

# Leadership

 POINTS OF LIGHT  
FOUNDATION

OCT-DEC  
1994



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## Intergenerational Volunteering

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Workshop: Looking at Risk Management

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William Raspberry on Community Problem-Solving

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Clothing Abused Children and the Homeless



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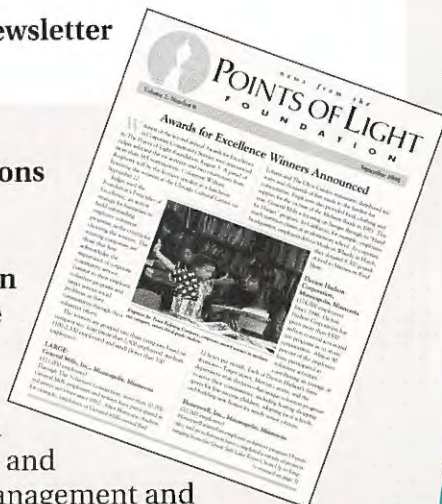
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# Leadership

October-December 1994

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

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Mae Mayo, left, and Levant Branch, right, are participants in Magic Me, a program that brings together nursing home residents and middle-school students. (See Cover Story on page 13.) Photo ©1994 by Jeffrey Kliman.

# About This Issue

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Dear Readers,

Earlier this year, the Foundation coproduced videoconferences on two key subjects featured in this issue of *Leadership*: risk management and intergenerational volunteering.

Many of you have heard the stories of agencies unable to open their doors because of skyrocketing insurance costs. And, at a time when we need volunteers more than ever to help solve serious social problems, we're also faced with legal constraints on who can volunteer. We joined with the Association for Volunteer Administration (AVA) to produce two videoconferences on risk management and liability issues for volunteer administrators, featuring Chuck Tremper, one of our guest writers in this issue's Workshop.

With the American Association of Retired Persons (AARP) and the National Senior Service Corps of the Corporation for National Service, we coproduced a videoconference on engaging older volunteers effectively in service, such as through intergenerational efforts—the focus of our Cover Story.

In this fast-paced age fraught with escalating social ills, many elderly persons are lonely and isolated, and many young people lack the nurturing relationships they need in their formative years. In "Bringing Generations Together," Andrew Carroll discusses how efforts to bring these two generations together through volunteerism have started to break down the barrier between them. As the young and old help each other, they realize they are helping themselves.

We believe this issue of *Leadership* will provide you with valuable information about how best to manage risk and legal concerns and how to engage in intergenerational volunteer efforts. In addition, there are several very helpful publications available on both subjects. They can be obtained through Volunteer Readership, our catalog operation, which is listed in Tool Box.

As always, we look forward to your comments.



Barbara L. Lohman  
Coordinating Vice President  
Communications

# Points of View

## Building Community Worldwide

By Margaret Bell



Margaret Bell, president of the International Association for Volunteer Effort (IAVE), spoke at the National Community Service Conference in Washington, D.C., in June. She lives in Australia.

Emerging democracies in Eastern Europe, South America, Asia, Africa and elsewhere throughout the world are seeking their own terms of expressing self-help, mutual aid, volunteering and the full range of possibilities to improve the human condition. The movement towards voluntary activity seems massive, very swift and perhaps universal. But it is struggling to find expression through widely differing political and cultural traditions.

IAVE (International Association for Volunteer Effort) encourages leadership development through volunteering according to each society or country's mechanisms for effective people involvement. The goal: to build better communities that will enable men and women to improve their lives and to influence the world around them. Some examples:

■ In Papua, New Guinea, national voluntary service operates to encourage a spirit of unity, nationalism and pride. The service

provides volunteers and other support services to organizations that implement community-based projects.

■ Through the Meguro International Friendship Association, volunteers in Japan aid refugees. Japanese volunteers work in Thailand, Cambodia, Vietnam, Malaysia, Tanzania, Zimbabwe, Kenya, Iran, Hungary and the former Yugoslavia.

■ The Slovak Humanitarian Council brings together 105 voluntary organizations. Established in 1990, it exists to address social and community problems.

■ In Haiti, volunteers are working in feeding centers, striving to provide a daily hot meal for malnourished children, increasing school enrollment and organizing community education days on AIDS.

■ In the United Kingdom, Barclays Bank recently contributed \$75,000 to the Abbeyfield Society for a one-year campaign to support its volunteers. Abbeyfield provides housing and residential care for 8,500 older people throughout the U.K.

■ In Nigeria, the Abia Volunteer Service, launched last November, is dedicated to the preservation of the environment. On launch day, guests and members of the organization participated in volunteer work on an erosion site.

So what is this volunteer action saying in its global voice? That volunteer effort in the world is an

action for peace and a decision taken for service, the outcome of which is a more peaceful world whose people are less hungry, less frightened, less alone and less powerless.

Volunteer effort uplifts and transforms nations; it is an energy for good and an integral part of the new world energy for hope. We, too, can be part of that energy. We must work hard and together through experiences of exploration, discovery, creativity and community building.

*We are usually polite to one another; if disagreements arise, we find ourselves tempted to withdraw, look the other way, or pretend they have not happened.*

We must avoid the notion that we already are a cohesive community in the agencies and environments in which we work. Right now we are only a pseudo-community. We are usually polite to one another; if disagreements arise, we find ourselves tempted to withdraw, look the other way, or pretend they have not

happened. Our language, particularly in the community sector, is filled with generalizations and platitudes. If this behavior continues, we will be boring, unproductive and unauthentic.

We can choose to go on as before, or we can choose to return by a different way. If we choose the latter, we can accept the challenge to be truly open to one another. If we hang in there, we may come to a new desire: to empty ourselves—that is, to empty out everything that really stands between us and the building of a real volunteer community. We must rid ourselves of prejudgments, snap decisions, fixed expectations, the desire to convert others, heal or fix, or even the urge to win or control.

How to begin? Wait for a moment of authenticity, when first one person and then another in a group is really heard. You will recognize when authenticity starts to take place because the atmosphere will be still, even in the midst of noise. And someone will say something particularly poignant.

Listen carefully, a second person will respond with something equally authentic. Perhaps one of the speakers will be you. Silence will follow; a third person will speak; and you will know community is being born.

The move into a group caring for its own community is quite palpable. A deep spirit of peace and cooperation can be felt. It is like a symphony, a ballet or a work of art. People start working to a sense of timing, as if they were finely tuned—an orchestra under the direction of a great conductor. Once we are part of real volunteer community building, even if it is only for a few days, we are ready to join a wider volunteer community, to build again and again wherever we may be.

We are free to choose between the trappings of mediocrity in service, and the process of being ready to step beyond the superficial, to open ourselves first to chaos, then to emptying and finally to recognition of authenticity. Then we will be ready to

*A genuine volunteer community is one that commits to communicate among its members in an authentic way.*

go to work, making decisions, planning, negotiating and implementing.

Building community requires communication, not just exchange of words, but high quality communication. A genuine volunteer community is one that commits to communicate among its members in an authentic way. Such a community learns to recognize and respect differences. That is what volunteer effort is all about. ■

## Comments from Other Countries

*During the National Community Service Conference in Washington, D.C. in June, Leadership interviewed Galena Bodrenkova, director of Moscow Charity House and Dr. Kang-Hyun Lee, director of the Clinical Research Center at Wallace Memorial Hospital in Pusan, Korea. Here are some of their comments.*

**Question: From where in your country's history and culture do you think the spirit of community service and caring for one's neighbors comes?**

*Galena Bodrenkova:* Regretfully, for the last 70 years the concept of charity has been eliminated from the Russian vocabulary, and during that time we were isolated from other societies. In the 19th century, there was a system of assistance for the needy that worked in the private and public sectors.

*Dr. Kang-Hyun Lee:* In South Korea, there is a long tradition of sophisticated and high moral standards as taught in Confucianism, which includes villagers' voluntary activities.

**Q: What are some of the barriers you see in your country to citizens participating in community service volunteering?**

*Bodrenkova:* We are faced with

very substantial organizational difficulties. Many people want to volunteer but they don't know how or what to do. So lack of necessary information is one of our biggest barriers. Another is the low image of volunteerism in general and lack of realistic support from the government.

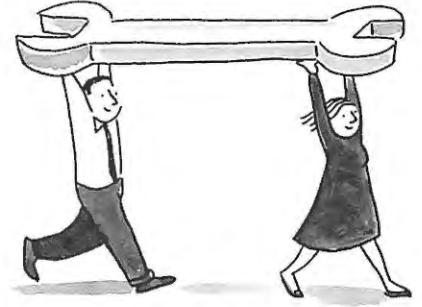
*Lee:* Some of the barriers in South Korea are lack of varieties of jobs for volunteers; shortage of talented and experienced volunteer coordinators; the general public's lack of understanding about the importance and the purpose of volunteering; lack of social recognition for those who do volunteer; and many people simply don't know how to get started.

**Q: What information would you like to hear from other people around the world about volunteering?**

*Bodrenkova:* We would like to know more about possibilities and problems of volunteers in the USA and other countries. We would like to learn about integration of volunteer efforts in communities and about specific volunteer programs.

*Lee:* We would like to know about fundraising and how volunteer groups in the USA and other countries meet their financial needs. ■

# Workshop

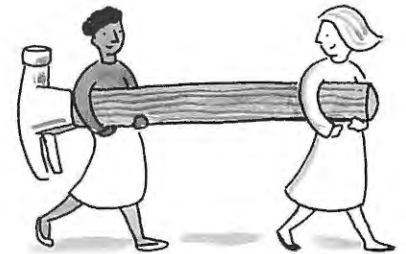


## Risk Management

*Experts Tell How  
To Ease Your Worries*



In this issue of *Leadership*, Workshop looks at a topic of interest to virtually all volunteer-involving organizations—risk management. In a society that's increasingly litigious, it's critical that the leadership of a nonprofit organization know how to protect both the organization and its volunteers. Each of our five guest editors is an expert in a specific area of risk management including: avoiding risk; volunteer protection laws; screening volunteers; understanding liability waivers; insurance for directors and officers.



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



# A Look at the Heart of Risk Management

By Charles Tremper and Pam Rypkema

Risk management improves performance by acknowledging and controlling risks. It's about finding solutions, not just looking for trouble. At its heart, risk management not only reduces the likelihood of losses, it also maximizes the benefits of volunteer programs.

The heart of risk management beats with three Cs: commitment, communication and consistency. You can enjoy the benefits of risk management if you *commit* to respecting the rights and safety of everyone your program touches; *communicate* that commitment to everyone in your organization; and *consistently* act in accord with that commitment.

**Acknowledging Risks.** Bad things happen. Even good ideas have drawbacks. The best that you can hope for is to anticipate—and try to avoid—the things that may go wrong. The simple risk management suggestions provided here can help you to do that. To get started, encourage the staff to look actively for, and report, dangerous conditions and actions that may infringe on someone's rights. The risks identified in the trenches can either be addressed on the spot or communicated to an individual with the power to do so.

**Controlling Risks.** Once you



Charles Tremper is executive director of the Nonprofit Risk Management Center in Washington, D.C. Pam Rypkema is the Center's legal director.

have identified the trouble spots, risk management empowers you to choose deliberately how to respond. You have four primary options: avoidance, modification, transfer and retention. These strategies can be used individually or in combination to maintain control over risks.

■ **Avoidance.** Some risks must be avoided. If an activity cannot be performed safely, due to lack of expertise, training, equipment, practice or any other reason, it generally should not be undertaken at all. If insurance coverage for what you do cannot be obtained, the financial risks may be unacceptable even though the activity is reasonably safe. Avoidance is an extreme measure and almost always is painful. Cancellation of a soccer game at a lightning flash disappoints children. Closing a child care center because the insurance is too expensive frustrates parents and leaves necessary child care needs unmet. That's the reason commitment to risk management is so important. It may take a lot to say no.

■ **Modification.** Some risks can be eliminated or reduced with proper precautions, many of which rest on simple common sense. Limit access to valuables. Lock buildings and install alarms. Train and educate your staff. Require regular rest periods. Make sure service recipients understand the limits of your program so that they don't place inappropriate demands on staff. Creative modifications may enable you to improve the quality of the service you provide at the same time you reduce the risks.

■ **Transfer.** Someone else may accept a risk on your behalf. A bus company's contract may agree to transport your people to an event and to accept any liability for accidents in route. Insurance companies routinely

exchange the risk of financial loss for a premium. Transfer cannot totally insulate you from a risk, however. Some elements, such as bad publicity, always remain. Therefore, transfer alone is an inadequate risk management strategy.

■ **Retention.** This can be an appropriate tool if you think about the risk first. Retaining a risk by default is a very common, though rarely advisable, practice. As a deliberate risk management choice, retention makes sense if the risk is small enough that the organization can sustain the loss, or when it is combined with other risk management tools. For example, an insurance policy with a large deductible might be combined with a loss prevention program.

In general, the better an organization can modify its activities to reduce risk, the less risk it will have to retain; the better record it can show insurers, the less likelihood popular programs will be discontinued.

**Implement and Monitor the Plan.** Clearly and consistently communicate your commitment to the risk management strategies you choose and watch for consistent compliance with your policies. If something goes wrong, let another "C" become your risk management watchword. Show your compassion. Angry people who feel that "nobody cares" are more likely to sue. Your compassion can defuse that anger and prevent a lawsuit.

Risk management protects people and property. It prevents against financial losses and lawsuits that distract you from your mission. By reducing those threats, it also encourages volunteers to give generously of their time and resources. For volunteer programs to succeed, the heart of risk management must heat strongly. ■



# Volunteer Protection Varies State to State

By Charles Tremper and Jennifer Perry

As a result of several high-profile lawsuits against volunteers in the last 10 years, every state has passed a volunteer protection law. These laws are intended to reduce the deterrent effect of lawsuits on potential volunteers. However, the laws leave many gaps. Congress has not passed a federal volunteer protection act, and the state laws are widely disparate. Thus, to advise volunteers correctly about their potential liability, nonprofits need to understand the protection provided by their state law and its possible limitations.

State volunteer protection laws differ depending on the type of volunteer and the nature of the organization the volunteer serves. In general, if a volunteer's conduct is protected by the law, the volunteer cannot be held personally liable, although the volunteer might still be named in a lawsuit.

A wide variety of activities and types of volunteers is protected by statute. Most commonly protected are directors and officers of charitable organizations. In addition, each of the following categories of volunteers enjoys some protection from liability in at least one state: sports volunteers, volunteer fire fighters, volunteer medical service providers, good samaritans, blood donors, food donors, civil defense volunteers and property owners who permit public access.

Protection from a lawsuit varies when volunteers are rendering their

services spontaneously, rather than through a formal organization. Good samaritan laws generally apply in an emergency regardless of whether the individual is acting on behalf of a charitable organization. Absent an emergency, however, only a few of the laws protect volunteers who are not working as part of a formal organization. Some states even limit protection to only those volunteers working with tax-exempt charitable organizations. Some of the laws are limited by conditions or have specific exceptions. For example, in Kansas,

*Even with volunteer protection laws, insurance and risk management remain the best strategies for keeping volunteers out of legal trouble. Preventing an incident is far better than trying to escape liability for it.*

organizations must carry a general liability insurance policy to qualify their volunteers for the law's protection. The most common exception is for claims resulting from motor vehicle accidents.

The level of protection a volunteer enjoys varies as much as other aspects of the laws. All of the laws protect against claims for the types of simple mistakes and errors the law regards as being negligent. Liability is not imposed unless a volunteer's conduct meets a standard of gross negligence, recklessness or willful and wanton misconduct. If the standard is willful and wanton misconduct, volunteers are well-insulated from claims arising from

accidents and board of directors judgments. However, if the standard is recklessness or gross negligence, the volunteers are afforded less protection.

In addition, some of these laws are confusing, vague, complicated and otherwise problematic. An important hole in the coverage for directors is that state laws cannot bar federal claims. Thus, directors are still vulnerable to discrimination and employment suits based on federal law. Even the very best laws require careful analysis to determine which volunteers they cover and what exceptions they contain. For example, in Wisconsin, a director was found personally liable in a contract action because he did not clearly indicate he was acting as a board member.

Despite their limitations, volunteer protection laws do appear to have largely achieved the principal objective of their proponents: reducing the deterrent effect of liability on volunteer service. Anecdotal reports indicate that fear of being sued is not currently a major barrier to volunteer recruitment. Indeed, many volunteers may now assume that they have more protection than the law actually provides.

Even with volunteer protection laws, insurance and risk management remain the best strategies for keeping volunteers out of legal trouble. Preventing an incident is far better than trying to escape liability for it. Moreover, volunteer protection laws do not eliminate the need for insurance. They do not stop lawsuits from being filed or provide complete immunity. Although a volunteer may be vindicated at trial, the volunteer would still be responsible for substantial defense costs. If the volunteer is insured, insurance would pay all of these costs. ■

Jennifer Perry is a third year law student at Wake Forest University School of Law and a former intern at The Points of Light Foundation.



# Interview Sets Tone in Screening Volunteers

By Eileen Cackowski

Interrogate...interview...check references...check criminal background...process...sign contracts...review policies and procedures...Are these buzz words or are they practices of your agency?

Are we out to intimidate or to welcome prospective volunteers into our fold? By following a few non-threatening guidelines, the screening of volunteers is not as intimidating as

*To me, the interview is the window on the world of volunteer placement. This is the time that the interviewer must not be shy.*

it may sound. The old adage, "An ounce of prevention is worth a pound of cure," is a very apt one. Prospective volunteers want to know they will be working in safe, professionally caring surroundings. Your clients have the right to be assisted by safe, professionally caring volunteers. The part of the process that brings the two together is called screening.

A good screening practice encompasses several parts: an application that asks only what is necessary for the agency; a job description that clearly states the

primary functions of the job; a written policies and procedures guide; contracts for confidentiality of service when necessary; permission slips for hiring underage volunteers for specific opportunities and, of course, that all-important interview.

To me, the interview is the window on the world of volunteer placement. This is the time that the interviewer must not be shy. To "not be shy" does not translate into "do all the talking." If the interviewer is talking more than 35 percent of the time something is wrong. This is the time to listen. As you listen, you will be focusing on what you hear, beginning to think about this person with respect to an appropriate placement, as well as have an idea of future recognition.

Prospective volunteers generally will fall into three categories. They will talk about wanting to work with others, being alone and in need of company; or perhaps they will talk about the certificates they have earned as a volunteer and the plaques on their walls; or they will even talk about whom they know and the great connections they have. It is important that they have the opportunity to talk about themselves while in your agency.

During your interview note-taking, never write anything that you would not want seen in a court of law. Rarely will it happen, but once in a very great while something can happen in the life of the volunteer in your agency that the file is requested by a court. That file should contain only factual information. You may say, for example, "Individual could not focus on questions and asked that they be repeated three or four times." That's a fact. You do not want to say, "Individual was spaced out on something and acted weird." Who defines weird?

Ask open-ended questions. Find out what kinds of information the individual may want to know about your agency. Clearly discuss the population you serve. If you have a period of probation or intensive supervision, this is the time to talk about it.

Agency policies and procedures should be clear, succinct, read and signed by all paid and volunteer staff. Some of the items your agency may want to indicate are a maximum and minimum time a direct-service volunteer may work with a client. There should be a policy that states what a direct-service volunteer may and may not do with a client. For example if the position is to drive an elderly person to the grocery store or to the doctor, a picnic in the park is not permitted. This may seem

*The interview is the time to listen. As you listen, you will be focusing on what you hear, beginning to think about this person with respect to an appropriate placement.*

unreasonable, but the liability issue of falling, getting stung by a bee or of exacerbating (unknown to the volunteer) an allergy, may cause an agency problems it does not need.

A criminal background check, along with specialized training for screening volunteers who work with vulnerable populations, a reference check and the flexibility to adapt a job to a specific person all make the process of screening an exciting challenge rather than a problem. ■

*Eileen Cackowski is program services director of the Governor's Office on Volunteerism in Baltimore, Maryland. She is also a private consultant and trainer for volunteer management, cultural diversity and media relations.*



# Understanding Liability Waivers

By Peter C. Wolk, Esq.

As liability concerns are increasing, organizations seek to limit their exposure. One means is the proper use of written liability waivers. Called "hold harmless and assumption of the risk agreements," "exculpation clauses," "informed consent," "covenants not to sue," "releases" and "waivers," they are a means by which someone releases another party from liability for specified risks and injuries. The precise content of releases can vary from state to state. Because they involve the surrender of a right, waivers are subject to close scrutiny and should always be drafted by legal counsel.

Generally speaking, liability waivers are appropriate and effective when the waiver does not seek to excuse negligence for routine service to the public; the participant has legal capacity and understands the waiver; the participant voluntarily assumes specifically described known risks; the participant expressly and clearly agrees to surrender specific legal rights to sue with a result that does not violate public policy.

■ **Negligence for routine service.** Courts disagree whether to enforce releases for injuries caused by negligence in activities that are not inherently dangerous. The law seeks to compensate for injuries and to discourage negligence, so judges do not favor routinely excusing people from injuries caused by their

negligence. Thus, an agency that routinely asks everyone who visits to release it from liability in the event of injury caused by the agency's negligence would probably gain little liability protection. However, where an activity is not routine and has inherent danger (e.g., skydiving) releases can be effective.

■ **Participant must have legal capacity and understand the waiver.** If the participant is a minor or is incompetent (e.g., mentally disabled), you must get the parent or guardian (and should try to get the participant) to sign the waiver. The release must be understandable, ideally with the waiver provision highlighted (e.g., capitalized or underlined), written in plain language and presented with enough time for the person to read it before signing.

■ **Release must be voluntary.** Waivers must be voluntary to be valid. If the participant is required to take part in an activity, the waiver will likely be invalid. For example, a nursing student's release for a field trip granting academic credit was invalid as being involuntarily obtained. Similarly, some states require the person signing the release to receive something of value in return (i.e., "consideration"), but the value may simply be the opportunity to participate in the activity.

■ **Must specifically identify the risks.** Waivers must identify the specific risks posed by the activity and may be invalid beyond those risks. For example, one court ruled that a bicycle racer's waiver was valid as to the named risks but invalid as to the unforeseen risk of a car on the race course that bit him. Waivers should thoroughly describe the type and gravity of the risks involved.

■ **Must expressly surrender specific legal rights.** The waiver must clearly identify the legal rights being

forfeited (e.g., "any and all liability for any harm, injury, damage or loss to me or my property, including suffering and death, in the event of negligence or carelessness by Good Deeds concerning [specific activities and risks]"). They should state who is waiving rights (e.g., "my family, heirs, estate, and I") and who is being released (e.g., "Good Deed Charities, its officers, directors, employees, and agents").

■ **In a manner that does not violate public policy.** Courts will usually not enforce a liability waiver where to do so would violate public policy, such as:

—if the injuring person's actions were grossly negligent, or willful, wanton, or reckless (e.g., injury by agency employee's drunk driving to an event);

—if there is a public interest at stake (e.g., conditioning participation in public school interscholastic athletics; employers' duty of care to their employees);

—if there is a statutory duty of care such as with licensed medical professionals (e.g., doctor not able to get a blanket liability waiver for negligent service);

—if the parties have unequal bargaining power so the release is a "take it or leave it" proposition, (e.g., release invalid where a camp conditioned enrollment on parental release for any negligence).

Releases can be a fair and efficient means of shifting certain risks from your organization to the participants. Asking others to sign waivers, however, can have an emotional and political price in your relationship with them, and so should be done with forethought. But waivers like insurance are a good liability management tool to be used with legal counsel upon review of your agency's activities under your state's laws. ■

*Peter C. Wolk, Esq., is executive director of the National Center for Nonprofit Law, a nonprofit membership organization with a clearinghouse of nonprofit legal documents and educational materials located in Washington, D.C.*



# Directors and Officers Liability Insurance

By Bijan Khosrowshahi

It is a common misperception that directors and officers (D&O), including trustees of a nonprofit organization, do not have a meaningful exposure to personal liability. The fact is that damages recoverable from D&Os of even a relatively small nonprofit can easily exceed the net worth of many individuals.

The primary role of nonprofit D&Os is to maintain financial stability and provide the necessary resources and environment to accomplish its goals and objectives. Nonprofit D&Os generally are subject to the same standard of conduct that applies to their for-profit counterparts—often with fewer resources. Because of this exposure, it is incumbent upon those D&Os to maximize the financial protection available to them in the event that a claim is asserted.

There are two methods by which a nonprofit can provide financial protection to its D&Os: indemnification and insurance. These protections usually go hand in hand.

■ **Indemnification:** Every statute permits nonprofit corporations to indemnify their D&Os against loss incurred from certain types of claims. However, such indemnification does not provide protection in all instances. For example, it may not be available to the director and officer if the organization becomes insolvent or has insufficient resources to pay the losses and expenses incurred by the D&Os. Furthermore, state statutes may not provide any protection

against claims made under federal law, a major source of liability of nonprofits and their D&Os.

The composition or attitude of the board of directors may change so that the board is no longer sympathetic to the prior officer or director and thus does not make the necessary determinations to authorize the indemnification. Or as a matter of policy, the organization may deem it inappropriate to use contributed funds for such indemnification. The defense of directors' and officers' claims can be a significant and continuing drain on an organization's cash flow, and those claims for which the organization cannot indemnify its members or officers could result in catastrophic personal consequences for the individuals involved.

Reliance upon state statutes limiting liability can also prove a costly mistake, since these laws may not provide complete protection. These statutory protections often only apply to non-compensated directors, leaving officers, employees and volunteers unprotected against the cost of defending themselves.

■ **Insurance:** D&O insurance can provide essential protection to the directors, officers and trustees for all of the above nonindemnifiable exposures, thus offering them more comprehensive financial protection. In addition, D&O insurance transfers to the insurer the organization's financial risk of funding its indemnification obligation by reimbursing the nonprofit for the indemnification.

D&O insurance thus provides financial protection for both the nonprofit as well as its directors, officers and trustees. D&O insurance generally provides coverage against claims brought against directors,

officers and trustees for alleged or actual breach of duty, neglect, misstatements, errors and omissions. This coverage will cover defense, judgments and settlements arising out of such claims. In many instances, it can be amended to include other employees and volunteers.

To protect the nonprofit and its cash flow, the entity also can be covered by the D&O insurance policy as an additional insured party. In many cases, the D&O policy will include advancement of defense costs on all covered claims.

The degree of specialization among many nonprofits has required D&O policies to address specific needs of these entities by providing special packages such as hospitals, colleges, universities and various group programs. These packages provide basic D&O liability protection and enhance the terms and conditions of the D&O policy to tailor coverage for the specific and unique nature of D&O exposure for such entities.

As an alternative or supplement, directors who are serving the nonprofit at the request of another corporation may obtain insurance coverage through the D&O insurance policy purchased by the requesting or sponsoring corporation. This coverage provides protection for the person who has been requested to serve the nonprofit organization.

D&O insurance is somewhat unique in nature and creates complex legal underwriting and management issues which are difficult to identify and analyze without the assistance of knowledgeable experts. This important product should be obtained from insurers who have significant nonprofit underwriting and claims experience and who are likely to remain a viable D&O insurer into the foreseeable future. ■

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*Bijan Khosrowshahi is the Mid-Atlantic regional manager for National Union Fire Insurance Company of Pittsburgh, Pennsylvania, a member company of American International Group, Inc. (AIG).*

# Cover Story

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## Bringing Generations Together

*Youngsters and Seniors Reach Out To Help Each Other—and Themselves*



By Andrew Carroll

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Although often called the generation “gap,” what really separates the older and younger members of our society is a wall. Built up over the years with stones of fear, misunderstanding and apathy, this formidable barrier zigzags through almost every neighborhood. And for many at the opposite ends of the age spectrum, the wall just isn’t high enough.

The results of a survey of several hundred high school students and senior citizens in Miami, Florida, for example, revealed a majority of the youths interviewed felt that “seniors were a waste of time and had nothing significant to contribute.” The majority of seniors expressed “fear of young teenagers, especially black males.” Though it might be easy to dismiss these results as endemic to Miami, few would be surprised to see similar findings in other cities or just about anywhere else.

In the words of poet Robert Frost, something there is that doesn’t love a wall. In Dade County, Florida, it’s the force behind a comprehensive crime prevention effort called Bridging the Gap. Also known as the Youth and Elderly Against Crime Project, Bridging the Gap was created in September 1990 as a partnership among the Miami Police Department, Jewish Family Services and the

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*Andrew Carroll is the author of Golden Opportunities: A Volunteer Guide for Americans Over 50.*

Dade County Public School System. The Florida Attorney General’s Office, Metropolitan Dade County Police Department and the local American Association of Retired Persons (AARP) chapter now also support the program.

Though it started with just four high schools, Bridging the Gap involves 13 schools and more than 1,500 students, half of them labeled “at risk.” After receiving extensive training on crime prevention techniques, students are matched with local senior citizens groups. Assisted by community leaders, educators and law enforcement officials, students and seniors create an anti-crime task force that studies community crime and recommends solutions. Among the results of this crimefighting partnership are better lighting in gloomy neighborhoods, a greater awareness among seniors on how to protect themselves against crime; and stiffer penalties for crimes committed in and around elderly residences.

“One of the greatest accomplishments of the program,” says Linda Brown, a Bridging the Gap supervisor, “is that, for the first time, these kids are given a voice. If you want them to have a stake in this community, you really have to involve them in making it a better place. Let them know they’re part of the process.”

Involving at-risk students, Brown believes, may even make the program more likely to succeed: “Many of the

kids involved with this program are, let's face it, tough kids. They've spent a lot of time fighting for their lives. We just direct that intensity in a more positive way. Now they can fight for someone else." The seniors, Brown adds, profit as well. "You can just see the fear melt away," she says. "They may start off a little reluctant, but soon after, they're talking with the kids, laughing together, the whole bit."

Brown also monitors the program to make sure it has a genuine impact on the students. Bridging the Gap students show a significant increase in self-esteem and respect for authority figures as well as improved grades and attendance.

## Types of Programs

Foster Grandparents, the first major "documented" intergenerational effort, was established 30 years ago to encourage low-income seniors over 60 to care for at-risk and disadvantaged children. The program requires each volunteer to spend 20 hours a week with a child. In return, the senior volunteers receive a modest stipend, along with the satisfaction of caring for children often starving for comfort and attention.

Foster Grandparents Program is an example of the first of three intergenerational models. In this care-giver model, one generation is the provider of care, the other is the recipient. The care givers, young or old, can benefit as much as the recipients, but in terms of direct service, one gives, the other receives.

The second intergenerational model is reciprocal. It is designed for each generation to benefit directly from the contributions of the other. An example is Language Link. Created in 1992 in the Seneca Indian Nation of New York, Language Link unites young and old in the revival and preservation of Seneca culture. Language Link matches tribal youth one to one with elders who teach them Seneca history, language and traditions.

Forbidden to speak or learn their native language by the New York State Department of Education in the early 1900s, the Seneca lost approximately 80 percent of their language in one generation. "Many of the elders worry that their culture and their language will not be carried on by the younger members of the community," says Program Director Rick Jemison. "Most importantly, the elders want the youngsters to become teachers themselves."

The young people reciprocate with countless little chores and acts of kindness, including providing transportation to the doctor's office, hauling wood for fireplaces, running errands or shoveling snow. The elders and young people come together for about 30 hours a week, 40 weeks a year.

In the third model, the two generations work side by side for the benefit of the greater

community. This includes programs like Delta Service Corps (profiled in the July-September '94 *Leadership*), which enlists young and old corps members to provide a variety of hands-on services to their communities. In almost all cases, however, efforts structured after this third model include a reciprocal element, where the two generations help each other as well. Bridging the Gap is a perfect example; the program fights crime, which benefits the whole community. The high school students are paired with seniors who serve as mentors and help the students with their studies. In return, the students assist the seniors with errands and household chores.

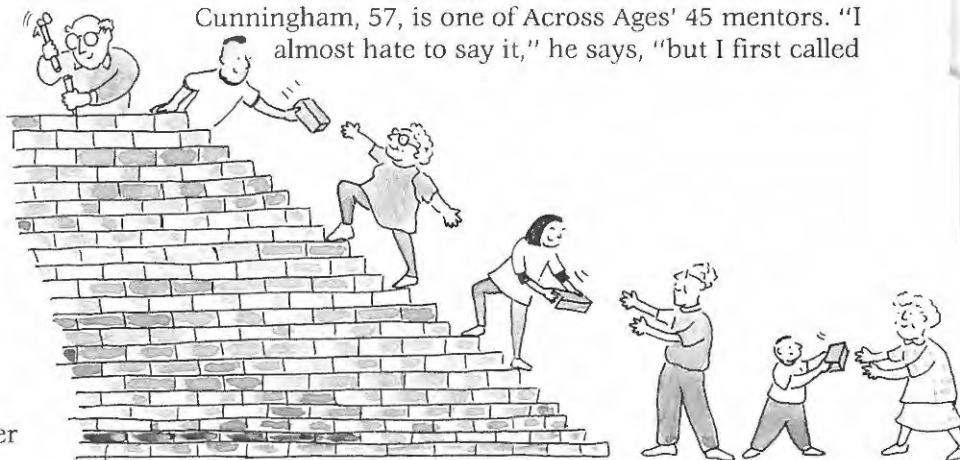
The trend in the intergenerational world seems to be toward the second and third reciprocal models. "I think we're seeing a shift now," remarks Tess Scannell, director of Generations United, "from the programs where it is simply a pleasant personal experience to programs where they are working together to solve critical social problems."

Created more than eight years ago, Generations United is a coalition of 100 national organizations working to promote "cross-generational understanding and cooperative action." The coalition is co-chaired by four national organizations that deal with youth- and senior-related issues: the Children's Defense Fund, AARP, National Council on the Aging and the Child Welfare League. Scannell, who has been with the coalition since it was established, shares what she believes is fundamental to the continuing success of the intergenerational movement: "Every person has the capacity to give, which is why we should promote each generation as a resource, and not as bundles of needs requiring care."

Dr. Andrea Taylor, director of the intergenerational program Across Ages, agrees with these sentiments and welcomes a greater focus on reciprocal programs. But Dr. Taylor is quick to emphasize the merits of the care-giver model: "It is so important for the kids to have someone there for them," Dr. Taylor says. "At the same time, you wouldn't believe how important it is for the mentors to give back to someone else, to have someone want them to be there."

Cornelius Cunningham would believe it.

Cunningham, 57, is one of Across Ages' 45 mentors. "I almost hate to say it," he says, "but I first called



Across Ages because I was looking for a job. But you know what? This is better than any job. I've been searching for the words to say how much this means to me, this program and all. The words just don't exist."

"Cornelius is not alone in feeling this way," remarks Dr. Taylor, "but it's especially inspiring to see because of his past and all." Cunningham had served 20 years, off and on, in prison. "Every time it was for fighting," he says, "fights that started mostly after I had been drinking. Then in 1987 I joined a rehab program. The grace of God sent me there, and so far so good."

"Most of the kids I see walking down the street walk with their eyes down. I know that look. I just want these kids, especially my little men, to know that if I can pull through, they can too."

Now in its fourth year, Across Ages is run by the Center for Intergenerational Learning on Temple University's campus in Philadelphia. The Center was established in 1980 to find solutions to community problems through intergenerational programs. Along with Across Ages, the Center directs several other efforts, including an intergenerational theater troupe; a literacy program that recruits college students to help adults with basic reading skills; and a job-training program for older adults interested in becoming health-care aides. The Center also serves as a clearinghouse of information on intergenerational issues and provides technical assistance to up-and-coming efforts.

### Not All Fun and Games

And while the folks who participate in and those who run the intergenerational programs like to stress the positive, they are well aware of potential problems.

One essential and uncomfortable issue is liability. "You really must have an understanding, in writing, about who is—or is not—responsible if someone gets hurt," says Carol Tice. "I know it's almost unpleasant to bring up, but liability is a very important issue, and I don't hear it discussed that often." Tice is the founder and manager of Teaching-Learning Communities (T-LC), one of the country's first school-based intergenerational programs

matching school children with older volunteers. She is also president of Lifespan Resources, Inc., a nonprofit organization promoting intergenerational education, service and research.

She says that once a program and its partners get past the liability issue, thorough planning and preparation are a must, adding, "I don't want up-and-coming programs to get intimidated and feel they have to have endless training seminars or fly in someone with extensive gerontological credentials. But certainly, without some preparation and orientation, the consequences can be devastating."

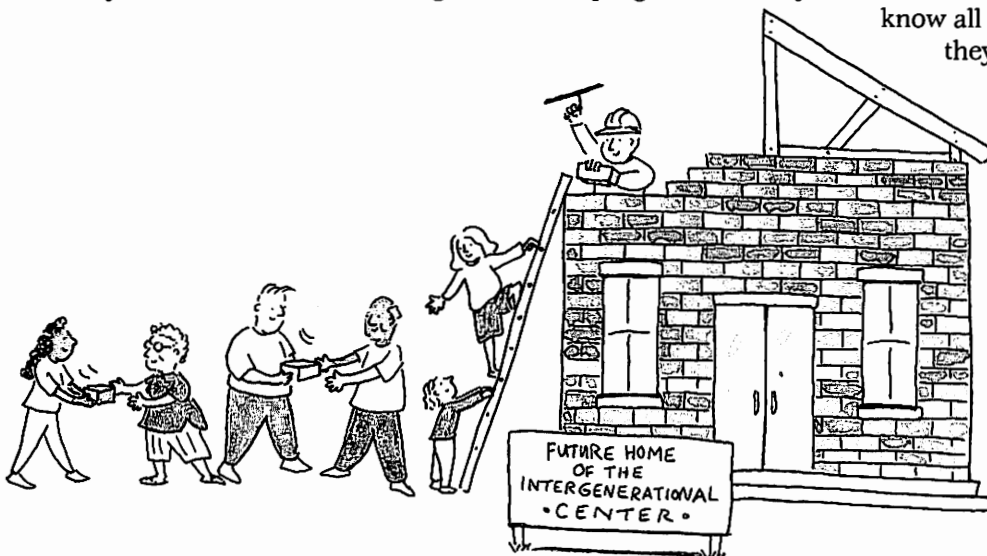
Although such experiences seem to be rare, the fear of a disastrous outcome is always there. "When we first brought the idea of Magic Me to the nursing homes and the schools, everyone thought it would be a nightmare," recalls Alfred de la Cuesta, Magic Me's executive director. "The nursing home staff thought bringing in at-risk students would be a mistake, that the kids would be unruly and would bother the seniors. At the schools, the teachers thought the kids just wouldn't go. Or, if they did, they'd hate it." Almost gleefully, he adds, "You know what? They were all wrong."

Magic Me is now one of the most well-regarded intergenerational programs in existence. Born in 1980 in Baltimore, Maryland, Magic Me brings middle-school students into nursing homes for the benefit of both the students and the residents. There are several essential components that make the program work.

"First of all, it's very important that both the kids and the seniors are enthusiastic about the program," says de la Cuesta. "We make sure they all know they're needed. We go to the seniors and say, 'Look, we've got these kids, and a lot of them are having trouble in school, and we really need you to help them with their studies.' Then we go to the kids and say, 'There are these elderly people living alone, and they'd really like to have someone come by and visit them. We need your help. How about it?' Our goal is to give each group a sense of mission. And every time, they respond beautifully."

Intense preparation comes next. "This is essential," says de la Cuesta. "We talk with the seniors and let them know all about the kids. We want to make sure they're as comfortable with the program as possible. The students receive a month-long orientation, and we're very honest with them. We tell them all about the realities of a nursing home, that there will be people who are sick, and that there may be yelling, unpleasant smells, those kind of things. This doesn't discourage them at all."

The staff at Magic Me has discovered that even the kids labeled as "troublemakers" demonstrate a remarkable compassion towards the



seniors. And for the majority of the students involved, attendance in school and grades go up, while disciplinary problems go down. "The key ingredient in all of this," de la Cuesta believes, "is a regular period of reflection. We found, after a major study, that the students who were encouraged to reflect after doing service fared much better than those who did not. Reflection really helps them absorb what they're doing, and I can't stress it enough."

Magic Me is so successful that it has received funding to expand from 33 to over 150 sites.

## Breaking Barriers

Magic Me's dramatic expansion reflects an urgency in the intergenerational world that is driven by the belief that society seems to be separating the generations at a furious pace. "We are very age segregated," says Tess Scannell. "Adults work in environments almost exclusive of children under 16 and people over 65. Seniors often live in age-segregated housing, and children attend age-segregated schools." Also, in today's mobile society, grandparents rarely live nearby. Even if they did, they're probably healthier than their grandparents were and are more likely to be away running marathons or traveling around the world.

Another factor changing society is technology. Pre-recorded phone message systems, E-mail, automated bank teller machines, Walkmans and a variety of other gadgets make it possible to go through an entire day without needing to come into contact with another human being. Today's children, born into an automated world, are especially at risk of not understanding the importance of genuine person-to-person contact. Increasingly, they spend their time with hyperactive video and computer games instead of with people, including their grandparents. They are not as likely to hear the stories of their grandparents' lives as grandchildren of the past have done.

"I believe," Tice explains, "this is why you're seeing such an interest in oral histories—where young people record the experiences of older persons—as an integral part of intergenerational programs."

Cornelius Cunningham is quick to point out that many older folks also need to appreciate the importance of listening. "Kids are always having people talk at them," he says. "We need to talk with them. They want to be heard, just like everybody else. And if we don't listen to them, they'll grow up not knowing how to listen to their kids."

Although the wall separating the ages still stands, new cracks develop every day. Few who have seen the power of intergenerational programs believe the barrier can endure. Angela Roberts, program coordinator at Generations United, says almost wistfully, "You know, the wonderful reality of it all is we're social creatures. We like to be with other people, no matter how young or how old they are. When it comes right down to it, we need one another. We really do." ■



From left, Cassie Pondexter, Edward Sabinay and Euraline Morrison are participants in Bridging the Gap, Youth and Elderly Against Crime Project, Dade County, Florida.

## Building a Program

Regardless of the model a budding intergenerational program hopes to emulate, its success, the experts seem to agree, requires considerable planning and cannot be left to good intentions alone. Tess Scannell elaborates: "We have to be wary of the myth of instant intergenerational magic. In reality, it takes a lot of preparation to create a program that is worthwhile and will last." In *Young and Old Serving Together*, Generations United's must-read publication on intergenerational community service, the criteria for exemplary programs include:

- Clearly defined and realistic goals
  - Strong partnerships with other community groups and organizations
  - A recruitment and selection process that promotes diversity
  - Thorough orientation and training
  - Meaningful and innovative service activities
  - Close supervision and support
  - Reflection, recognition and program evaluation
- Pinpointing the exact number of intergenerational programs is difficult, if not impossible. Although everyone may know about Foster Grandparents, Across Ages, T-LC or Magic Me, there are countless lesser-known and more informal programs throughout the country.

"When we sent out the first draft of *Young and Old Serving Together*," says Tess Scannell, "we had written that there were hundreds of these intergenerational programs nationwide. When the drafts were returned, many people had crossed this out and wrote, 'No, no, there are over a thousand!' So that's what we put. Ultimately, we hope Generations United will be able to include all these programs in our database, which now has about 350 programs."

The book can be ordered from Generations United, c/o CWLA, 440 1st St. NW, Suite 310, Washington, DC 2001-2085; cost: \$15. ■



# Recognition

## Awards for Excellence in Corporate Community Service

Nine corporations that excel in community service were honored at the second annual Awards for Excellence in Corporate Community Service on September 22 in Chicago. Sponsored by The Points of Light Foundation, the awards program singles out corporations that have made an institutional commitment to employee volunteerism to help solve serious social problems in their communities.

Six winners and two citationists were selected from more than 165 nominations. The final panel of judges used the Principles of Excellence—a strategy for building outstanding employee volunteer programs—as criteria to choose the winners. The winning companies are those that best acknowledge the importance of corporate community service, commit themselves to their employee volunteer programs and target the serious social problems in their communities through their volunteer efforts. The winners were selected in three categories based on company size: large, more than 2,500 employees; medium, 100 to 2,500 employees; and small, fewer than 100 employees.

In addition, Illinois Power was honored as the host city award winner for its volunteer efforts aimed at contributing to public education in Chicago. The host city award recognizes excellent corporate volunteer service in the city where the awards event is held.

The judging panel included Frances Hesselbein, president and CEO of The Drucker Foundation; R. William Ide, III, president of American Bar Association; Raul Yzaguirre, president and CEO of National Council of La Raza; Richard L. Leshner, president of U.S. Chamber of Commerce; Dr. Barry K. Rogstad, president of American Business Conference; R. William Taylor, president of American Society of Association Executives; Samuel Maury, executive director of The Business Roundtable; Helen Mills, co-chair of Business for Social Responsibility's board of directors; Edmund M. Burke, director of The Center for Corporate Community Relations at Boston College; Preston Townley, president and CEO of The Conference Board, Inc.; Ralph Schultz, executive vice president of Junior Achievement Inc.; William H. Kolberg, president of National Alliance of



*Syndicated columnist William Raspberry addresses award winners and guests.*

Business; Raymond L. Hoewing, president of Public Affairs Council.

The winning corporations were honored at a luncheon at the Chicago Cultural Center. J. Richard Munro, chairman of Time Warner's executive committee and The Points of Light Foundation's board of directors, presented the winners an etched crystal and marble award. Columnist William Raspberry, keynote speaker, saluted the winners and emphasized the essential role volunteerism plays in restoring community. (His remarks appear on page 21.)

## Winners

### Dayton Hudson Corporation

*Minneapolis, Minnesota; 174,000 employees*

Since 1946, Dayton Hudson has given more than \$300 million to social action and arts programs in its stores' communities. Almost 90% of employees have participated in volunteer activities, contributing an average of 12 hours per month. Each of Dayton Hudson's three divisions has its own volunteer component:

- Target stores Good Neighbor Program volunteers have painted the homes of senior citizens, collected clothing for needy children, helped build new homes and hosted holiday parties for seniors and individuals with disabilities.

- Mervyn stores volunteers have hosted shopping sprees for low-income children, adopted local schools, donated food baskets and participated in the March of Dimes WalkAmerica.

- Employees of Dayton Hudson's department store division have worked in soup kitchens, crisis nurseries, homeless shelters, domestic violence shelters, and have delivered Meals on Wheels.

### General Mills, Inc.

*Minneapolis, Minnesota; 121,000 employees*

Through the Volunteer Connection, more than 10,000 General Mills employees and retirees have participated in volunteer activities since 1982. After Hurricane Andrew, employees of Red Lobster and The Olive Garden distributed ice, water and thousands of free meals to the hardest-hit communities. These employees also provided food, clothing and supplies for the victims of the midwest floods in 1993. This year, General Mills is focusing on the issue of hunger with its "Hands for Hunger" program. Employees in California are teaching nutrition classes at an elementary school. At corporate headquarters, employees are delivering Meals on Wheels; in March, they donated 9,700 pounds of food to Minnesota Food Share.

### Honeywell, Inc.,

*Minneapolis, Minnesota; 52,000 employees*

Honeywell started its employee volunteer program 19 years ago, and its volunteers have completed a variety of projects since, ranging from the Great Salt Lake River Clean-Up to long-time support of the Special Olympics. Employees, retirees, family members and friends support Special Olympic athletes throughout the games, sponsor sporting events and host sport clinics. At New Vistas High School, Honeywell volunteers serve as

mentors and tutors and offer internships to help teenage mothers graduate from high school and prepare their children for school. At nine sites throughout Arizona, Honeywell volunteers operate the Good Beginnings Partnership, giving teenage parents access to parenting classes and on-site day care while they earn their high school degrees.

### Spears, Moore, Rebman & Williams, Inc.

*Chattanooga, Tennessee; 56 employees*

The law firm of Spears, Moore, Rebman & Williams established the HOPE (Helping Other People) program two years ago to give back to their community and combine their service efforts with the Volunteer Center of Chattanooga and the Tri-State Area's Corporate Neighbor Program. HOPE has targeted such problems as birth defects, hospice care and research on deadly diseases. In the past year, some 20 HOPE volunteers landscaped the grounds of Team Evaluation Project, a multi-disciplinary effort to meet children's medical and psychiatric needs. They have supported the fundraising efforts of The Bessie Smith Hall, an African-American cultural performing arts center. Volunteers have also knitted more than 120 afghans for patients at the Hospice of Chattanooga.

### Tosco Refining Co.

*Concord, California; 933 employees*

In 1991 Tosco Refining, the largest independent oil company on the west coast, developed a program to encompass all its community service priorities—the Tosco Education Partnership Program. Its mission is to make the best possible use of Tosco's financial and human resources to help local teachers and students by enhancing education, improving the quality of life and investing in the future. Employee volunteers serve as classroom speakers, mentors, job-shadowing hosts, tour



From left, Richard F. Schubert, president and CEO, The Points of Light Foundation; Michael Bonsignore, chairman and CEO, Honeywell; Mark Willes, vice chairman, General Mills; Jim Cleary, president and CEO, Tosco Refining Company; Charles E. Bayless, president, CEO and chairman of the board, Tucson Electric Power Company; Fred Moore, managing partner, Spears, Moore, Rebman & Williams; Jesse Price, assistant to the president, Illinois Power; J. Richard Munro, chairman of the executive committee, Time Warner, and chairman of the board of directors, The Points of Light Foundation. Not pictured, Cynthia Mayeda, chair, Dayton Hudson Foundation.

guides of Tosco's facilities and tutors. They also assist teachers, manage databases, write grants, judge science fairs and work with school clubs. The Education Partnership Program has encouraged students to stay in school, given teachers new resources and increased employee productivity by boosting morale and promoting team work.

### **Tucson Electric Power Company**

*Tucson, Arizona; 1,937 employees*

Tucson Electric Power launched its Community Action Team in 1990. Employee volunteers recently partnered with Tucson Metropolitan Ministries to construct three transitional apartments for homeless mothers and children. Fifty volunteers participated in this five-month effort and the company donated more than \$20,000 worth of equipment. Through the annual Christmas in April project, volunteers paint, replace appliances, wash windows and clean yards in low-income neighborhoods. Volunteers also are active in the local Community Food Bank's food drive and the Food Plus program, in addition to conducting a variety of events for children and families in need during the holiday season.

### **Citationists**

#### **Aid Association for Lutherans**

*Appleton, Wisconsin; 1,528 employees*

The AAL Involvement Corps Team has doubled since it was started in 1980. In 1993, employees contributed 38,497 volunteer hours to nearly 300 charitable organizations and more than \$35,000 was distributed to charities through the company's grant program. AAL volunteers have worked on numerous projects in conjunction with such organizations as the Appleton YMCA, Community Clothes Closet, the American Cancer Society and the Make-a-Wish Foundation of Wisconsin.

#### **Busey Bank**

*Urbana, Illinois; 306 employees*

In 1993, Busey Bank employees volunteered more than 15,000 hours for projects ranging from planting trees to donating blood. Busey Bank also started a fundraising campaign which collected \$63,000 from the community for victims of the 1993 midwest floods. Bank volunteers are very active in local community-based organizations such as the United Way, Habitat for Humanity and the Don Moyer Boys and Girls Club. ■

## JCPenney Golden Rule Awards

Eight national winners of the JCPenney Golden Rule Awards were announced September 12 at an awards ceremony at the retail superstar's corporate headquarters in Plano, Texas.

The awards, presented in partnership with The Points of Light Foundation, recognize the efforts of outstanding volunteers and nonprofit organizations around the country. The eight national winners were selected from among more than 900 local winners. The national panel of judges included Richard J. Sauer, president, National 4-H Council; Richard F. Schubert, president and CEO, The Points of Light Foundation; Perry Siegel, vice president, business education programs, National Alliance of Business; Dr. Marta Sotomayer, president, National Hispanic Council on Aging; Menola Upshaw, president, National Association for the Advancement of Colored People, Denver Chapter; Dr. William Berry, national volunteer chair, American Red Cross; Ann Hill, director of training, National Urban League; and Ruth Sharp Altshuler.

The awards—ranging from \$2,500 to \$10,000—were presented by W.R. Howell, JCPenney chairman of the board and CEO, and J.E. Oesterreicher, president of JCPenney stores and catalog.

The national awards are the capstone to a well-organized local community recognition effort. Hundreds



of Volunteer Centers and United Way agencies partner with JCPenney in 44 states and Puerto Rico in selecting local Golden Rule award winners. According to a recent survey, Volunteer Centers distribute more than 20,000 nomination forms each year. Local winners are nominated by their peers and selected by civic leaders in their own communities. Local awards are made throughout the year, but most often during National Volunteer Week in April. JCPenney launched the Golden Rule Awards program in 1982 and added

the national awards in 1987. The partnership with Volunteer Centers dates from 1988.

Grand and Medallion national award winners are selected in four categories. Adult, group and education Grand Award winners receive a \$10,000 contribution for their nonprofit agencies and a crystal award.

Medallion Award winners in these categories receive a \$5,000 contribution and a bronze medallion. The youth Grand Award winner receives a crystal award; a \$5,000 contribution to his or her nonprofit agency; and a \$5,000 scholarship. The youth Medallion Award winner receives



JCPenney Golden Rule Award Group Winners with W.R. Howell, left, J.E. Oesterreicher, right, and Mary Ann Mobley, 2nd from right.

a bronze medallion; a \$2,500 contribution; and a \$2,500 scholarship.

### Adult Winners

**Grand Award—Awilda R. Marquez, Washington, D.C.**, is the founder of Women Entrepreneurs of Baltimore, Inc., an organization that provides entrepreneurial training and support services to economically disadvantaged women in the Baltimore area so that they can pursue their business ideas with the goal of becoming self sufficient.

**Medallion Award—Diane Miller, Newburg, Wisconsin**, created the Welcome House of Modification Examples, Inc. to adapt the private homes of disabled persons, enabling them to live at home independently. She also offers outdoor recreational opportunities to severely disabled individuals through the Demonstration Home and Bed & Breakfast facility.

### Group Winners

**Grand Award—Empowered Youth Educating Society, Berkeley, California**, trains youth to take leadership roles in their communities by helping them build alliances with other youth from diverse racial, economic, cultural and geographic backgrounds.

**Medallion Award—MED-CARE Health Clinic, Lima, Ohio**, provides affordable, non-emergency health care for people with very low incomes and no insurance in Lima and the surrounding areas.

### Education Winners

**Grand Award—Susan Overbey, Austin, Texas**, established BELIEVE IN ME, an ensemble dance program conducted with the Austin Independent School District and Del Valley Schools, to help at-risk children ages 9-13 achieve self-confidence, stay in school and avoid early pregnancy. The program offers inner-city youth classes in drama and instruction in a variety of dance forms, such as ballet, tap and jazz. The students perform together locally and in communities across the nation.

**Medallion Award—Sara Garfield, Stockton, California**, created TLC (Transitional Learning Center), a program that provides educational and supportive services to homeless children and their families. TLC is a program of St. Mary's Interfaith Dining Room, which provides food, clothing and other services to homeless individuals in a nurturing environment.

### Youth Winners

**Grand Award—Sarah Ellyn London, Hollywood, Florida**, established "Love Jen," a memorial to her childhood friend who died of cancer in May 1991. Love Jen provides emotional and financial support to young people who are terminally ill with cancer at the Joe Demaggio Children's Center at Memorial Hospital. Sarah, 18, is also the first teen member of the Hospital Board of Directors.

**Medallion Award—Nicole Lewis, Huntsville, Alabama**, is a volunteer with the American Red Cross, Madison County Chapter. She is a clown troupe member and trainer, youth committee chair, member of the Minority Initiative Committee, a volunteer with Blood Services and a participant in many community service projects. During the past year, Nicole, 18, has initiated five community projects to benefit at-risk children, hospitalized veterans and nursing home residents. She also serves as a leader for youth activities with the Red Cross and other organizations. ■

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# 'To Heal Our Land'

By William Raspberry

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*Syndicated columnist William Raspberry gave the following speech at The Points of Light Foundation's second annual Awards for Excellence in Corporate Community Service luncheon in Chicago on September 22. Foundation President and CEO Richard F. Schubert, who introduced Raspberry, said, "Mr. Raspberry writes weekly, not just on the problems that afflict the disadvantaged in our society, but on the good things that are being done to solve these problems. His columns are full of insight, of compelling ideas and of hope."*

I want to spend my time with you thinking about the problems we face as a society and what good people might reasonably do about them.

I ask your indulgence: What follows is not so much a set of answers in which I have a high degree of confidence as a set of questions—interesting, critical and vexatious questions—that may get you thinking a little differently about what you do, even what you think. To that end, let me turn to some thoughts of Alexis de Tocqueville, who, in an obscure paper called "Memoir on Pauperism" said some things that this audience might find particularly fascinating.

Tocqueville, a Frenchman, had been looking at much of Western Europe and found himself intrigued by a curious phenomenon. The more civilized, the more industrially advanced and the more progressive the society, the greater the incidence of pauperism.

England, which in 1835, when Tocqueville delivered his paper to the Royal Academic Society of Cherbourg, was the most advanced society in Europe, particularly fascinated him.

"Cross the English countryside and you will think yourself transported into the Eden of modern civilization—magnificently maintained roads, clean new houses, well-fed cattle roaming rich meadows, strong and healthy farmers, more dazzling wealth than in any country of the world, the most refined and gracious standard of the basic amenities of life to be found anywhere.

"There is a pervasive concern for well-being and leisure, an impression of universal prosperity which seems part of the very air you breathe. At every step in

England there is something to make the tourist's heart leap.

"Now look more closely at the villages: examine the parish registers, and you will discover with indescribable astonishment that one-sixth of the inhabitants of this flourishing kingdom live at the expense of public charity.

"Now if you turn to Spain or even more to Portugal, you will be struck by a very different sight. You will see at every step an ignorant and coarse population; ill-fed, ill-clothed, living in the midst of a half-cultivated country side and in miserable dwellings. In Portugal, however, the number of indigents is insignificant. M. De Villeneuve estimates that this kingdom contains one pauper for every 25 inhabitants.

How does Tocqueville explain this apparent paradox?

Basically, he offers two explanations. The first is that need is not a static concept. Some needs—food and shelter, for instance—are basic. But other needs we create for ourselves. As the possibilities for the good life increase, they first become desires, then expectations, and finally utter necessities. Thus, "the more prosperous a society is, the more diversified and more durable become the enjoyments of the greatest number, the more they stimulate true necessity through habit and imitation."

You can see what he's talking about. In a place like modern-day America, the family forced to live in a cheerless, un-air-conditioned apartment is needy—no matter that it may enjoy conveniences (hot and cold running water, indoor toilets and central, thermostatically regulated heat) that would have seemed outrageously opulent even to a king of Tocqueville's time. In a primitive society, on the other hand, "poverty consists only in not finding enough to eat."

When air-conditioning and color television become commonplace, their absence becomes a frightful misfortune. An indoor bathroom with a flush toilet, even if it emptied into an open sewer, would have been a miracle for Tocqueville.

But Tocqueville offers another explanation for the paradoxical association of progress and pauperism, one that this audience might find particularly interesting. The alternative explanation? Public welfare.

By the time of Tocqueville's observations, charity,

which earlier had been the province of the monasteries, had been taken over by the state, with overseers in each parish given the right to tax the inhabitants in order to feed the disabled indigents and find work for the able-bodied.

It sounds like a reasonable plan—as reasonable as our own welfare system must have seemed when it was first devised. And it worked out about as poorly as our own.

“Since the poor have an absolute right to the help of society, and have a public administration organized to provide it everywhere,” Tocqueville wrote, abuse is inevitable. Why?

“Man, like all socially organized beings, has a natural passion for idleness. There are, however, two incentives to work: the need to live and the desire to improve the conditions of life. Experience has proven that the majority of men can be sufficiently motivated to work only by the first of these incentives. The second is only effective with a small minority. Well, a charitable institution indiscriminately open to all those in need, or a law which gives all the poor a right to public aid, whatever the origin of their poverty, weakens or destroys the first stimulant and leaves only the second intact.

“The English peasant, like the Spanish peasant, if he does not feel the deep desire to better the position into which he has been born, and to raise himself out of his misery (a feeble desire which is easily crushed in the majority of men)—the peasant of both countries, I maintain, has no interest in working, or, if he works, has no interest in saving. He therefore remains idle or thoughtlessly squanders the fruits of his labors... Any measure which establishes legal charity on a permanent basis and gives it an administrative form thereby creates an idle and lazy class, living at the expense of the industrial and working class.”

If Ronald Reagan said something like that, I would spring to my word processor, convinced that he had provided further evidence of some basic meanness of character. But when Tocqueville says it, and when he is speaking of countries without significant ethnic minorities, I am at least prepared to think about it.

But Tocqueville said something else. There are two kinds of welfare, he said. One is the system he blamed for increasing the amount of pauperism in England. The other, he said, “leads each individual, according to his means, to alleviate the evils he sees around him. This type is as old as the world; it began with human misfortune. Christianity made a divine virtue of it, and called it charity.”

You call it voluntarism, and, like Tocqueville, you instinctively see it as the right thing to do.

Voluntarism, at least voluntarism in its highest and best form, is driven not by pity but by compassion. It involves, in ways that public welfare cannot, a contract between those who help and those who need help. And there remains, though many of us have come to doubt it, a

strong instinct to provide just this sort of mutual assistance: not merely because it works but because it makes us feel good.

No amount of money in the collection plate can provide the satisfaction of teaching a Sunday school class or handling a fundraiser or the hundreds of things that congregations need but seldom have the means of paying for. Whether it is church or school or politics or programs for the elderly, nothing takes the place of personal involvement.

But if I am right about the desire for those with gifts to give to be involved in the solution of the community's problems, how do I explain the drumbeat of reports that Americans are becoming more and more selfish?

Just yesterday I saw a new poll by the Times Mirror Center for the People and the Press. The finding relevant to our purposes today is a decline—from 71 percent to 57 percent—in the number of people who believe government should take care of those who cannot take care of themselves.

The poll, according to its interpreters, uncovered “an unusual set of trends”—greater tolerance for homosexuals and interracial dating, for instance, but falling support for programs for minorities, immigrants and the poor.

The explanation offered was the emergence of a “national mood of disillusionment and self-absorption” brought on by economic uncertainty. True enough, I suppose, as far as it goes. I don't doubt, for instance, that Americans have become less tolerant of poor immigrants in large measure because of economic uncertainty.

*If I am right about the desire for those with gifts to give to be involved in the solution of the community's problems, how do I explain the...reports that Americans are becoming more and more selfish?*

But let me offer another possible explanation for some of the poll's findings: That Americans are less willing than before to support a variety of programs to help the poor because they are less confident than before that the programs do any good. If you don't believe that expensive recreation programs established in the name of crime prevention really do prevent crime—then what is self-absorbed about not wanting to fund programs?

I've got a feeling that if you look at where we put our individual efforts, as opposed to our tax dollars, you'll see a different trend. I'll bet you'll see an uninterrupted willingness of people to give serious time and substance to projects they believe in. I'll bet you'll be surprised at the

amount of the time Americans volunteer, quite apart from our cash contributions.

So what makes us believe—as many of us clearly do—that America is losing its charitable instinct? What has us so thoroughly convinced that we are embarked on some new every-man-for-himself era, that our character as a nation is changing?

Mainly two things, I think.

First is the tendency to institutionalize both charity and mutual endeavor. If we do something long enough and well enough, we start to see it as a routine function of society, and pretty soon it's likely to be in the hands of a government agency.

Mutual aid societies become credit unions, backed by an agency of the federal government. Parent look-outs become uniformed, publicly paid crossing guards, and church-financed poorhouses become county homes, then become public housing projects. The poor boxes, by a similar process, become public welfare and food stamps and SSI. But when we institutionalize programs, they no longer make any claim on our emotions. Nobody knocks on the door for crossing-guard money or public housing contributions, and so we supply these needs without deriving any personal satisfaction from them. We are only dimly aware that they exist—except when they are blamed for high taxes and runaway federal deficits.

Which brings me to a second reason why we tend to think that we are becoming a less charitable nation: the “contract” idea that Tocqueville talked about.

When charity passes from one individual to another, it carries with it an implied contract. It doesn't matter whether the charity is in the form of cash, used clothing or cooperation: those who receive it view it differently when it comes from another concerned human being than when it comes from a city agency. If you do something for people—or do something *with* people, their natural instinct is to set the books right: to do something for you. That's the nature of the social contract.

But when charity becomes institutionalized, no such contract is perceived by its recipients. The family whose children get another year's wear out of your children's outgrown clothes may be grateful. But the family whose children must wear low-cost, low-fashion clothes bought with a too small clothing allowance, the families thrown together with other certifiably poor families in public housing, may come to resent the help they receive. They don't stop needing help, but they come to see it as demeaning. That, far more than architectural or engineering deficiencies, is what turns so many public housing developments into filthy, broken, urine-soaked disasters.

It is also what makes so many of the nonpoor so impatient with the ungrateful poor. If they resent our help, we hear them saying, then the hell with them. Hide them away in the out-of-sight parts of town. Don't bother trying to make the places look nice, because they won't stay nice very

long in any case. Treat 'em like the bums they are.

And the cycle plays out. The resentment of the poor grows to the point where the projects become virtually police-proof crime areas, and the children, no matter how bright they may be, are often doomed to ignorance and poverty.

*In short, what Tocqueville seemed to think was necessary turns out to be remarkably like what you are doing.*

Let me return to Tocqueville.

We have recently come to see the downside of what used to be called the Welfare Rights movement. Tocqueville saw it 150 years ago.

“There is nothing which, generally speaking, elevates and sustains the human spirit more than the idea of rights. There is something great and virile in the idea of right which removes from any request its suppliant character, and places the one who claims it on the same level as the one who grants it. But the right of the poor to obtain society's help is unique in that instead of elevating the heart of the man who exercises it, it lowers him.

“From the moment that an indigent is inscribed on the poor list of his parish, he can certainly demand relief, but what is the achievement of this right if not a notarized manifestation of misery, of weakness, of misconduct on the part of its recipient? Ordinary rights are conferred on men by reason of some personal advantage acquired by them over their fellow men. This other kind is accorded by reason of a recognized inferiority. The first is a clear statement of superiority; the second publicizes inferiority, and legalizes it.

“The more extensive and the more secure ordinary rights are, the more honor they confer; the more permanent and extended the right to relief is, the more it degrades.”

Now I have to tell you something that will disappoint you as much as it disappointed me. When I got to the end of the Tocqueville paper, here's what I found: “Up to this point, I have examined the FINANCIAL approach to poverty. But is this the only approach?... At this point, my horizon widens on all sides. My subject grows. I see a path opening up, which I cannot follow at this moment, the present Memoir being too short... The measures by which pauperism may be combatted preventively will be the object of a second work which I hope respectfully to submit next year to the Academic Society of Cherbourg.”

How's that for a big finish? Well, I was so outdone that I called Seymour Drescher, the University of Pittsburgh historian in whose book I found the Tocqueville memoir, to see if the follow-up paper had ever been written. It hadn't, Drescher said, but some bits and pieces of

*(continued on page 26)*

# Olympic Volunteers Play for Keeps

By Karen Barnes

During the 1994 winter games in Lillehammer, Norway, Americans spent many hours in front of the TV as the world's best athletes took to the slopes and the ice for the gold. But most of us didn't realize how much effort it took to organize this international show and, more importantly, that thousands of volunteers were responsible for its success.

The Olympics have relied on strong and effective volunteer forces over the years. That's been possible because volunteers are easy to recruit for such an exciting, prestigious event. In fact, the competition for Olympic volunteer positions is stiff. Although some individuals only want to work at the athletic competitions, others are glad for any opportunity to be part of the games, whether it be staffing an information booth or operating an airport shuttle.

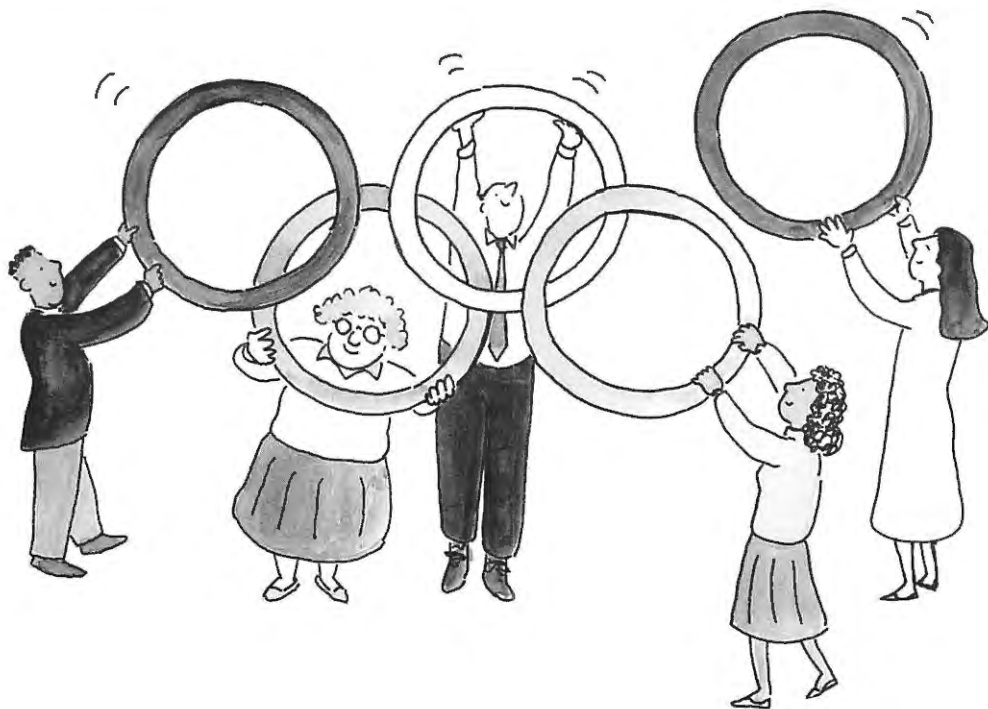
And once involved in the Olympics, these volunteers frequently continue to serve their communities. And cities around the world have the Olympic Games to thank for increases in the numbers of well-trained, committed volunteers.

## Los Angeles Legacy

Volunteers for the 1984 Olympics in Los Angeles were "very proud of their volunteer status. And for many, it's become a way of life," says Vilma Palette, national director of volunteer services for the World Cup, who was in charge of volunteers for the 1984 Games. According to Palette, the Olympics was an introduction to volunteerism for many of the 32,000 volunteers. She believes that many continue to volunteer in their communities for schools or other social programs. Others have gone on to volunteer in the sports realm, assisting with the annual Los Angeles marathon, the 1991 Olympic Festival, and the recent World Cup activities in nearby Pasadena.

Priscilla Florence, World Cup vice president of human resources, always tells her volunteer history to new World Cup volunteers. She was introduced to volunteerism during the 1984 Games when she served as vice president of human resources, a voluntary position. After the Games, she volunteered for several community-based programs, and now is a board member of three local nonprofit organizations.

Dusty Chapman has a similar story. A volunteer at the 1984 Games, she made the natural transition from the Olympics to the Amateur Athletic Foundation (AAF), a private, nonprofit institution created in 1984 by the Los Angeles Olympic Committee to manage Southern California's \$90 million endowment from the 1984 Games. AAF awards grants to youth sports organizations, initiates regional sports programs and operates a sports resource center. Chapman helped with AAF's Summer Swim Festival and has been the coordinator of AAF's volunteer component, Friends of Sports, ever since. Olympic volunteers now comprise a majority of Friends of Sports' 150 active members. These





volunteers share AAF's commitment to making sports accessible to area youth and assist with the Foundation's year-round athletic programs.

### Calgary's Olympic Spirit

"The spirit of the Olympics is still alive in Calgary," says Carla Yuill of the Canada Olympic Park. "Calgary has the highest percentage of volunteers in Canada." According to Yuill, the majority of Olympic volunteers are still volunteering in some capacity, whether through one of the Olympic legacy facilities, such as the Olympic Hall of Fame, or in a community-based organization. Why have these people continued to give their time long after the glamour and excitement of the Games have passed? They are hooked on service and the pleasure they gain from using their skills and abilities to help others.

Before the 1988 Winter Olympics in Calgary, the local police service had a few small, self-sufficient volunteer programs. After the games, the service had to hire a volunteer coordinator to manage 270 Olympic volunteers who were eager to start working for the police. Now all district offices in the city have volunteer programs. These volunteers were members of a group of 950 who were recruited and trained to assist in security functions for the Games. Although the police department was concerned about the capability and reliability of these recruits, they proved to be very effective partners.

Today, approximately 225 volunteers are registered with the Special Projects Team, a volunteer component of the police service created in 1989 to incorporate the Olympic volunteers. Special Projects volunteers have completed more than 150 community projects since their inception, such as distributing crime prevention information in areas with frequent break-ins, hosting information booths during crime prevention week, assisting in training exercises for police officers and providing help with crowd control.

Other Games volunteers are still engaged in athletic or Olympics-oriented service. Calgary's Olympic Hall of Fame, where athletes train year-round, uses 150 volunteers as tour guides and staff. The After 88s are former Games volunteers who organized themselves after the Games ended in April 1988. Founding member Jim Horsfield says the "volunteers decided [they] weren't finished yet and wanted to keep going." They train volunteers to offer their services to athletic events held in Calgary's Olympic competition and training sites, all of which are still operational. During the winter, approximately thirty After 88s are busy every weekend helping with an event.

### Voluntaris 2000

Just weeks before the 1992 Olympics ended in Barcelona, a group of volunteers formed Associo Voluntaris 2000 to continue their community service efforts. They chose the name to signify their vision for the future—to harmonize and solidify their society through voluntary

service.

Unlike much of Europe, Barcelona does have a history of non-governmental or volunteer organizations. These institutions were created to preserve the culture and heritage of Catalonia during the repressive Franco regime. But Voluntaris 2000 is changing the face of volunteerism in Barcelona. Realizing that the government is not equipped to meet the needs of the populace, volunteers are now addressing more critical social problems in addition to their traditional, civic and cultural tasks.

The first step Voluntaris 2000 took was to form a database of interested Olympic volunteers. The database contains 30,000 of the original 35,000 volunteers, and of these 7,000 are still active. These individuals offer their time, usually on the weekends, to participate in service projects organized by Voluntaris 2000. One such project is Festes de

## Special Olympics '95

Thousands of athletes around the world are preparing for 1995's largest sporting event: the Special Olympics World Summer Games, July 1-9. The Games—to be held in four cities and five universities in Connecticut—offer competition in 19 sports and are expected to attract 6,700 athletes from more than 137 countries. About half a million spectators are expected to attend and millions more to watch the internationally televised Special Olympics.

Special Olympics  
World Games  
Connecticut 1995



The athletes aren't the only ones getting ready. A group of 45,000 volunteers will handle every aspect of the Games from athlete services, telecommunications and transportation to sanitation. This contingent is only a fraction of the volunteers involved in Special Olympics around the world. More than 500,000 volunteers work with Special Olympics year-round to provide sports training and competitive recreational activities to nearly one million adults and youth with mental retardation.

Games volunteers must apply to participate, and they may indicate whether they would like to serve right away on one of 115 leadership committees to plan the Games or wait until 1995 to serve during the Games week. Currently, 4,500 volunteers are planning different aspects of the Games such as housing, refreshments and sporting events. Some 15,000 individuals have volunteered to participate overall.

The Knights of Columbus is organizing the 1995 Games Host Town Program—Experience the U.S.A. in Connecticut—to welcome more than 3,800 athletes from outside the U.S. Members of each Special Olympics team will be guests of a Connecticut town.

—Karen Barnes

la Mercé, a series of multicultural activities, which include street performances, concerts and children's activities. Volunteers help organize and staff the events. One project was a TV campaign to raise funds for individuals with Downs Syndrome. Volunteers provided assistance with phones, communications systems and television programming during the 24-hour telethon, which raised \$2.5 million.

Voluntaris 2000 is also providing hands-on, small-scale volunteer opportunities addressing serious social issues. According to City Council member Albert Serra, "Voluntaris 2000's plans for the future are very clear: to consolidate the organizational structure; to establish a link of communication with the [agencies] and the districts that organize activities in Barcelona; and to give the opportunity to all the volunteers in the database to participate at least once a year."

### **An Olympic Force in Atlanta**

As the 1996 Olympics approach, would-be Games volunteers already number more than half a million. These volunteers are members of the Olympic Force, a program established in April 1992 and charged with recruiting, training and managing the volunteer component of the Games.

"The best volunteer is the experienced volunteer," says Donna Brown, manager of the Olympic Force, whose members already are active with local groups that provide services to the community. Only Olympic Force members will be permitted to apply for the coveted Games volunteer positions when applications are made available in early 1995. Competition will be keen: Only 40,000 of the Force will be chosen to volunteer at the Games. They must be 18 or older and willing to commit two weeks full time to the Games. They will be selected and assigned tasks based on their community service experience, availability and skills.

Olympic Force members also participate in annual "signature events" sponsored by Atlanta's Olympic Advisory Council. Signature events began in 1992 and continue through 1995, with a different theme for each year. This year's events have an arts-related theme. Olympic Force volunteer coordinators are working with community arts representatives to create day-long, arts-related projects. Volunteers will repair and paint theaters, sew costumes, paint murals and other public works of art or update mailing lists.

"Signature events are symbolic, showing what the volunteers can accomplish as a team and infusing teamwork—the spirit of the Olympics—into volunteerism," says Brown. One of the benefits of the Olympic Force she says is "it enables people to be a part of Olympic activity even if they can't be Games volunteers." ■

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*Karen Barnes is The Points of Light Foundation's administrator of recognition and communications services and a regular contributor to Foundation publications.*

## **'To Heal Our Land'**

*(continued from page 23)*

Tocqueville notes are even now being put together and perhaps in two or three years...

But all is not lost. The notes Tocqueville left suggest that he was thinking of such things as worker organizations, savings banks, organized self-help entities and voluntary associations. In short, what Tocqueville seemed to think was necessary turns out to be remarkably like what you are doing.

*I hope that we can turn our focus to the mediating structures of society...and learn not merely to help the needy but to heal our land.*

Gregg Petersmeyer, who headed the Points of Light office for the Bush administration, had it right when he told me that so many of the problems associated with poverty stem less from the lack of *things* than from the absence of viable relationships, and that their solution depends less on what the government does than what the rest of us do.

What he said makes sense to me. The disintegration of the twin structures of our civilization—the family and the community—both creates our social problems and makes them intractable. You have, with your noble work, taken the lead in restoring community. My only caveat is that you not think of this necessary restoration as a one-way street.

Again Petersmeyer had it right: "Many people believe that one doesn't have the right to call on a young black 15-year-old who is living in circumstances that are unspeakable to give anything to anybody until society solves his problems.

"Nothing could be more wrong. A young person who is not told that he or she has a gift to give, and who is not asked to give it, will come to believe that he or she has nothing to give."

Worse: Such people will come to believe that they are nothing, at least in the eyes of the larger society. Your efforts are a reminder that we're all in it together.

I hope that, led by people like yourselves, we can chart a national course somewhere between the liberals, whose focus is on what the government must do, and the conservatives, who want government to do as little as possible, at least for the needy. I hope that we can, in an organized fashion, turn our focus to the mediating structures of society—the family, the neighborhood, the church, and the voluntary association—and learn not merely to help the needy but to heal our land.

You call it a thousand Points of Light. I call it necessary. ■

# Program Profiles

## Apparel is Rainbow's Pot of Gold

By Ingrid Utech

Dallas volunteers have taken a tried-and-true idea—collecting clothes for the needy—and given it a new twist. The result is the Rainbow Room, a 2,500-square-foot room chock full of brand-new clothing to be given to abused, neglected and battered children. The project is a partnership between the county Child Protective Services (CPS) agency in Dallas and CPS Community Partners, a nonprofit volunteer organization.

The Rainbow Room is the brainchild of Judy Cohn, chair of CPS Community Partners. "Often the infants, children and teenagers that come into the care of CPS don't have the diapers, formula or school clothes that they need. The CPS agency only has limited funds for basic needs, so caseworkers either have to buy what they need out of their own modest paychecks or rely upon the few used goods available through CPS, most of which are not in good condition," Cohn said.

Opened in September of last year, the Rainbow Room is located on the first floor of the new 12-story CPS building. The Container Store designed the interior and donated and installed the fixtures and shelving. From October 1993 through June 1994, the Rainbow Room handled approximately 1,700 CPS caseworker requests and provided goods to about 3,000 abused and neglected children.

With the exception of a full-time manager, whose salary is paid by a local foundation, the Rainbow Room is run solely by volunteers. Volunteers solicit contributions and volunteers organize the Rainbow Room and assist caseworkers. "We have no overhead; that means 100 percent of the money we raise can be used to serve the children," says manager Amy Barton.

During the first six months of 1994, the Rainbow Room averaged \$2,300 per month in monetary donations

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*Ingrid Utech is a Washington, D.C.-based freelance writer.*



and \$4,000 per month in gifts-in-kind. Some of these contributions were obtained through fundraising events. The Texas Chefs Association and the 100 of Dallas—volunteers whose sole purpose is to raise money for abused and neglected children's programs—are two organizations that held fundraising events.

Other ongoing contributors include Gerber Products Company, The Kroger Company, Baylor University Medical Center and Mervyn's. Donations range from diaper and other infant care items, to children's and teenagers' clothing, personal grooming items, toys, dolls, games, cribs, car seats and cleaning supplies.

The Rainbow Room also accepts furniture. Some companies, like the Container Store, donate slightly damaged items that they are unable to sell retail but that are otherwise in good condition.

Individuals also make donations to the Rainbow Room. While most contribute money or store-bought items, one elderly woman gives dresses and other clothing that she sews.

Advance planning is crucial to the Rainbow Room's success. "We must anticipate present as well as future needs. In the summer, we begin to stock the store's back-to-school clothes; in the spring, we begin gathering the store's summer stock," says Barton. "If we see slacks and shirts on sale, we sometimes buy 15 or 20 of each. When we tell the store owner the purpose of our purchases, we sometimes get an additional discount."

A total of 10 to 12 volunteers staff the Rainbow Room each week. Among them is a retired couple, Lucy and Joe

Ellis, whose daughter was a CPS caseworker. "Our daughter tells us how much she wishes the Rainbow Room had existed while she was working at CPS," says Lucy Ellis. "It would have alleviated some of the stress that she and other CPS caseworkers felt when they had emergency needs."

Barton has had inquiries about replicating the program from CPS agencies in Houston, Texas, New Jersey, Alabama and Colorado. Barton tells them to set up a CPS Community Partners program first. Only with the backing of the community and a strong volunteer organization, working in tandem with the caseworkers, can the Rainbow Room concept be a success, she says. ■

## In NYC, New Clothes for the Homeless

New York City's Clothing Bank helps meet the needs of the city's 24,000 homeless. It is the only program in the city that provides exclusively new, rather than used, items. Begun in 1987, the Bank is administered by the New York City Mayor's Voluntary Action Center with both volunteer and paid staff.

To date, manufacturers have contributed more than 6 million articles of new clothing, with an estimated value of \$35 million. Recipients are more than 450 city agencies and nonprofit organizations, including homeless shelters, hospitals, churches and synagogues, which distribute the items to homeless people.

Part of the credit for the program's success goes to Peter Mayer, the Clothing Bank's volunteer manager since the program's inception. Mayer and two volunteer assistants contact between 600 and 700 manufacturers

each year; in addition to New York, they solicit in the Carolinas, Pennsylvania, the Northeast and a few Midwest locations. Such industry giants as Van Heusen, Liz Claiborne and Jockey International contribute.



"The items the manufacturers donate are either excess inventory, returned merchandise or seconds that would be discarded were it not for programs like the Clothing Bank," explains Mayer. The donations are tax deductible.

Volunteers from the City Volunteer Corps and a local substance abuse program help unload, unpack, sort, inventory and record all merchandise. They also call the recipient agencies and arrange for them to pick up the items. Five paid staff members supervise the volunteers; all of these staff members were at one time Clothing Bank volunteers.

The Clothing Bank has a budget of \$100,000, which is used to purchase equipment and to pay salaries. The Fashion Association, International Ladies Garment Workers Union, Amalgamated Clothing Workers Union and Lewis and Ann Abrons Foundation are among the financial contributors.

"The Clothing Bank demonstrates the ability of businesses, the public sector and volunteers to work together," says Barbara Cooper, Mayor's Voluntary Action Center assistant director. "The Bank [enables] homeless people to regain some of their dignity and self-respect while also giving them the fresh, new clothing they need to apply for and obtain a job."

Those who work with the program also reap benefits. Mayer describes his job as a "tremendous challenge. Sometimes we have to call several times before we can get through to a vice president who can authorize the release of merchandise."

But the payoff for these efforts can be big. Mayer recalls one shoe company that contributed 290 cartons of shoes—about 10,000 pairs—and another company that gave 5,000 pieces of thermal underwear. "It gives you a wonderful feeling when you see so much come in that helps so many people," says Mayer.

Agencies that receive the items are also grateful. "When we get donations from the Clothing Bank, we always have a special luncheon, after which we distribute the clothes," says Sharon Deaver, outreach coordinator at Love Gospel Assembly Church in the Bronx. The church's soup kitchen feeds about 600 people daily.

Unfortunately, the number of donations has declined in the last two years. Mayer attributes this to a decline in profits of some businesses, company mergers and technological advances that mean some companies do not have as many factory rejects as in the past. Deaver says Love Gospel Assembly Church used to get donations monthly but now gets them only about four times a year. She cites another factor. "As the number of homeless people has increased, the demand for items also has increased, making the supply less for everyone."

For further information about the Clothing Bank, contact Barbara Cooper, Assistant Director, Mayor's Voluntary Action Center, 61 Chambers Street, New York, NY 10007; 212-788-7550. ■

# Tool Box

Looking for the perfect holiday gift? Choose from among the following inspirational, informative and affordable items.

## Her Personal Story

*Body and Soul* by Anita Roddick tells the story of her personal life and extraordinary career and explains the ethic of social consciousness that shaped her international company, The Body Shop. Roddick's life philosophy echoes throughout the book: "You can be a businessperson, make money and use that money to instigate social change." Cost: \$22.

## Inspiration at Work

*Heroes After Hours* by David C. Forward describes the remarkable efforts of "everyday" employees to make a difference in their communities, their cities and their world. The author, a consultant on employee volunteerism and vice president of Phoenix Financial Services, gives examples of people at all levels of the corporate ladder who saw a need and then initiated a project to meet it. He includes examples of corporate-driven service programs and a special resource section that highlights practical steps for participating in community service. Cost: \$23.00.

## Two Good Reads

*Once Upon a Time When We Were Colored* and *The Last Train North* by Clifton-L. Taulbert are tales of the author's small-town Mississippi childhood. These memoirs emphasize the importance of strong community. *Once Upon A Time* depicts the world of "colored town"—

a totally black milieu in which people nurtured and protected each other and enjoyed life together. *The Last Train North* is Taulbert's story at age 17, a naive and hopeful "colored boy" who struggled to become the successful black man his southern community sent him north to be. Cost: \$16.95 each.

## Words to Live By

*Light One Candle: Quotes for Hope and Action* is an inspirational book of quotations as well as a practical resource. Chapters cover such topics as Challenge, Exploration, Action, Reflection and Celebration. Cost: \$6.95.

## Rebuilding Our Nation

*The Quickening of America* by Frances Moore Lappe and Paul Martin Du Bois tells the stories of everyday Americans tackling their toughest problems in their communities, schools, workplaces and lives. It contains practical ideas on how to get involved in democracy. Cost: \$15.

## Especially for Kids

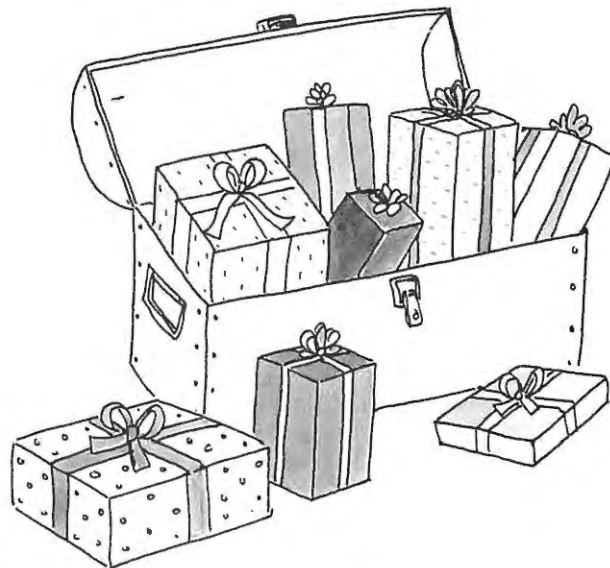
*No Kidding Around!* by Wendy Schaezel Lesko of the Activism 2000 Project is a practical yet fun guide for America's young activists and volunteers. Lesko explains how young people can form their own community service efforts, equipping themselves to take on serious social

problems and work toward solutions. This guide addresses every aspect of launching a service campaign from gathering information, evaluating solutions, and building a team to developing an action plan, getting the word out, and garnering contributions. Lesko also tells the true-life success stories of young people's efforts to save wetland areas, create a community center, campaign against drunk driving and more. Cost: \$18.95.

## Especially for Retirees

Retirement often allows individuals more time to pursue a wide range of activities and interests. *365 Days—Your Daily Guide to Productive Retirement* is a calendar to assist retirees in organizing their lives. Each day highlights a different activity, such as athletics or community service, and provides information for participating in that activity. It is written by two professionals in the field of aging—Dr. John E. Hansan, *Aging Network News* publisher, and Dr. Helen Kerschner, American Association of International Aging president. Cost: \$4.99. ■

All of the above items can be purchased through Volunteer Readership, 800-272-8306. Prices listed do not include shipping and handling.



# Foundation News



## Youth Program Partnerships

The Foundation recently joined Nickelodeon, the creator of the first television network for kids, as a national partner in The Big Help—a multi-year national campaign to empower kids ages six to fourteen to perform volunteer service in their communities. The campaign will include public service announcements, a Help-a-thon through which kids will pledge service hours, and a Big Help Day, October 15, when kids will begin fulfilling their pledges. Other national partners include Earthforce, National 4-H Council, Second Harvest and Youth Service America.

The Foundation has joined with The Almond Board of California and *Scholastic* magazine in supporting the new Almond Angels Award. The program is designed to empower kindergarten through ninth-grade children to help make a difference in solving community problems.

Children will be asked to develop creative solutions to community problems they identify. Up to ten finalists will be chosen and flown to Washington, D.C. next spring to present their ideas to a panel of judges. The final winner will receive a \$1,000 scholarship; the finalists each will receive a \$500 scholarship. The Almond Board will provide \$100,000 to help implement the winning idea through an appropriate charity or nonprofit organization. The Foundation will assist in disseminating materials, participate in judging the awards and advise on the implementation process. ■

## Today's Heroes

The Foundation's Youth and Education Outreach area recently received a three-year grant from The Hitachi Foundation to distribute and expand "Today's Heroes," a program developed by Hitachi in 1990 to increase awareness of community service among youth and provide tools which will assist schools and community service agencies in involving youth volunteers. The program will complement the Foundation's Communities as Places of Learning program, which helps agencies and institutions engage youth volunteers more effectively. The Foundation is working in partnership with the National Youth Leadership Council, an organization dedicated to developing service-oriented youth leaders, to manage the Today's Heroes program and develop new resource materials.

Today's Heroes offers a videotape featuring young people who have made outstanding achievements through volunteer service and several instruction guides for its use. The video is available for a small fee from the Foundation and the National Youth Leadership Council. Accompanying materials will be available in January 1995. ■

## New Contributions

Coca-Cola Company recently pledged \$350,000 to the Foundation in an unrestricted grant for 1994. Since 1991, Coca-Cola has provided over \$1.5 million toward the Foundation's programs. Although Coca-Cola

Chairman and CEO Roberto C. Goizueta has completed his term on the Foundation's board of directors, the Coca-Cola Company is continuing its commitment to the Foundation's mission of solving serious social problems through voluntary community service.

Pillsbury Company, a subsidiary of Grand Metropolitan which supported the Foundation from 1991 to 1993, pledged a two-year unrestricted grant of \$50,000 to the Foundation. Pillsbury Company announced the Foundation's grant with others totalling nearly \$1 million made to approximately 35 programs and organizations which focus on strengthening community service. ■

## VC2000

This summer the Foundation convened 17 Volunteer Center Leadership meetings in cities across the country. The meetings prepared teams of Volunteer Center directors and key community leaders to build or enhance their Volunteer Centers. The goal for each participating Volunteer Center was "VC2000"—a Volunteer Center that mobilizes people and resources to deliver creative solutions to community problems.

Beginning in Minneapolis on June 23 and ending in Chicago on August 25, the meetings attracted a total of 739 people.

Each Leadership Team developed a plan of action for its Volunteer Center and the first action step it will take over the next few months to move quickly and visibly towards VC2000. ■

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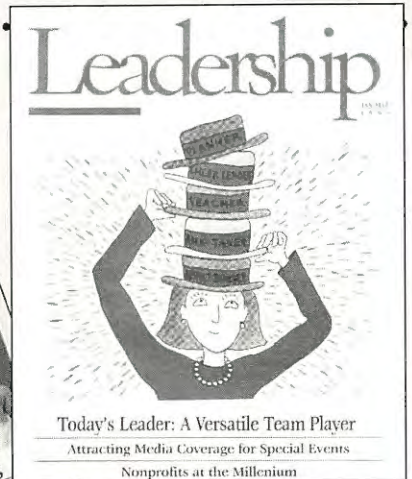
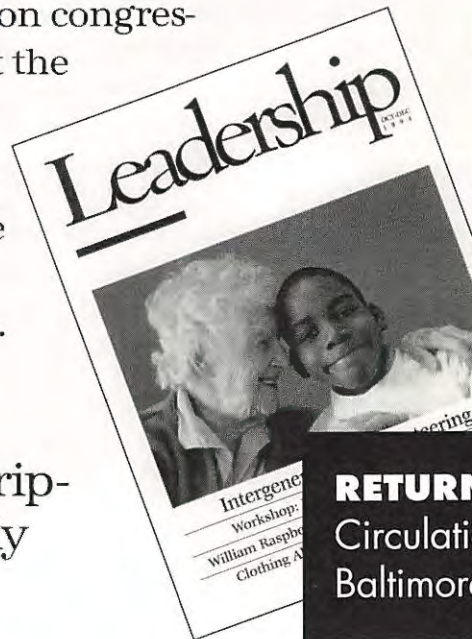
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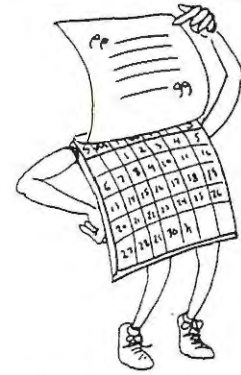
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# Calendar



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

- October-December** The Points of Light Foundation will conduct 15 Corporate Volunteer Program Seminars over the next 12 months. Confirmed sites and dates are: October 13, St. Louis, Missouri; October 28, Lehigh Valley, Pennsylvania; December 6, Santa Clara, California. Information: Susanne Favretto, 202-223-9186, ext. 128.
- October 20-22** 1994 ARNOVA (Association for Research on Nonprofit Organizations and Voluntary Action) Conference, Berkeley Marina, San Francisco, California. Information: Ramn Cnaan, 215-898-5523.
- October 22** Make A Difference Day, a national day of community service, cosponsored by USA WEEKEND magazine and The Points of Light Foundation. Information: 202-223-9186, ext. 221.
- October 23-26** International Association of Justice Volunteerism Forum 94, Quality Hotel, Arlington, Virginia. Information: Chip Montgomery, Virginia Association of Justice Volunteerism, c/o OAR Richmond, Linden Tower Suite 207, 2nd and Franklin Streets, Richmond, VA 23219; 804-643-2746.
- October 28-29** Seasons of Service, a training institute on intergenerational service programs, sponsored by Temple University's Center for Intergenerational Learning and the Corporation for National Service, Philadelphia, Pennsylvania. Information: Steve Tunick, 215-204-6709.
- November** Nomination forms available for the 1995 President's Volunteer Action Awards sponsored by The Points of Light Foundation and the Corporation for National Service. Information: Karen Barnes, 202-223-9186, ext. 199.
- November 3-4** The Pennsylvania Service-Learning Training Conference: "Creating A Seamless Web of Service," sponsored by the Western Pennsylvania Service-Learning Consortium, Hidden Valley Resort, Hidden Valley, Pennsylvania. Information: Mary Tepper Kaplan, Service-Learning Conference, c/o The Greater Pittsburgh Camp Fire Council, 730 River Avenue, Suite 531, Pittsburgh, PA 15212; 412-231-6004.
- November 17-18** The National Assembly 1994 National Leadership Conference, Washington, D.C. Information: Lynda Lancaster, 202-347-2080.
- December 1** "Total Quality and Volunteering Program Management: Understanding and Making the Link Happen" Videoconference, sponsored by The Points of Light Foundation and the Association for Volunteer Administration (AVA). Information: AVA, 303-541-0238.



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