was learning to deal with a rapidly changing environment. It was followed by the successes of the Japanese style of management, not only in Asia, but with North American workers. The early 1990s unleashed information on the ethical and financial errors in all types of organizations. The rule book on leadership had some new chapters and recommendations.

Leaders have to be planners, cheerleaders and adult educator/teachers. The leader of the 1990s effects change, builds mutual respect with staff and is a courageous risk taker.

These requirements of leaders apply in government, business and the volunteer sector. Today, there are five qualities that distinguish leaders.

Honor. Ethical standards for those who work in volunteer programs are high. Publicity on scandals involving salary and benefits, mismanagement and the misuse of tax-exemption status within nonprofits has highlighted the need for leaders with firm ethical values. These include integrity and commitment to the mission of the organization, agency or program.

A leader's job is to build excitement through involvement with a confident and committed work force of volunteers and employees.

Empathy. Productive and effective work environments benefit from the presence of an empathetic leader. An environment of mutual respect

and concern for both the personal and professional life of volunteers and employees is essential. For example, a volunteer in a youth agency had worked 10 years in administrative leadership positions to save the organization. The agency's executive director knew she faced a personally difficult year and suggested that the volunteer take a year's sabbatical. The volunteer was kept informed and invited to all social activities, but not expected to work. At the end of the year she returned refreshed and took up a new and exciting project. The leader of the agency had understood the volunteer's family needs. Her actions encouraged the volunteer to take time out, but in a way that kept her connected to the program.

Reliability. A leader can be "counted-on." Leaders do not abandon volunteers when there are mistakes. A hospital volunteer association sponsored a benefit which annually raised thousands of dollars. One year the association experienced severe internal problems within the volunteer corps. Instead of abandoning this association, the volunteer coordinator helped them solve their interpersonal problems and carry on with their project. This volunteer coordinator provides leadership because she is known as someone who is reliable and helpful.



Congruity. Tom Peters suggests that leaders "walk the talk"; put into personal and professional practices the things others are told to do. Volunteer directors who set up exemplary models of volunteer programs within their own agency are more believable when making recommendations to others.

Courage. The rule of the '80s was "If it ain't broke, don't fix it." The new rule is "If it ain't broke, it is time to fix it." The world of volunteerism is dynamic and the effective leader takes risks to change and improve programs—especially when everything seems stable. Episodic or short-term volunteer programs are still only haphazardly available, despite the evidence that people want to give short-term service. Volunteer directors who plan and organize episodic volunteer opportunities are taking a risk, but one with the potential for huge dividends.

Consider these ideas to get you started on the road to effective leadership:

- Review ethical codes. Is there an ethical code for volunteers and employees in your organization? If yes, review it. Put a note about it in the newsletter. Post it where people can see it. If not, volunteer to take a leadership role in developing one for your program, organization or agency.

- Empathetic leaders build teams. The ability to help people work together efficiently and effectively distinguishes leaders. Nancy Austin, a corporate management consultant, says, "Next to cars, Honda's hottest product is its autonomous work-team structure, where people dedicated to 'lifelong learning' regularly shatter productivity and quality records. Anybody can buy a robot. Honda figured out how to get thinking people to work together to produce a better automobile." (*Working Woman*, July 1990)

The days of autocratic leadership are over. Real leaders are those who team-build. Not everyone knows how to be a team player. The leader provides learning opportunities for teams and then gives them real responsibility and authority to complete tasks. Involving members of the team is an important empathetic leadership decision. At the Colorado Symphony, board members include a high percentage of musicians—who have a powerful stake in the success of their orchestra.

Think of a project you are working on now. List *all* the stake holders. Next to the names of people or organizations, list the ways in which you are currently involving them in the decision-making process. Be sure to include the leaders in your own organization as stake holders. Develop specific strategies to include those whom you might have left out of the decision-making process.

- Reliability and consistency are an important part of the vision for an organization. In the day-to-day operation of any volunteer program it is easy to forget what you set out to do. It is the effective leader who consistently brings everyone back to the real purpose.

Keep the mission of your organization or agency prominent in the eyes of volunteers and employees. Review the purpose statement for the volunteer program. Recruit some volunteers to help with this job. Assess your purpose and activities for how they further the mission. Share your assessments with volunteers, employees, management and the community. The contribution of the

volunteer program to the larger vision of the organization builds credibility.

The volunteer director who consistently keeps his/her eye focused on what is important is a key touchstone for everyone in the organization.

■ Congruity means feeling the same obligation toward those who work for you (volunteers and/or employees) as those to whom you report (management). A key part of this is learning to manage *up* and *down* in the organization. Most volunteer managers are good supervisors of volunteers. They listen, provide feedback and help people grow in their jobs. But managing down means more. It is moving real power and authority into the hands of volunteers.

One aspect of managing up means actively working to support the empowerment of volunteers at all levels. There are governance volunteers who serve on committees and boards, and there are direct-service volunteers who raise money and provide service to clients and members. The manager of direct-service volunteers needs a seat at the leadership table of the organization.

The volunteer coordinator or director who provides information to upper management on demographics trends, social needs and citizen concerns as it relates to the mission of the organization or agency soon becomes an invaluable member of the leadership team. A volunteer coordinator in a social welfare government program, for example, learned that community organizations did not

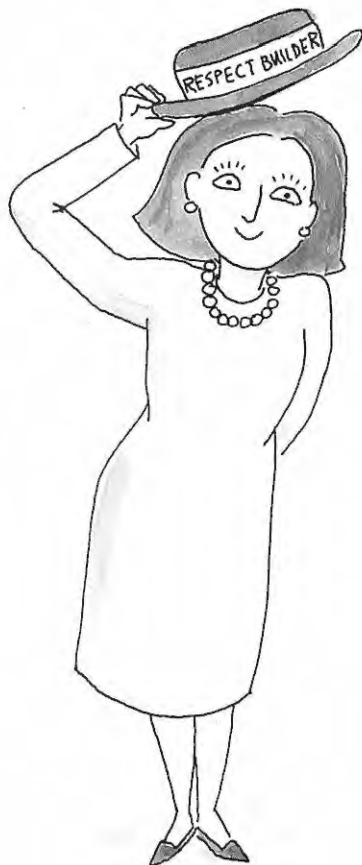
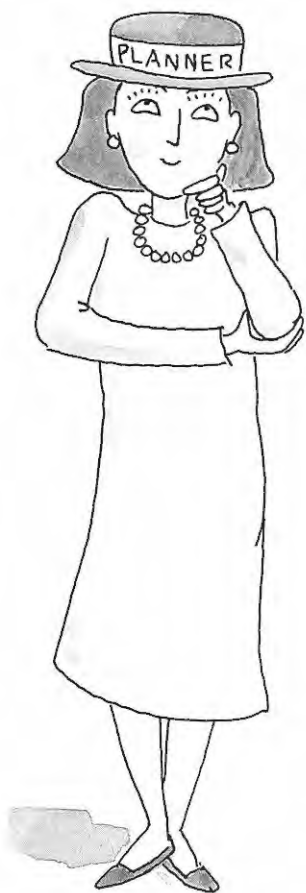
receive key information on such things as changes in telephone numbers and appointments of new personnel within the government department. She developed a newsletter for community organizations to provide information about programs and people. Her knowledge of facts, both inside and outside the government agency, made her an invaluable member of the management team.

■ Leaders have the courage to take people where there are not yet maps! Trend-tracking is a skill most effective leaders possess. Knowing trends means having an understanding of what is happening in the world and how your organization and the volunteer program deal with the changes around the corner.

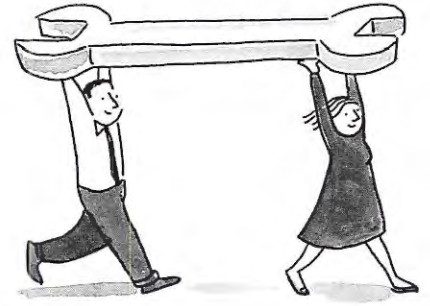
A good first step is to monitor the media. Know the trends and know how you want to respond. Read at least two daily newspapers, one weekly news magazine, one volunteer journal and this magazine. Keep volunteers and employees informed about the trends that influence how you function as an organization. Leaders are out in front when it comes to information.

There is no mystery in leadership. It is developing an ability to deal with a rapidly changing world. It is rooted in seeing change as both an opportunity and a challenge. ■

Nancy Macduff is an internationally recognized trainer and consultant and president of Macduff/Bunt Associates in Walla Walla, Washington.



Workshop



Media Coverage for Special Events

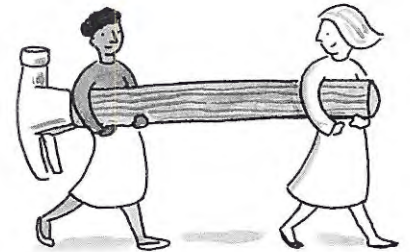
Tips on Playing the Publicity Game



This issue of *Leadership* introduces Workshop, a new standing feature. Workshop will offer a series of short articles on a selected topic examined from several different angles. Articles will be written by guest editors with expert knowledge on the chosen topic. Workshop will offer how-to tips, valuable insights and ideas you can use.

We'd like to know topics that you want covered in Workshop and to hear your comments about the feature. If you'd like to be a guest editor, let us know.

Write to *Leadership* Workshop, The Points of Light Foundation, 1737 H Street NW, Washington, DC 20006.



To Attract TV Coverage, Go for the Visual

By Barbara Lohman

Because many of you are planning recognition events for National Volunteer Week, here is information that can help you attract media attention, especially TV coverage, when saying "thank you" to your volunteers.

If you want to get your story on television, be prepared to re-write that old adage about photography to "every picture should be worth a thousand words." Television, especially news programming, is a visual medium depending as much if not more on the pictures as on the words of the anchors and reporters to convey news and feature stories.

Now, consider this: About 20 minutes of every half hour of local or network television newscasts are devoted to telling the news. Commercials, station identifications, and promos or "bumpers" about upcoming news stories or special reports grab about 10 minutes right off the top. Depending on the volume of news, the amount of available broadcast time is reduced even more. Add weather, sports, perhaps consumer segments and the "news hole" gets smaller and smaller.

Sounds like mission impossible, if you're trying to get your special event covered by local television stations. But with careful planning and timing, you can create a special event worthy of consideration by a TV assignment editor. Let's start with some basics:

Get to know the station assignment editors in your community. Analyze the types of community coverage the various stations provide. Typically, one or two stations excel when it comes to

covering community affairs and issues. They'll probably be your best bet when pitching your story. Understand how many news crews your stations have. Which of your stations have the capacity to do live remote broadcasts? How many news crews do your stations have available for weekend or evening assignments?

The better the event, the more inclined TV stations will be to attend future activities.

Here are some tips to help you develop an event:

■ If you're planning a special event like a volunteer recognition, emphasize the human interest elements. A senior who's been volunteering for 50 years is pretty hard to resist. By the same token, Melissa Poe, the 12-year-old who started an environmental action club for kids, is now featured in national advertising and is frequently covered by the media because of her story's uniqueness. Provide the media with highlights about your honorees. Offer to set up interviews before or after your recognition event.

■ Make it easy for media to attend your event or activity. Weekend and evening events can be difficult because most stations cut back on the number of crews working. Many times, however, a high-profile personality such as a mayor or celebrity appearing at your event as an emcee or speaker will attract media attention even after normal business hours.

■ Make sure TV crews have a chance to tape all of your event. Set aside an area near the stage where crews can place their cameras and have access to speakers or honorees for tight shots. Give crews a copy of your event agenda, pointing out special moments like award presentations.

■ Develop a media kit. Include a press release, describing the event. Write a fact sheet about your organization's mission and activities, when your organization was established, some highlights about the service you provide and statistics about how many volunteers you have and how many hours of service they provide. Include brief bios, with names correctly spelled, about your volunteer honorees and any special guests or speakers involved in your program. Include the event program agenda in the kit.

■ If you have videotape of your honorees engaged in their volunteer activities, make it available in 3/4-inch format to the crews. This is called background tape or "B-roll." If you are showing videotapes during your event, give copies to the TV reporter. And, don't be afraid to offer this same tape, post-event, to stations that did not attend your event. With a media kit and videotape, many stations can still create their own stories.

Let the media know about your event well in advance. Send them an initial announcement and include them on your invitation list. Stay in touch with invited media. Create some advance interest and excitement by sharing stories or anecdotes about your honorees. Because media tend to think of volunteer stories as "evergreen" as opposed to breaking news, it's always possible you can get a story about your volunteer honorees in action before your event. Finally, call the media once more about a day before your event and ask if they will be attending.

If you plan to feature a media personality, like a popular TV anchor as part of your program, be prepared not to get coverage from competing stations or news organizations. The media usually don't cover other media. However, it may be worth it to you to help ensure coverage with one TV station. This is a decision only you can make.

Remember, the better the event, the more inclined TV stations will be to attend future activities. After the event, send a thank-you note and, if possible, ask what you might do to attract them to future events. Stay in touch with your TV contacts throughout the year. Drop them a note from time to time to keep them updated on other organizational highlights. ■

Barbara Lohman is vice president of communications for The Points of Light Foundation.



Doing Your Homework Pays Off in Headlines

By Jane Harvey

You and colleagues spent hours, weeks, maybe even months planning and executing a great volunteer event. Everything went as planned except for one thing: no press coverage.

What went wrong? It's possible your hometown paper just wasn't interested; but it's more likely that your event fell through the cracks. It needn't happen again. By doing your homework, you can see your next volunteer event in headlines.

Here are some tips for getting good press coverage:

Know your local newspaper.

Take a careful look at the sections in your paper and be realistic about what department is most likely to give you decent play. See what type of articles and photos run regularly in different sections of the paper and decide where your news would fit best. Generally, your chances of getting front-page coverage are better the smaller the community. If you live in a big city, neighborhood supplements (often called zoned editions) or the features section will be your best bet. In urban areas, don't forget to target community weeklies. While a big metro daily might be your first choice, publicity is publicity.

Cultivate a contact. Many local papers have strong ties to the volunteering community. If you're one of those lucky ones, make the most of it. If not, put some effort into establishing a relationship. Do some detective work to find the best contact at the paper. I'm not talking Big Editor, but someone involved in the day-to-day news operation: a features editor, a community or neighborhood reporter. Someone whose job is to

find and produce the articles that actually fill space from day to day. Find that person and help them do their job.

Tailor your event to get maximum press. More than ever, newspapers are interested in what's going to happen rather than what's already happened. Tell your contact about your event before it happens. An editor is unlikely to run a story on Tuesday about an event that took place on Saturday. But a Saturday event could make a good Sunday story, especially if there's a photo.

More than ever, newspapers are interested in what's going to happen rather than what's already happened.

Try to get a reporter to cover the event, but if that's not possible, offer to write up the event and deliver it to the newspaper in time to meet the deadline. If there's a good photo opportunity, alert your contact in time for a photographer to be assigned. If they're willing to consider using a photograph you provide, ask for guidelines: black and white vs. color; do they want to develop the film themselves, etc. Then find an amateur photographer to shoot a role of film at the event. Whenever possible, get shots of people doing things rather than "grip and grin" posed shots.

Pay attention to timing. Don't schedule your special event to conflict with obvious big stories, such as elections or major sporting events.

Insure newspaper coverage by making an impact (every single elementary school in your town involved in a major cleanup effort) or by giving a key role to a local celebrity (a big-name sports figure endorses your event and will be on hand to

congratulate volunteers). And since newspapers are sensitive to diversity, create an event that is broad-based and involves both government and private sector groups, a coalition of religious leaders and "real people" from all walks of life.

Offer your newspaper a stake in the event. Invite it to be a co-sponsor and to get involved in planning the event. Ask a well-known columnist to adopt your event as a "cause." Invite someone from the paper to give out an award. Consider joining an existing event with ready-made press opportunities, such as *USA Weekend's* Make a Difference Day or United Way's Day of Caring.

Other hints for dealing with your local newspaper:

- Offer to provide information for a weekly or monthly column matching people with volunteering opportunities or for a regular feature highlighting a different volunteer project or a dedicated volunteer.

- Brainstorm with colleagues to come up with story ideas that will appeal to editors. Often these are stories with a human interest twist; a homeless person who volunteers at a soup kitchen will "sell" better than a general story on soup kitchens. Make a list of the best few ideas and send it to your newspaper contact. Follow-up with a phone call.

- Find out your newspaper's policy on editorials or op-ed page pieces, and offer to write whichever seems appropriate. Or write an occasional letter to the editor.

- Propose that your newspaper do a non-scientific reader response survey on community issues (including volunteering). Or, if your newspaper is already involved in reader-response projects, suggest that they do one on community service.

- Play the media against each other. If you have TV coverage lined up, let the newspaper know and vice versa. Sometimes coverage by another branch of the media can be a "seal of approval" for your event. ■

Jane Harvey is a Washington-based freelance writer and editor with 15 years of newspaper experience, most of it at USA TODAY.



Proven Ideas Are Worth Repeating

By Angela Bailey

Being asked to guest-edit a column on effective media relations is a great excuse for doing some mental closet cleaning. Rummaging through the recesses, pruning outgrown items and moving the iffy items from the "keep" and "toss" piles is a great way to evaluate one's personal style or point of view. Gleaned from this process, and gained through my experience dealing with national, regional and localized media as well as shared ideas from several Volunteer Centers in Michigan, I offer the following classics for consideration.

The good players make the easy shots. My father, an avid tennis player and amateur philosopher, used to drive our family crazy with this old axiom, using it as an all-purpose phrase and never truly explaining it. Years later it dawned on me that the message was simple. Whatever the task at hand, follow the basic instructions and do so consistently.

This translates easily to Volunteer Centers and other nonprofit organizations working with their local media. In my view, "media savvy" usually boils down to scrupulously following some basic checklist items for publicizing news and special events. "Simple courtesies" are a big factor, according to Carolyn Harvey, executive director of Volunteer and Information Services, Inc., of Battle Creek, Mich. She shares, "For example, on press releases, an evening phone number is always given where staff can be reached. If we aren't available when the press calls us, we promptly return the call. Also, thank-you letters go to reporters when they have

provided particularly nice coverage."

Getting to know the local reporters and editors and making certain they know you and what your organization is about is another basic that can yield big dividends in media coverage. Again, Carolyn Harvey: "In Battle Creek, we invited an incoming editor to our office to let her know what services we provide that would be of help to her in her work. We have recruited reporters to answer telephones on the volunteer telethon sponsored by a local station. And the publisher of the newspaper has been asked to be a judge for our J.C. Penney Golden Rule Awards."

Even if it's the slowest of news days, the media will quickly recognize a non-event for what it is . . . and your credibility can take a big hit.

"No news" is a real noose, or at least a nuisance. I can still vividly recall a perspiring upper-lip incident involving a visit from a national expert in our nonprofit's field, a well-meaning hoard of directors who were convinced the visit itself was big news, and a room full of reporters who were convinced it wasn't. Despite all the hooks and angles at your disposal, there's one thing you can't do and that's conjure up news. Even if it's the slowest of news days, the media will quickly recognize a non-event for what it. What's worse, your credibility can take a hit in the process.

This is a pet peeve area for Vernie Nethercut, director of the Alpena Volunteer Center at Alpena Community College in Michigan, who feels credibility with the media is

earned by going to them only with hard news. She advises, "Don't bother them with your hopes and dreams. On the other hand, credibility is only enhanced by going to the media *immediately* when you have a legitimate news item to share."

All media is local. The late statesman Tip O'Neill coined the phrase, "All politics is local," which I extend to include media. For example, the very best coverage in our efforts to promote our statewide Campaign for Volunteerism has come when we have been able to provide local, personalized stories of who has volunteered, why and how it has impacted both the individual and the community. Just ask Kathy Rossow, executive director of the Southwestern Michigan Volunteer Center in Niles and St. Joseph. She contends, "If Volunteer Centers don't market community involvement, they can't draw in their 'customers.' And their customers are a constituency which is so varied and wide-ranging that only the local media can easily reach every group."

To illustrate, the Southwestern Michigan Volunteer Center serves a two-county suburban/rural area of 210,000 people who are spread over a 75-square-mile area. Within that area are three daily newspapers, six weeklies and five radio stations. Just across the state line, a distance of only eight miles, are three network television affiliates and one public broadcasting station. Each of these media hear weekly from the Volunteer Center about current volunteer opportunities and other news on volunteerism.

Having access to a statewide clipping service to analyze the effects of our state campaign on volunteerism, I can attest that the energies expended by the center have paid off in generous, consistent coverage. One of the papers has even instituted a weekly sidebar article about a specific volunteer and his/her experience. ■

Angela Bailey is director of Volunteer Centers of Michigan, Inc., and director of volunteer services for the Michigan Non-profit Forum.



Tune In to Coverage with Cable, Radio

By Judi Vallano

Newspapers and television may be the first things that come to mind when you think about publicizing a special event, but there are others that also give good opportunities to get your message out to the community. Remember, the name of the game is publicity and that includes everything from prime-time TV to word-of-mouth.

Cable and Public Access TV

Public access television is an excellent and inexpensive way to expose your organization to the public. There are 2,000 public educational or governmental access channels in the country which are either city supported, member-based, or franchised from the cable company.

"The major advantage to using public access," says Ron Beacom, director of MCTV Cable TV, Midland, Mich., "is the repetition your program will receive. Most of our programs will run up to 15 to 20 times a month. This amount of coverage is only possible on public access TV."

Beacom suggests three ways your organization can utilize public access to gain exposure in your community:

- Community message board.

This is a 24-hour listing of local events in the community. Your 20-second message will run continuously.

- Monthly public affairs

programs. Facilitated by a host, this type of program invites guests to come on to discuss a topic or event affecting the community. Beacom suggests calling the station to inquire about being a guest. Getting the director of your organization along with a few volunteers is an excellent

way to tell people what you do and the impact volunteerism has on your community.

- Your own show. This may sound like a daunting task, but the station is prepared to assist you. You can ask the station to put you in touch with a volunteer producer or train a member of your staff. "Don't worry about being fancy," says Beacom. "Learn how to handle the equipment. Practice with it; it takes time."

"Be sure that your event or story is eye-catching and issue-oriented. And have something prepared to fax or send in explaining the event."

Radio

Tammy Easley, director of Marketing and Promotions at KBBQ radio in Houston, advises establishing a partnership with a radio station in your area. She stresses that the relationship must be "mutually beneficial. We have to limit our work with charitable organizations, and the organization that has an event which will draw a lot of people and interests our listeners is more attractive to us."

Easley suggests that you call the marketing director at the station to begin establishing the relationship. Let that person know what your organization does in the community and your ideas for how your organization and the station can team up for an event.

Once you've reached an agreement, decide how to organize the event. First, you can ask the station to do a remote from the event location. This will draw listeners to the event. Then you can negotiate with a vendor or business to hold the event at their location and to provide freebies. The vendor may also be

willing to add a tagline to the end of their radio advertisements announcing the event. This way people are attracted to your event, you get publicity, the vendor receives more business, and the station gives its listeners an opportunity to have fun and do something good in the community. And everybody wins.

Another source of exposure for your special event is local talk radio. There are an estimated 5,000 radio talk shows across the country, says Carol Nash, executive director of the National Association of Radio Talk Show Hosts. The association will match would-be guests with talk shows for a fee. For more information, call 617-437-9757. Nash says fees usually range from \$50 to \$100 depending on the amount of research necessary.

Susan O'Connell, producer of "The Derek McGinty Show," a local public affairs radio show in Washington, D.C., says, "Tying your event in with a national event like Volunteer Week is an excellent opportunity." O'Connell says the show, which is on for two hours five days a week, receives anywhere from 20 to 50 ideas a week. To improve your chances of being selected: "Be sure that your event or story is eye-catching and issue oriented. And have something prepared to fax or send in explaining the event." ■

Judi Vallano is communications administrator for The Points of Light Foundation.



Points of View

What's In Store for the New Year

We asked some prominent people in the nonprofit world to share their views and resolutions for 1994.



Marion Heard
*President and CEO
United Way of
Massachusetts Bay*

"I hope 1994 will bring volunteers in ever-increasing numbers—young and old—to help communities address the serious social problems which are confronting our nation." ■



James A. Joseph
*President and CEO
Council on
Foundations*

"In 1994, I would like to see increased emphasis on an ethic of service that embraces both voluntarism that is aimed at empowerment and social reform, and voluntarism that provides charity and promotes the general welfare." ■



Elizabeth Dole
*President
American Red Cross*

"My new year's resolution for community service and volunteerism is to continue our commitment to the highest degree of ethics. Our most important, and most irreplaceable, asset is our 'tradition of trust.' Simply put, people trust us to be there when needed, and to do what is right.

"We've got to be open to change, acknowledge error where we have erred, be willing to credit outside opinions, acknowledge and respond to outside criticism, and accept some direction from those we serve and those who now hold us accountable in ways they never have before.

"America needs us now as she has never needed us before. We must live up to our traditions of trust.

"My vision for volunteerism in the future is that men and women continue to selflessly dedicate themselves to the meeting of dire human needs, regardless of a person's race, religion, political affiliation or standing in life.

"I see an America where those in need of blood, of shelter, of food, of hope know there are people who care and will be there whenever and wherever help is needed." ■

Johnnetta B. Cole
*President
Spelman College*



"My new year's resolutions on volunteerism and community service are that colleagues, students and community folks put service more at the center of learning; and to put learning more at the center of service. In my own service activities, to always remember the words of one of my heroes, Margaret Mead, 'Never doubt the power of a small group of individuals to change the world. That's the only way it ever happens.'" ■



Kerry Yeager
*Chase Manhattan
Bank and Chair,
National Council
on Corporate
Volunteerism*

"I hope that in 1994, corporate leaders will recognize that by establishing employee volunteer programs, they not only will impact their communities, but also will improve employee morale, teamwork and professional development. Corporate volunteerism addresses the needs of the community, the corporation and the employees. Everyone benefits by the mobilization of people in solving our country's serious social problems." ■

Nonprofits at the Millennium

Positioned to Survive—and Thrive

By Jane Harvey



Lean-and-mean. Bottom-line oriented. Competitive edge. Eye to the future. All terms straight from today's business pages and descriptive of the company that aims to thrive today—and tomorrow.

The catch phrases may make nonprofit professionals wince. But the concerns behind them may be as important to nonprofits as to their Wall Street counterparts. Both nonprofit and for-profit corporations need efficient work forces, outstanding leadership and sufficient funds to carry out their organization's master plan. And both are looking at ways to implement necessary changes.

Nonprofits can learn a lot from the private business sector, says Wendell Walls, executive director of the National Association for Community Leadership. "Somehow we need to introduce [into the nonprofit sector] the concept of competition—the drive and ambition and concern for excellence that goes along with competition," says Walls. "We [nonprofits] haven't managed to quantify excellence as well other groups do. But that doesn't mean it can't and shouldn't be done."

Walls, whose association represents 400 leadership development programs in cities, counties and states, goes so far as to say that the only difference between nonprofits and private business is that "nonprofits don't pay taxes and don't pay dividends to shareholders." He identifies two "major challenges" facing nonprofits: improving image and using new technology effectively, and notes that how well organizations can meet these and other challenges ahead may determine whether or not they survive.

And while adopting good business practices may be necessary, it certainly isn't sufficient. "Clearly there needs to be more emphasis on professionalism in the operation of foundations and agencies," says James Joseph, president and CEO of the Council on Foundations. "But in all the talk about efficiency and effectiveness, we don't want to lose the voluntary spirit. That's a major issue."

Joseph, who is also chairman of the Corporation for National and Community Service and vice chairman of

The Points of Light Foundation board of directors, continues, "Managing in the voluntary sector creates a tension between the passion of the moral self and the dispassion of the business self. Traditionally, business emphasizes management while volunteers emphasize leadership, but we no longer have the luxury of making these distinctions. We need both the skills of leaders and managers."

Joseph emphasizes the need to maintain "humaneness" and be "people-centered rather than product-centered" in the nonprofit management. But he notes, "Foundations, because of competition for resources, must choose to fund nonprofits that use resources most effectively. When it comes to finance, the practices of business apply across the board. What is most efficient is most effective all the time."

"But in all the talk about efficiency and effectiveness, we don't want to lose the voluntary spirit. That's a major issue." —James Joseph

The task is daunting, but the movers and shakers of the nonprofit world are undiscouraged and already are taking steps to meet present challenges and prepare for those ahead. They are looking at ways to utilize human and material resources more effectively, strengthen collaborative efforts and increase the effectiveness of their community problem-solving efforts.

A Quest for Vision

Over the last year, Volunteer Centers and The Points of Light Foundation held 17 meetings around the country to establish "a shared vision for the kind of Volunteer Centers our communities, nation and people need to survive and prosper."

At a December Summit Conference in Leesburg, Va., Volunteer Center directors used the best ideas from those regional meetings to craft a vision statement that will change the way Volunteer Centers do business. Traditionally, Volunteer Center emphasis has been on providing volunteers for other agencies/organizations. As defined in the new vision statement, centers will become more involved in identifying community problems and in convening key people and organizations to help solve those problems. Very simply, Volunteer Centers will bring the "right people together in the right place at the right time to help solve community problems," says Dick Schubert, President and CEO of The Points of Light Foundation.

The next step in the Volunteer Center Development Project will be a series of regional Leadership Meetings. Scheduled for summer, these meetings will bring together Volunteer Center directors and two key leaders from their boards and staffs for discussions on how to implement the vision statement in their communities. Project leader John Dutton, an Aid Association for Lutherans executive on loan to The Points of Light Foundation, notes that the vision statement is a consensus of Volunteer Center directors attending the earlier meetings. However, he adds, the implementation of the vision statement will be highly individualized. Each Volunteer Center will develop its own strategy and timetable for applying the shared vision in their community.

A Push for Programming

One venerable organization that's actively involved in planning for the future is the YMCA. Dave Mercer, executive director of YMCA of USA, says, "We try to look at least five years ahead." He cites a pressing need for new YMCA programs, especially for inner-city, low-income areas, for senior citizens and for teens. And these new programs will require a dramatic increase in number of volunteers. And what is YMCA doing to address these needs?

- The Program Development Department is stepping up efforts to identify effective local initiatives and develop them on a national level.

- The Community Resources Division will design specific programs in inner cities. These programs will be decentralized and operated in schools, churches and playgrounds. The focus will be on giving people a place to

get together, rather than on high-cost facilities.

- YMCA will expand programs aimed at teams such as Earth Service Corps, an environmental education program. In this program, high school students identify an environmental issue in their community and figure out ways to deal with it through education, clean-up or recycling.

- In order to develop the leaders necessary to carry out ambitious local programs, YMCA's Career Candidate Program moves non-professional staff through a series of training programs that will advance them into professional positions. And Mercer notes an overall increase in staff and volunteer training at YMCAs across the country.

A Proactive Approach to Change

Identifying community needs and responding to them is at the very heart of Junior Leagues and was the basis of the Leagues' founding. Mary Babson, president of the Association of Junior Leagues, says it's part of League philosophy to take a proactive role and to anticipate and adapt to changes.

The need to do that has never been greater. On one side is the complexity of the problems facing communities; on the other, the changes in the makeup of League membership and available time for volunteer commitments. "We take a multi-strategic approach in implementing solutions including direct service, education awareness and advocacy," says Babson. "We see ourselves as convenors. We have the credibility to bring diverse groups to the table."

And what specifically is Junior League doing to address upcoming issues?

Babson points to the Child Health Priority, which involves mothers and children. Early last year, Junior Leagues convened a roundtable on that issue in Washington. They are now replicating that approach in other parts of the country. "It's not a cookie-cutter approach," stresses Babson. "We're building model programs at the grassroots level. Each program is very specific for a community. Then we select the best practices that are transferrable to all communities. The demonstration projects are up and running and we're just starting to see a compilation of best practices."

On an administrative level, Babson says Junior League has streamlined its organization and revamped



the governance structure. While the Leagues are less centralized, they all share a common goal. Junior Leagues also have developed their own electronic bulletin board system that connects the Leagues across the country.

A Plan for Tomorrow's Volunteers

A Boston hospital has teamed up with Big Brothers/Big Sisters to address concerns of both institutions: helping youths and recruiting volunteers. Pat Rowell, director of volunteer and interpretative services at Massachusetts General Hospital, is heading up the project for the hospital. Rowell is also on the board of the American Society for Directors of Volunteer Services, which represents the people in health care responsible for volunteers.

Rowell says the collaborative effort grew out of her work with The Points of Light Foundation's national advisory group, Changing the Paradigm, and the need for a new and progressive approach to hospital volunteering. A fellow Paradigm advisory group member, Tom McKenna, executive director of Big Brothers/Big Sisters, wanted to collaborate with another national group. Rowell says both she and McKenna were interested in "getting the blinders off and felt that a little synergy would give us a new approach. Together we crafted a proposal that both organizations adopted."

For hospital volunteers, Rowell says, "I wanted to expand community outreach beyond hospital walls and to reach a generation before it got turned off to community service." She also wanted to show disadvantaged kids that "there is an enriched lifestyle in giving." At the same time, the children would be exposed to career possibilities in health care. Big Brothers/Big Sisters, which has far more kids available than adult volunteers, saw the project as an opportunity to expand its base and to get some of the children off waiting lists for mentors.

Here's how the program works: Big Brothers/Big Sisters comes to the hospital and trains volunteers and staff to deal with the youths. "We were very aware that we were talking about street-smart kids coming into a new setting, and we wanted our volunteers and staff to know how to support and interact with them appropriately," says Rowell.

"We'll put a small pilot in place, take kids on the waiting list with Big Brothers/Big Sisters, pair them with hospital volunteers and figure out a way to involve them in a hospital setting," she continues.

Rowell says she and McKenna have high hopes for the project, but that they're realistic about what can be accomplished. "The dream is to get something in place that's fairly straight forward and that can be replicated in other places around the country." ■



POINTS OF LIGHT
FOUNDATION

ASSOCIATE MEMBERSHIP

The membership plan is for individuals who are volunteer program directors and administrators.

Associate membership offers these benefits:

- Subscription to *Leadership* magazine
- Subscription to Foundation newsletter
- Selected Foundation publications
- Foundation Annual Report
- Billing privileges on *Volunteer Community Service Catalog* purchases
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The Points of Light Foundation's Associate Membership program is a continuation of the former National VOLUNTEER Center's Associate Membership program.

The Foundation offers a Corporate Membership plan. For information on membership in the Foundation's National Council on Corporate Volunteerism, please contact the Corporate Outreach Department at 202-223-9186.

Program Profiles

Volunteers Combine Learning and Serving

Silena Criley, 16, was once a school drop-out. Last year she earned a new label: Outstanding Volunteer of the Year at her Venice, Fla., high school. Silena, who won the title by putting in 260 volunteer hours at a local nursing home, currently volunteers 15 hours at the Venice Public Library. Her boss, Sarabeth Kalajian, in charge of youth programs at the library, describes Silena as reliable and able to work independently and "incredibly successful in her work here."

Silena's venture into volunteering is the result of a three-year-old cooperative effort between Volunteer Center South (VCS) and the IDEAL School, an alternative high school. The center developed the program as part of Volunteer, a nationwide youth initiative. Volunteer Centers across the country participate in Volunteer, but each develops its own application.

IDEAL students attend school half a day and work a paid or volunteer job for at least 15 hours a week. Assistant Principal Dennis Darr explains that most of the students choose a paid job out of need. The Volunteer program—which currently has 15 students—provides work experience for students too young to work a paid job and for students unable to find a suitable job. Both work and volunteer hours must be documented to meet graduation requirements.

Most students in Volunteer stay in the program until they find a



Student Silena Criley, left, accepts IDEAL School's Outstanding Volunteer award from VCS Executive Director Sharon Wilkin, right, as VCS staff member Joan Thomas looks on.

paying job. A few, like Silena, volunteer by choice. Either way, "We hope we've done something along the way to help them be more hireable," says Shirley Bates, the Volunteer Center's Volunteer director. She notes that one of the most successful current Volunteers, Jacquie Mathews, has been hired to work additional hours at her volunteer job with the city's health and human services department.

Each fall, VCS presents a seven-week training program that teaches workplace skills and job interviewing techniques. The center then follows through with monthly individual counseling sessions for as long as the students volunteer. Once a student completes the training, the center helps them find a volunteer job. Counselors at the school monitor time sheets, deal with employers and advise the fledgling volunteers.

The two most common placements of student volunteers are

as teacher helpers in elementary school or as nursing home helpers. VCS Director Sharon Wilkin says at the heart of the Volunteer program is the conviction that non-achieving high school students who are placed in the role of teaching younger children or helping the elderly will view themselves in a more positive light.

To provide more tangible incentives and to boost self-esteem, Bates has developed a board game called Volunteer Pursuit. The game monitors students' progress and commitment and rewards their efforts. Points earned are based on hours spent. For example, a student who completes all seven training sessions earns 50 points and wins a free pizza, donated by a local restaurant.

Completing a successful interview and getting a volunteer placement earns more points and another prize. At milestones

throughout the year, additional points are accrued and prizes—mostly gift certificates donated by local fast-food restaurants—are awarded. At the end of the school year, for every 100 points earned, the student's name is entered in a drawing for four cash awards of \$25 each. The student who has the greatest number of points is named Outstanding Volunteer of the Year and is awarded a certificate for a pair of shoes at a local sporting goods store.

For Some Teens, It's IDEAL

The IDEAL School—Individually Directed Education by Alternative Learning—enrolls students who have had chronic difficulty working in a traditional public school setting. Most IDEAL students had a record of irregular attendance in a traditional school setting which, coupled with personal problems and poor self-concept, resulted in a high drop-out rate. IDEAL School has smaller classes than a traditional high school, individually guided instruction and self-paced progress.

The school has a required work/study program. Administrator Dennis Darr says that although the school is "basically vocationally oriented," about a quarter of its graduates have gone on to college. The school's current enrollment is about 200, with one teacher for every 20 students. Counselors guide the students in course selection as well as providing in-depth individual counseling and support.

IDEAL teachers act in more of a tutorial role than an instructor role, Darr says, and students thrive in the relaxed, supportive atmosphere. One of this year's outstanding students and an active Volunteer is Jacquie Mathews, 18, who needs only three-and-a-half credits to graduate. When Jacquie enrolled at IDEAL, she had been diagnosed as school-phobic. Now she attends classes regularly and is an enthusiastic Volunteer. ■

Wilkin anticipates increased interest nationwide in programs like the IDEAL Volunteer program. She notes that the program and the reward system are revised periodically and says that VCS is happy to share curriculum guides and materials with other Volunteer Centers and schools. "We maintain that volunteers are enriched as they benefit the society in which they live, and to promote such goals we will continue to encourage cooperative endeavors among schools and Volunteer Centers."

For more information, write to Dr. Shirley Bates/Ms. Sharon Wilkin, Volunteer Center South, 400 S. Tamiami Trail, Venice, FL 34285-2624 or call 813-488-5683. ■

Coca-Cola Targets Teens 'At-Risk'

"All students are valuable; none is expendable." This vision is at the heart of the Coca-Cola Valued Youth Program, established in 1984 in San Antonio, Tex., by the Intercultural Development Research Association (IDRA) with funding from Coca-Cola USA. The Valued Youth Program is based on the concept of valuing "at-

risk" youth by giving them positions of responsibility as tutors of younger students and paying them a minimum wage stipend to prevent them from dropping out of school.

Youth tutoring youth is not a new idea; it was recognized as a valuable learning experience during the teacher shortage of the 1960s. The unique element of the Valued Youth Program is that it utilizes students who are in danger of dropping out of school rather than typically "good students."

Through the program, secondary students who are at risk of dropping out of school gain a sense of pride and accomplishment as they make a difference in younger students' lives. They are an inspiration to the children they tutor, positive role models among their peers, motivated leaders in their classes, a source of pride to their parents and teachers and important contributors to their communities. Benefits to students include improved self-esteem, increased satisfaction with school, greater commitment to school work, and positive relationships with teachers.

The philosophy of the Valued Youth Program is expressed by seven tenets: all students can learn; the school values all students; all students can actively contribute to their own education and to the education of others; all students, parents and teachers have the right to participate fully in creating and maintaining excellent schools; excellence in schools contributes to individual and collective economic growth, stability



Students have fun while learning from flash cards in Coca-Cola's Valued Youth Program in San Antonio, Texas.

and advancement; commitment to educational excellence is created by including students, parents and teachers in setting goals, making decisions, monitoring progress and evaluating outcomes; students, parents and teachers must be provided extensive, consistent support in ways that allow students to learn, teachers to teach and parents to be involved.

While the program is flexible and designed to be adapted to individual schools, the philosophy and practices of valuing at-risk students are critical elements. To assist schools who desire to implement the program,

training materials and technical assistance are available. Supported by funds from the Coca-Cola Foundation, the program has been established in 63 schools (30 secondary and 33 elementary schools) in 19 districts in five states—California, Florida, New York, Texas and Montana. During the current school year, 3,276 students are involved.

The impact of the program on the students has been carefully evaluated and documented. Participants have shown significantly improved grades, school attendance, discipline and test scores. Tutors' self-concept scores

rose from 57.8 to 58.7 after the program. Average grades in math rose from 69.5 to 71.8 and in reading from 71.7 to 73.5. Thirty-three students increased their math test scores by ten points or more, three of whom increased their scores by more than 26 points. Tutors lowered their average absenteeism rate from 13 to 12 days per year, and four students decreased their absences by one month (30 days or more).

The Valued Youth Program, as it continues to be implemented across the nation, holds the promise of successful school performance for thousands more at-risk students. ■

Task Force Engages L.A. Youths

Youth Task Force LA: Education, Action, Leadership is a program of the Constitutional Rights Foundation (CRF) and is supported by the Los Angeles Conservation Corps and California Campus Compact, which involves young people in leadership training and community problem solving. Developed after the Los Angeles riots, Youth Task Force LA recognizes the importance of including youth in identifying community problems and collaborating with local organizations, government agencies and businesses to work for solutions.

The goal of Youth Task Force LA is "to engage youth in the healing and rebuilding of our communities by providing training and assistance in planning and implementing service projects in their schools and neighborhoods." Projects focus on four key issues: youth development and urban education, police and community relations, community and economic development, and race relations.

Youth Task Force LA comprises 30 Neighborhood Action Teams throughout the Los Angeles area. Each team includes one Adult Sponsor, one College Intern and 10 to 20 high school-age youth from local schools, continuing education programs, community centers, drop-



Youth Task Force participants lift box of toys in a city-wide Christmas project for the homeless.

out recovery and gang-abatement programs. Staff support and technical expertise is provided by the Los Angeles Conservation Corps for community rebuilding and beautification efforts.

More than 500 young people are currently involved in a variety of long and short-term projects. Students at Roosevelt High School developed an AIDS information packet in English and Spanish that has been distributed to over 500 residents in the Boyle Heights area. They also lead monthly learning activities for some 120 students at 9th Street Elementary School who depend on the school for positive recreational experiences. Centro del Pueblo students have developed the "One Step After..." program through which they make resources available to youths recently released from juvenile hall, helping them stay out of jail, remain in school and obtain employment. Tri-City Youth members are working with the

National Association of Latino Elected Officials to coordinate voter registration and citizen naturalization drives; they assisted 200 people in October, November and December 1993.

Seven of the 30 teams are based in the Compton Youth Action Center which is directed by CRF Manager and Points of Light Foundation Board Member Jesse Church. Church, a former Foundation Y.E.S. (Youth Engaged in Service) Ambassador, also heads the Youth Advisory Council, a group composed of one member from each Neighborhood Action Team which meets bi-monthly to plan city-wide projects in which all the teams participate. In addition, all the teams meet at a Fall Rally and a Spring Summit to explore community issues and share ideas.

Youth Task Force LA is funded in part by a grant from the Corporation on National and Community Service. ■

Why They Volunteer

By Harvey Meyer

Kurt Fischer had long theorized that the U.S. penal system did a crummy job of rehabilitating prisoners. But he wanted to test his theory.

Fischer elected to strike up a friendship with a maximum-security prisoner, thus offering him a chance to observe prison life first-hand. Through Amicus (Latin for friend), a nonprofit enterprise that pairs prisoners with volunteers for companionship and support, he has been visiting a prisoner convicted of kidnapping and bank robbery.

And what about his theory? "I found out I was right," said Fischer, an affable 36-year-old financial analyst. "Locking up people indefinitely serves the purpose of keeping them separated from the general public," he said. "But if you ever plan to let them out, it's a virtual certainty they'll be more dangerous when they come out than when they went in—unless there's a physical impairment or age has taken its toll. Psychologically, certainly, they will be a lot more criminalized than when they went into prison."

Fischer is one of millions of U.S. citizens who volunteer their time and energy for worthwhile causes. While many, including Fischer, say helping others makes them feel good, there are perhaps as many motivations for volunteering as there are volunteer opportunities.

In Fischer's case, he not only wanted to examine his theory, but also investigate the criminal mind—albeit from a safe distance. He learned something revealing. "These guys look like people you pass on the street," Fischer said. "The more I visit this guy and talk to him, the more I realize that if you just made the wrong move at certain points in your life, you could just as easily be in this guy's position."

For Dick Walter, volunteering boiled down to putting up or shutting up. Walter, a training manager for Northwest Airlines, places people in two camps: Those who bellyache about society's ills, and those who try to do something about them. Because he volunteers, he wryly observes, "I now reserve the right to complain about my taxes twice as much as the person who doesn't volunteer."

Walter and his wife, Carole, volunteer for Habitat for Humanity, a nonprofit organization whose volunteers build low-cost homes with, and for, low-income families. His work, including framing and finishing, is a way for him to contribute to society while indulging his woodworking avocation.

But his most meaningful experience involves working alongside persons benefiting from the construction. Those individuals, many of whom live in depressed urban neighborhoods, are enormously grateful for the volunteers' work.

"It encourages some introspection," says Walter. "If there should ever be a time for self-pity to creep into my own life, this (Habitat work) makes you step back and count your blessings for what you have, because there are certainly people worse off than I am. And then when you see how grateful they are, and how wonderful their attitudes are, it makes my problems seem so trivial."

Walter, 52, who says the support and guidance from Habitat more than met his expectations, offered a comment echoed by many volunteers: His volunteerism is a way of paying back society for his relative good fortune.

"I didn't come from a wealthy family, but I didn't have to worry about money," he said. "My parents paid for college. I had a good career (previous to Northwest) in the Air Force and never really had to worry about material things... I figured it was pay-back time."

Like so many volunteers, Walter says he's motivated to help others because it makes him feel better about



Sharing and Caring Hands Director Mary Jo Copeland and friend.



Al Bocherding assists Minnesota AIDS Project client.

himself. In fact, one study noted volunteers not only feel better psychologically after donating their time and effort; they also benefit physiologically. The study said so-called "helpers' calm"—a sense of calmness and freedom from stress resulting from helping others—was linked to relief from higher blood pressure, headaches, voice loss and even pain from lupus and multiple sclerosis.

For Jeanine Sundt, her contribution to Big Brothers/Big Sisters was partially inspired by wanting to expand her horizons. Sundt, 25, who was reared in a financially and emotionally secure middle-class family, is a Big Sister to Mindy, a 12-year-old inner-city youth. She visits Mindy three to five hours weekly, often taking the youngster to entertainment spots and helping Mindy with her learning disability.

"It's been a very good experience for me because . . . it's helped me understand a segment of society I might not otherwise be exposed to," Sundt said. "It's easy to judge people if you don't know all the circumstances they face." Sundt also said the personal contact she obtains through Big Brothers/Big Sisters offers welcome contrast to her number-crunching job as a bank treasury operations assistant.

Mary Jo Copeland, founder and unpaid director of Sharing and Caring Hands, a Minneapolis "safety net" organization that offers a food shelf, dental clinic, clothes, damage deposits for housing, household furniture and other items for the disenfranchised, says she helps others to relieve some of her past pains.

"I lived in a great deal of dysfunction growing up," said Copeland. "I have been able to get rid of a lot of my pain by sharing with others, becoming better instead of bitter. When you're sharing with others, you start to become really unselfish and there's a tremendous peace you get when you do that."

She added, "It's really a privilege for me to soak the feet of people with ulcerated blistered feet and put on ointments and shoes and socks to ease their pain. If God were here, he'd do the same thing."

Learning is what drives Vincent Cooper to tutor persons studying to obtain their GEDs. Cooper, 35, who recently picked up his own GED, said, "It's educational for me, keeping me in contact with many different

situations and circumstances. I feel like, man, this is the tip of the iceberg. My mind is kind of like a sponge, taking everything in."

Cooper's volunteerism had a positive rub-off effect: it helped spark him to establish the Minneapolis-based Powderhorn Father's Network, a volunteer group of African-American fathers who discuss fatherhood issues. Cooper, who grew up fatherless in Springfield, Illinois, says he's committed to being a good father to his three daughters. "I know from experience that a father figure is extremely important, giving children security and teaching them discipline, respect and other things," he said.

For Al Bocherding, doing household chores for AIDS patients was a vital part of his "coming out" process as a gay man. His work with the Minnesota AIDS Project gave Bocherding, 37, an immediate bond with the gay community.

Bocherding, a nuclear medicine technologist who says the nonprofit group is very attentive to volunteers' concerns, added that caring for dying persons has proved deeply moving. "When someone has something critical going on in their life, it makes you more aware of your own emotions and feelings," he said. "Sometimes when I'm with a client, something poignant will occur. And when I reflect on it later, it may bring tears to my eyes. And that sort of thing makes me feel like I'm experiencing a broader spectrum of what life is all about, what one's existence is about, and how we relate to each other."

In Lyle Morrison's case, he's volunteering in an inner-city neighborhood task force because he wants to better the community for his two sons. Morrison, 39, a Native American, says he also derives pleasure from working together with others toward a common cause.

As Morrison sees it, he's also contributing to pay back the "creator": "I'm doing this to show my gratitude for the gift of life because I could never repay that back," he says. "It's a wonderful thing; it's priceless, and all I can do to show my appreciation is to do good works."

For Trudy Ender, teaching adults to read is rooted in a lifelong love of books. Ender, 61, who retired in 1988 after a career as an elementary and special education teacher, is currently assisting a 61-year-old man. "Since I love to read so much, my philosophy is maybe I can help someone else develop the joy of reading, because it opens up so many doors in your life," Ender says.

Paul Eide, 53, a volunteer for Minnesota Mainstream, a project supporting persons with mental health problems to return to their professions, figures he might be drawn to helping persons with disabilities in part because he identifies with their outsider status. He characterized himself as "kind of nerdy" as a high-schooler.

Eide, a media resources producer, says he's gratified to witness Loren, the person he's doing one-on-one work with, making significant progress. But what's even more satisfying, Eide added, is that volunteerism apparently begets volunteerism: Loren is now helping others with mental health problems. ■

Harvey Meyer is a freelance writer who lives in the Twin Cities, Minnesota, area. He writes for a wide variety of publications, but says his "real passion is writing about lifestyle issues and ordinary persons who perform extraordinary deeds."

Foundation News

'94 PSAs Feature New 800 Number

The Points of Light Foundation has secured a new toll-free number, 800-59-LIGHT, which will be featured in The Foundation's new public service advertising campaign. This number was obtained after research indicated that a pneumonic phone number increased the response rate to advertising because it is easily remembered by viewers and listeners. Volunteer Centers can obtain localized versions with their contact information for placement with local stations.

The new campaign features a series of 15-second television spots entitled, "Cup of Tea" (also available as a 30-second PSA), "Dinner," "Traffic" and "Groceries." Three radio PSAs based on the television advertising also have been produced, including one radio spot in Spanish.



The campaign was created for the Foundation by Saatchi and Saatchi Advertising in collaboration with The Advertising Council. The Ad Council began the campaign's full release to media and Volunteer Centers in late January. ■

Honeywell Supports Early Childhood Volunteering

A \$100,000 gift from the Honeywell Foundation has enabled The Points of Light Foundation and United Way of America to develop a project called Breaking the Cycle: Strengthening Volunteerism for Early Childhood. Recognizing that volunteers are a critical and under-utilized resource in agencies that serve young children, the Foundation and United Way launched this effort to "improve the service-delivery capacity of private sector agencies serving children under the age of six by substantially increasing the use of volunteers by those agencies."

Over a 30-month period, the Foundation and United Way will work with nonprofit agencies in three pilot cities—Minneapolis; Syracuse, N.Y.; and Philadelphia—to develop a replicable model for expanding volunteer use in agencies nationwide. A portion of the contribution from Honeywell will fund the project in Minneapolis to be led by the United Way's local Voluntary Action Center. The Foundation is seeking financial support for the effort in Philadelphia and Syracuse.

Breaking the Cycle: Strengthening Volunteerism for Early Childhood has been developed over a two-year period. The project is based on research conducted with nonprofit

agencies in Minneapolis to uncover barriers to volunteer involvement addressing children's needs. In the pilot communities, its goals are to eliminate barriers to widespread use of volunteers; to develop new volunteer recruitment, placement, training and management systems; to expand significantly the number of volunteers involved in direct service; and to develop products for national replication, including a guidebook and training and evaluation tools.

The results of the project will be implemented nationally through Volunteer Centers and the United Way's 2,200 local organizations and children's initiatives. A national coalition of nonprofit agencies will be formed to direct the replication effort and disseminate the tools produced for agencies utilizing volunteers to address this critical issue. ■

Make A Difference Day Keeps Growing

Make A Difference Day, sponsored by USA WEEKEND magazine, continues to grow as nearly a quarter million volunteers turned out on the last Make A Difference Day, October 23, 1993. They participated in thousands of community service projects, ranging from the Volunteer Center of Greater Orange County's disabilities awareness "October Games" to Lutheran Brotherhood's mobilization of more than 13,000

Disaster Preparedness Program Launched with Allstate Help

people in food collections, fund raisers and home repairs.

The project selects ten national winners who are recognized during National Volunteer Week in USA WEEKEND. Winners also receive \$1,000 to be used to strengthen their community service program. More than 350 local award winners are listed in the magazine.

The fourth annual Make a Difference Day, in partnership with The Points of Light Foundation, takes place on Saturday, October 22, 1994. Paul Newman will join Foundation President and CEO Richard Schubert in judging the 1994 entries. ■

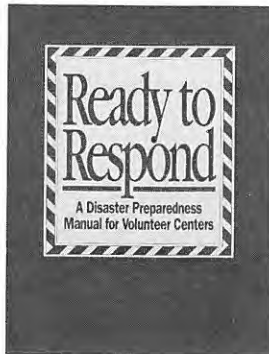
1994 Volunteer Center Directory Available Now

The Points of Light Foundation has just published the 1994 edition of its *Volunteer Center Directory*. This 60-page listing contains information on 494 Volunteer Centers nationwide, State Offices on Volunteerism, National Council of Volunteer Centers representatives and VolunteerNet subscriber screen names. It also has been designed to sit on a shelf or fit into a three-ring binder.

It can be obtained for \$5.00 + shipping from Volunteer Readership, 1-800-272-8306.

The Allstate Foundation has granted \$90,300 to The Points of Light Foundation to develop its Volunteer Center Disaster Preparedness Program. Under the direction of Vice President for Government Outreach Bill Dell and consultant Susan Stolten, the program will help Volunteer Centers equip themselves to handle disaster situations.

The project, which draws from the experiences of Volunteer Centers that have endured disasters, focuses on how to use spontaneous, non-affiliated volunteers effectively and efficiently during disasters. Pilot projects are being developed at Volunteer Broward in Fort Lauderdale, Florida, and the Volunteer Center of Hillsborough County in Tampa, Florida, with the assistance of their executive directors, Marilyn Mayhill and Betty Tribble, respectively.



The program will utilize *Ready to Respond: A Disaster Preparedness Manual for Volunteer Centers*, a manual produced by the Foundation with Allstate funding. It details steps for Volunteer Centers to take in developing and implementing plans for operation in a disaster situation. ■



Foundation President and CEO Richard Schubert (left) presents gift of appreciation to Lutheran Brotherhood President Bob Gandrud for Family Matters support.

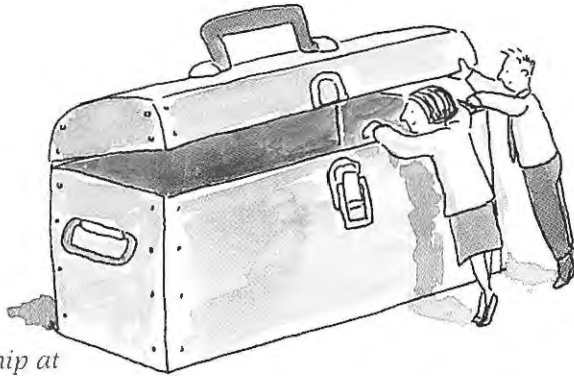
Lutheran Brotherhood Recognized

Lutheran Brotherhood, a fraternal benefit society, recently received special recognition from The Points of Light Foundation for its grant of \$345,000 to support the Foundation's Family Matters program. Richard F. Schubert, Foundation president and CEO, presented Lutheran Brotherhood President Bob Gandrud with a framed print created to promote Family Matters. The print, an original created in ink and mixed media by British artist Emma Shaw Smith, presents a vision of families from all backgrounds and all parts of the world working side by side to make the world a better place to live.

Gandrud, his wife Nancy and daughter Janis serve as the spokesfamily for Family Matters. In addition to other volunteer activities, the Gandruds have served as a foster family to infants for the last 15 years.

The Foundation has just received news that The Lutheran Brotherhood Board of Directors has approved a \$290,000 grant to Family Matters for 1994. The grant will support the continued public relations work with Padilla, Speers, Beardsley and other communication efforts. ■

Tool Box



The following publications were published recently. They can be ordered from Volunteer Readership at 1-800-272-8306.

Volunteering with Passion

Passionate Volunteerism by Jeanne Bradner explores the reasons why people volunteer and gives professionals in the volunteer field some hints for strengthening volunteerism. "Volunteerism is too important to be taken for granted, trivialized or patronized," she writes. "Nonprofit organizations, government and volunteers themselves need to be vigilant to make sure that doesn't happen." She identifies ten things government, nonprofits and volunteers can do to strengthen volunteerism.
 Available for \$3.95 + shipping from Volunteer Readership, 1-800-272-8306.

Diversity Demystified

Cultural Diversity in Organizations by Taylor Cox, Jr., Ph.D., is written for people charged with learning about and teaching cultural diversity in the workplace. The author, an associate professor of organizational behavior and human resource management at the University of Michigan, captures the enormous complexity of the topic. The book employs three levels of analysis—the individual, the group and the organization—and addresses cultural diversity from multiple perspectives.
 Available for 29.95 + shipping from Volunteer Readership, 1-800-272-8306.

Trends and Their Impact

Megatrends and Volunteerism by Sue Vineyard presents ten dynamics that could change the way volunteer management executives lead their programs. The result of a year-long study on the impact of current volunteering trends, the book draws from more than 40 sources. Written in a practical, use-it-now style, it includes chapters on national and community service; cultural diversity; entrepreneurial and grassroots volunteering; the emergence of a national leadership group; international expansion and inclusion; ethics and public perception; building community; capacity and networking; expanded expertise; professional improvement; the changing role of volunteer directors.
 Available for \$9.95 + shipping from Volunteer Readership, 1-800-272-8306.

Motivating Volunteers

Why do people volunteer? How do you keep volunteers in their jobs? This new edition of *Motivating Volunteers* by Larry E. Moore gives a comprehensive look at what prompts a volunteer to get involved. Drawing on the work of more than a dozen authorities, Moore shows how an agency can turn volunteer motivation into an investment that is both profitable and rewarding.
 Available for \$12.00 + shipping from Volunteer Readership, 1-800-272-8306.

Role of Nonprofit CEO

The Chief Executive's Role in Developing the Nonprofit Board by Nancy Axelrod identifies eight ways the chief staff officer can strengthen the governing board so that both the board and chief executive can work effectively to fulfill an organization's mission. It includes a practical grid to help identify and select new board members.

This National Center for Nonprofit Boards publication is part of its "Governance Series" on nonprofit boards.
 Available for \$8.00 + shipping from Volunteer Readership, 1-800-272-8306.

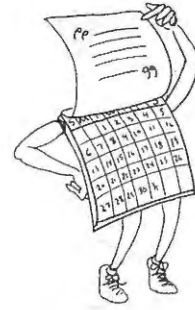
Explaining Community

The Spirit of Community by Amitai Etzioni articulates one of the groundbreaking social movements of the 1990s—communitarianism. Etzioni, a professor at George Washington University and the movement's founder, promotes a balance between the rights of individuals and responsibilities to the community.

He asserts the necessity of preserving families and teaching widely held moral values and sets forth ways to rebuild communities and community institutions. He calls on every American to take action to benefit society and the nation's future.
 Available for \$15.95 + shipping from Volunteer Readership, 1-800-272-8306.

The 1994 Volunteer Community Service Catalog, which contains all of the above listings and much more, is free and can be obtained from Volunteer Readership at 1-800-272-8306.

Calendar



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

- February** Awards for Excellence in Corporate Community Service nomination forms available. (Deadline: April 27.) Information: Carolyn Timmons at The Points of Light Foundation, (202) 223-9186, ext. 123.
- March 2** Corporate Volunteer Program Seminar, New Orleans, Louisiana at Chevron Corporation. Sponsored by The Points of Light Foundation. Information: Susanne Favretto, (202) 223-9186, ext. 128.
- March 30** Corporate Volunteer Program Seminar, Detroit, Michigan at UAW/Ford National Education, Development & Training Center. Information: Susanne Favretto, (202) 223-9186, ext. 128.
- April 8** Corporate Volunteer Program Seminar, Racine, Wisconsin at Gateway Technical College. Information: Susanne Favretto, (202) 223-9186, ext. 128.
- April 17-23** National Volunteer Week, sponsored by The Points of Light Foundation. 1994 President's Volunteer Action Awards presented.
- April 19** National Youth Service Day, sponsored by Youth Service America. Information: Youth Service America, 1101 15th Street, NW, Suite 200, Washington, DC 20005, (202) 296-2992.
- April 21-23** SuperConference for Youth Service, Washington, D.C. Sponsored by Youth Service America, City Year, The Points of Light Foundation, Lutheran Brotherhood, United Way of America and Youth Engaged in Service. Information: (202) 296-2992.
- April 21-23** National Conference on Homelessness, Minneapolis, Minnesota. Cosponsored by The National Coalition for the Homeless and The Minnesota Coalition for the Homeless. Information: (612) 870-7073 or (612) 929-8358.
- April 28** Corporate Volunteer Program Seminar, Hartford, Connecticut. Information: Susanne Favretto, (202) 223-9186, ext. 128.
- May 4** Corporate Volunteer Program Seminar, Chicago, Illinois. Information: Susanne Favretto, (202) 223-9186, ext. 128.
- June 10** Family Matters Forum, Washington, D.C. Sponsored by The Points of Light Foundation. Information: Gretchen Van Fossan, (202) 223-9186, ext. 117.
- June 11-14** National Community Service Conference, Washington, D.C. The Points of Light Foundation's annual conference will be held at the Omni Shoreham Hotel. Theme: "Volunteers: The Promise of a Nation." Information: (202) 223-5001.
- October 22** Make A Difference Day cosponsored by USA WEEKEND magazine and The Points of Light Foundation.



CALL FOR NOMINATIONS

Nominations are now being accepted for The Points of Light Foundation's Awards for Excellence in Corporate Community Service. Businesses of all sizes, who are involved in a company-wide and company-supported employee volunteer program, are eligible.

The Awards for Excellence honor a company's overall employee and/or retiree volunteer effort, including not only the actual community service program but also the policies and the corporate vision that support those activities.

Businesses are encouraged to nominate themselves; beneficiary organizations, nonprofits and other organizations may nominate companies who make a contribution to the community through employee volunteer efforts.

The Awards for Excellence in Corporate Community Service are sponsored by The Points of Light Foundation in cooperation with major national business and nonprofit groups.

The nomination deadline is April 22, 1994.

For a nomination form or more information contact
Carolyn Timmins at (202) 223-9186 ext. 123.



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