Voluntary Action Leadership

Fall 1982

Henry Grunwald
Karl Hess
C. William Verity, Jr.
Marlene Wilson
Robert Woodson
on

Making a Difference in the 80s

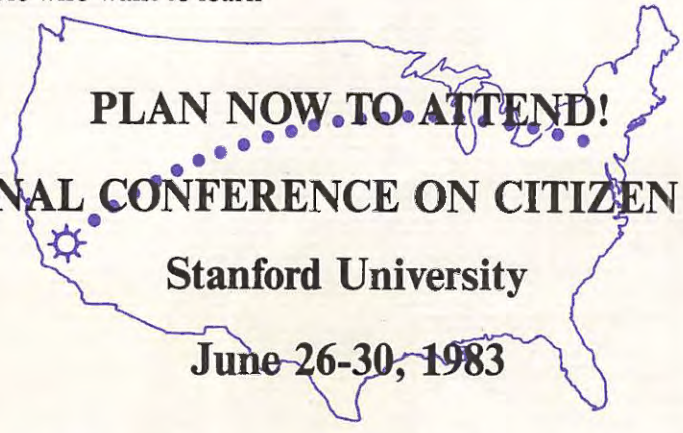
IN 1982 OVER 450 PEOPLE STRUGGLED THROUGH THE WORST FLOODS CONNECTICUT HAS SEEN IN 100 YEARS...

to get to the National Conference on Citizen Involvement.

Their basic complaint, however, had nothing to do with bad weather:

"There are too many workshops I like, and I can't go to all of them!"

Because attending a national conference is expensive—both in dollars and time—we'd rather you gnash your teeth over three choice workshops all at the same time, than have you suffer the all-too-familiar conference blahs. Our conference is for people who want to learn from the best the volunteer field has to offer—both trainers and participants. That's why, once again, we'll offer over 75 different workshop sessions on volunteer management next year. Only this time we'll meet you in sunny California!



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The 1983 NATIONAL CONFERENCE ON CITIZEN INVOLVEMENT

Stanford University

June 26-30, 1983

Stanford University is located on a peninsula just 30 miles south of San Francisco, home of the Golden Gate Bridge, Nob Hill, Fisherman's Wharf and hundreds of the country's finest restaurants, shops and nightspots. To the north lie the famous California redwoods and vineyards. To the south are the beautiful cities of Carmel and Monterey. And, of course, the Pacific Ocean is just a short trip over the Santa Cruz foothills from the Stanford campus.

For further information contact: Kris Rees, Conference Coordinator, VOLUNTEER, The National Center for Citizen Involvement, 1111 N. 19th Street, Suite 500, Arlington, VA 22209, (703) 276-0542.

Voluntary Action Leadership

Fall 1982

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Resources and Recognition

VOLUNTEER'S SELECTION OF FIVE DISTINGUISHED speakers for its 1982 National Conference on Citizen Involvement in June reflected its ultimate conference goal: to bring together the most diverse aspects of the volunteer field to share common interests and concerns. With the theme, "Resources for a New Beginning," as their backdrop, Henry Grunwald, Karl Hess, William Verity, Marlene Wilson and Robert Woodson each spoke of addressing change in the '80s from unique perspectives derived from years of experience in their own particular fields. The result was an enlightened challenge to the audience of volunteer leaders. Now we are pleased to share their remarks with you. Our fall feature begins on page 21.

This issue also contains the essence of another conference presentation—this one on "I CAN," a resource for volunteer (and staff) development created through a collaborative process over several years (page 33). Here, Mark Cheren and Winifred Brown, two of several principals involved in I CAN's development, implementation and dissemination, describe this helpful tool and tell how it came into being.

Another workshop presentation—to a group of volunteers in Atlanta—has been adapted for *VAL* by its creator, Joe Schubert. He explains how to train volunteers to "sell" your program, pointing out the obvious benefits in volunteer recruitment and retention (page 15).

Robert Christenson writes of another benefit to organizations that rely on volunteers to meet their goals: knowing how the law perceives the meaning of "volunteer." In his article on page 17, Christenson discusses several cases that have helped determine a volunteer's rights and responsibilities under law. It is interesting reading.

In the centerfold of this issue, you will find the nomination form for the 1983 President's Volunteer Action Awards. For the second year in a row, VOLUNTEER and ACTION are cosponsoring this national recognition program in search of individuals and groups who have made innovative voluntary contributions to their communities. Last year, sixteen individuals and groups plus two corporations were honored as the first recipients of the President's Volunteer Action Awards. See the form for complete details on eligibility and instructions for nominating. Note that the deadline for submitting nominations is **January 7, 1983.**

In the last issue, I promised to report on VOLUNTEER's other recognition program—the Salute to Outstanding Volunteers that we have published once a year in the winter issue of *VAL*. Because of the growing response to this listing of locally honored volunteers, this year we have decided to publish it in a separate booklet. Available at a nominal cost, the Salute will contain the names of outstanding volunteers honored by their organization or agency in 1982 accompanied by a brief description of each person's volunteer accomplishments.

All *VAL* readers are invited to submit this information for the Salute by December 31 to: Richard Mock in VOLUNTEER's Washington, D.C. office (1111 N. 19th St., Room 500, Arlington, VA 22209). One complimentary copy will be sent to each participating organization, who may purchase additional copies for their volunteers at a bulk price yet to be determined. VOLUNTEER plans to publish the Salute in the spring in time for National Volunteer Week.

In the winter issue, look for a three-part feature on volunteer board development as well as our annual status report on volunteering.

See you then.

Brenda Hanlon

Voluntary Action NEWS

Job Corps Alumni 'Give Something Back'

By Katrine Fitzgerald Ryan

When a one-time welfare recipient and recent jackpot winner in the New York State Lottery made headlines, the publicity was not only for her winnings but also for what she did with them. Realizing her moral obligation to return to the system what she had received in life-sustaining benefits, the woman presented the welfare department with a check for the total amount of her allotment.

It is just this philosophy—that of returning something to a government program from which benefits were derived—that is the basis for involvement in the National Job Corps Alumni Association (NJCAA). Founded in 1980 by Joint Action in Community Service, Inc., under a contract with the Department of Labor, the NJCAA is a unique volunteer program that already boasts 5,000 members. Its potential for growth and a large, effective membership is great, as more than 730,000 disadvantaged youths, age 16 to 21, have received job skills through Job Corps' educational and vocational training programs in the past 16 years.

"The Job Corps offered me an opportunity to change my life situation and I took advantage of it," says NJCAA President Warren A. Rhodes, Ph.D. "It rewarded me with recognition for doing positive things, but it also gave me a marketable skill that made me employable. Now it's time to give something back."

An associate professor of psychology at Delaware State College, Rhodes explains that the NJCAA provides the framework for "paying back the government."

When former Corpsmembers join the NJCAA—either through a local chapter or as members-at-large—they pledge to support the Job Corps by helping recruit young people eligible for Job Corps, by encouraging those already enrolled in Job Corps, and by helping themselves—the alumni of a unique alma mater.

Job Corps alumni in 23 cities have organized into chapters, and the NJCAA Office of the Secretariat in Washington, D.C., is helping former Corpsmembers in 15 additional cities form chapters. All members keep abreast of national and local alumni activities through a monthly newsletter, which publicizes achievements of

Katrine Fitzgerald Ryan is the assistant director of the NJCAA Secretariat in Washington, D.C.

Photo by Fred D. McKissock

NJCAA President Dr. Warren Rhodes (standing) urges students at the Pittsburgh Job Corps Center to stay with their goals.

individual members, informs them of association programs and elections, and gives them a chance to renew friendships with fellow Corpsmembers.

"I joined the NJCAA because it gives me the opportunity to show teenagers what I've accomplished by taking advantage of Job Corps," says Mona DeMent, a drug rehabilitation counselor in Los Angeles. Instrumental in forming the Los Angeles NJCAA chapter, DeMent serves on the National Steering Committee, NJCAA's policy-making body. She maintains close ties with her alma mater, the Los Angeles Job Corps Center, where she speaks at assemblies, works to motivate small groups of Corpsmembers, and takes part in the center's orientation program for new students.

Daniel Marquez, a 1970 graduate of the Columbia Basin Job Corps Center in Moses Lake, Washington, recently opted to leave his job as an employment administrator at a large San Diego bank to fulfill a long-time dream: He is now part owner/manager of a downtown restaurant.

"Job Corps took a very rough 16-year-old and gave me direction," says Marquez, who credits the sensitivity and guidance of Job Corps staff with helping him develop his potential. "Now I have a responsibility to help others." As a result, Marquez is organizing an NJCAA chapter in San Diego and won election last year to the National Steering Committee.

Gil Puente, another National Steering Committee member, shares Marquez's reasons for involvement in the NJCAA.

"When I'm speaking before groups, such as a high school assembly, I always emphasize that my background led me to working in the fields as a young teen," he says. "Then I explain how Job Corps changed all that for me. I want young people to know this so they can look to the program as an alternative to a dead end."

Puente, a 1970 Job Corps graduate who studied auto mechanics, now owns an auto air-conditioning repair business in San Antonio.

"I point to myself as living testimony that the program pays off if you invest yourself in it," he says.

Puente served as the first president of the San Antonio Chapter, which under his leadership organized a support group of local community organizations, formed a speakers' bureau of members available to talk to local high school groups, and distributed public service announcements about the new chapter to the local media.

Chapters located near Job Corps centers engage in activities that will benefit the students. In addition to motivational speeches, members sponsor recreational activities, such as graduation dances, Corpsmember/alumni ball games, swim parties, picnics and sports clinics. Some chapters offer a home to Corpsmembers who must stay on center during holidays.

To spread the Job Corps message to potential Job Corps enrollees, NJCAA members participate in their own recruitment assistance program called "RAP-800." By calling a toll-free "800" number, young people interested in joining Job Corps can he matched with an NJCAA member in their area who will "rap" about Job Corps opportunities and center life.

All chapters engage in community service projects of their choice, thereby lending credence to the NJCAA motto: "Job Corps Works—We're Proof!" Members of the Cincinnati Chapter, for instance, formed a band which performs for inmates at a local corrections facility. The San Antonio Chapter helped the local League of United Latin American Citizens chapter collect and distribute toys to children at Christmas. In El Paso, chapter members participated in fundraising activities for the March of Dimes and Chamber of Commerce.

As the NJCAA begins its third year, NJCAA Secretariat Director Martin Burns predicts that the Association will grow at a faster rate than ever before.

"More and more Job Corps alumni are hearing about us and want to join," he explains. "They see how much fun it can be to get together and talk about old times. But they also recognize the growing need to help others acquire the skills to earn a living. The NJCAA is responding to the times."

Laverne Curley, Job Corps alumna and vice president of the NJCAA Cleveland Chapter, speaks at her chapter's chartering banquet.

CUB Provides Relief, Support To Birthparents

By Amy Louviere

The unwed mother of today may have more choices concerning the fate of her child than she did 30 years ago, says Carol Setola. For the past three years, Setola has coordinated the Washington, D.C. area branch of Concerned United Birthparents (CUB), a support/self-help group for people who have surrendered a child for adoption.

An unwed mother herself some 20 years ago, Setola claims that parental and societal pressures prevented her and other young women from making active decisions about their baby's future.

"None of us were really given options," says Setola. "There was one option that you had, which was, if you loved your baby, to give it up and not have it labeled an illegitimate baby."

A good deal of social stigma was attached to the idea of giving birth out of wedlock, Setola adds.

"You returned home from the maternity home or the hospital or whereever you had been sent—hidden away—to

Amy Louviere is a VAL intern.

have your baby, and nobody ever mentioned it again," she says, "you didn't even tell your school friends. You really never got the opportunity to work it through or talk about it."

Setola cites this repression of guilt over a long period of time as a major factor in drawing CUB members together. They range in age from early 20's to late 70's, and they meet once a month to offer and receive emotional support in dealing with their feelings.

"Once it starts wiggling its way out years later," Setola says, "there is no way of stuffing it back in. You just have to deal with it, and that's where CUB is really helpful."

Founded in 1976 by Lee Campbell of Dover, N.H.—a birthparent herself—CUB also educates the public on the feelings of birth mothers deprived of their children. CUB "search groups" aid birth parents in locating their children.

"You just keep digging and digging and sometimes you get lucky," says Setola, who spent three years searching for her own son before locating him. "I'm proof positive that it's possible when you have absolutely nothing to go on."

Adoption agencies may be helpful, but they are required by law not to give out any identifying information on the family. However, a birth parent can file a "waiver of confidentiality" with an agency. Then, if a child comes looking for his/her birthparent, she will be given the name and address.

Whatever the method of search, Setola reports a 95 percent success rate among CUB birth parents in tracking down their birth child. "I've seen some beautiful reunions where the birth parents were welcomed into the family," says Setola.

There are some birth parents who really aren't interested in searching, yet they need help. "They still feel a need to discuss their experience, but maybe they feel they're not ready to search or they don't have a right to search," Setola says.

CUB's other services include aiding pregnant women through referral and/or personal contact, and a resource group for those who want to research adoption, birth parenthood, and teen and unwed pregnancies.

New Corporate Volunteer Council Sets First Year Goals

The Advisory Committee of the newly formed National Council on Corporate Volunteerism (NCCV) presented its first year's goals and projects to a broad cross-section of corporate representatives at VOLUNTEER's National Conference on Citizen Involvement last June in New Haven, Conn. The goal of the founding corporate members, who include representatives from Allstate Insurance, Avon Products, Inc., Connecticut General, Fluor, J.C. Penney, Levi Strauss, Metropolitan Life, Northwestern Bell, Pacific Northwest Bell, Tenneco and Travelers, is to promote corporate volunteerism.

"We plan to serve as a national resource for the development and expansion of corporate employee volunteer programs," says Council President Joan Clark, who is Avon Products' manager of community relations. "In addition, we will operate a clearinghouse for the exchange of information on corporate volunteerism."

Clark said NCCV's objectives include providing training for corporate personnel, serving as a resource and referral network on corporate employee volunteer programs and policies, identifying and communicating trends affecting corporate volunteerism, and promoting and facilitating the development of local corporate volunteer coordinating councils.

The Council already has planned several workshops and special events for the coming year as well as a national resource directory—a cross-referenced index of corporations with employee volunteer programs and a newsletter, which will be inserted in VOLUNTEER's quarterly newsletter for the first year.

A formal relationship has been established between the council and VOLUNTEER in which council members will work closely with Shirley Keller, VOLUNTEER's director of corporate services.

"VOLUNTEER is pleased to have a working relationship with this first *national* coalition of companies to further employee volunteering in the corporate sector," Keller says. "We look

NCCV members at VOLUNTEER's national conference in June. From left, Dorothy Whited, administrator of community affairs, Ampex Corp.; Eve Dryer, coordinator, Atlantic County (N.J.) Private Sector Initiative Task Force; and NCCV President Joan Clark, manager of community affairs, Avon Products.

New Fundraising Tools from Volunteer Readership

THE GRASS ROOTS FUNDRAISING BOOK: How to Raise Money in Your Community

by Joan Flanagan

This extensively revised new edition of the best seller has grown by over 120 pages, and now includes an annotated bibliography, carefully researched resource information on each state in the country, and a complete index. Includes current advice on how to choose the right fundraising method for your group . . . how to make the most money in the least amount of time . . . how to organize fundraising events . . . how to use fundraising to strengthen your organization and recruit and train volunteers.

1982/344 pp./paper $9.35

THE FUNDRAISING GAME

by Duca Associates

Now there's an enjoyable way to train all volunteers, board members and staff on the fundamentals of fundraising. Like most games, *The Fund Raising Game* consists of dice rolls, moves around a brightly colored board, risks and opportunities. Unlike other games, players begin by establishing a fundraising goal. Then they elect a chairperson and play as a team, which makes discussion a must before moves are decided.

1980/board game $62

ORGANIZING FOR LOCAL FUNDRAISING: Self-Sufficiency for the '80s

by Robert Johnson, David Tobin and Jessie Bond

Produced by the Center for Community Organizations, this manual presents the most comprehensive and up-to-date information on finding and building leadership for fundraising, developing budgets and fundraising goals that will assure long-term survival and independence for your organization, and raising money using such traditional methods as benefits and canvassing.

1982/90 pp./manual $7.95

See opposite page for ordering information.

forward to a representative of the Council serving on our board's workplace relations committee, and to our part in providing staff support."

For further information on NCCV, write to Joan Clark, Manager of Community Affiars, Avon Products, Inc., 9 West 57th St., New York, NY 10019.

Permanent Planning for Iowa's Retarded Children

By Ingrid Utech

"When a mentally retarded person's parents die or become incapacitated, it's important that there be a special friend who can provide emotional support and assistance," says Dorothy Cleveland, volunteer coordinator for Permanent Planning, Inc. (PPI), in Waterloo, Iowa. "In our agency, advocate volunteers perform this function."

Operating in six Iowa counties, Permanent Planning develops lifetime care plans for mentally retarded children and adults and assumes legal guardianship, if desired, when parents die or are unable to care for their children.

Permanent Planning currently is the legal guardian for 20 mentally retarded individuals, each of whom is assigned an advocate volunteer and receives the services of the professional staff of Exceptional Persons, Inc., a service organization for mentally retarded and physically handicapped persons in certain Iowa counties.

"Many of our advocates are people who have retarded children of their own," Cleveland says. "This gives them a special understanding which they otherwise might not have. Also, a number of volunteers work with programs for the retarded, although Permanent Planning is careful not to assign a volunteer who works in a particular agency to an individual who is enrolled in that same program. That could lead to conflict of interest."

The volunteer PPI provides will keep in touch with the child to watch over his/her interests just as closely as necessary. A young married couple, for example, serves as an advocate for a 40-year-old man who recently moved into a group home. The man's parents died when he was very young, so he had spent most of his life prior to the move in institutions.

Another volunteer recently helped arrange the wedding of a mentally retarded client, who now lives in the community with her husband, who also is retarded.

Other volunteers serve such clients as a woman in her mid-40's with Down's syndrome who moved into a group home upon her parents' death, and a 25-year-old handicapped woman whose parents are divorced and whose mother is too unstable mentally to care for her. PPI arranged for her to live in an institution that can tend to her needs.

"I get more out of it than I am able to give," one volunteer said. "But I do think we have a beneficial effect. First, we have a special relationship with our clients which differs from the one with paid staff. We talk to them as friends, which encourages them to talk to us about certain matters they would not discuss with staff. At the same time, we get a certain perspective as volunteers which can be helpful to the staff in making their decisions. The staff also is there to help us with special problems."

Volunteers make a two-year commitment to the program. They agree to phone their clients at least once a week and to visit at least once a month. Visits could mean having dinner together, going shopping or a movie.

Volunteers also participate in "Individual Service Plan" meetings once or twice a year in which short-term plans for the growth and development of the client are formulated by agency staff, volunteer and client. The goals are relatively modest; for example, the client may agree to be more hygienic or improve his/her standard of dress.

Ingrid Utech is a freelance writer in Washington, D.C.

Permanent Planning recruits volunteers from a variety of sources, including parents with a child in the program, the Junior League, colleges, labor unions and churches. The volunteer receives an orientation to the program from a member of the staff. If there is mutual agreement that the volunteer has the commitment and ability to work with the mentally retarded, the volunteer is assigned a client. The staff person who works with the client checks with the volunteer on a regular basis to make sure the relationship is progressing smoothly.

Besides those individuals for whom Permanent Planning serves as legal guardian, there are 50 to 60 others enrolled in the program. These people do not receive the services of advocate volunteers until such time as Permanent Planning becomes their legal guardians.

Every child enrolled in PPI entitles the family to membership in the corporation and one vote. This guarantees parents that their child's future will always be in the hands of parents whose own children are in the program. PPI's board of directors consists of at least ten persons elected by the membership. At least three must be parents or guardians of someone enrolled in PPI and five to ten members must be elected from the professional community, community-at-large and/or the membership.

"Such a composition of professionals, parents and interested members of the community guarantees the continuity of services and a constant effort to improve the facilities available to help the handicapped," Cleveland says.

The Small Gesture Counts at Toronto's Children's Aid Society

Of the approximately 750 volunteers who make the work of the Children's Aid Society of Metropolitan Toronto possible, close to 25 are involved in two particularly unusual and effective programs—the Home Care Team and the Parent Aid Program.

"You may not consider taking a friend out for coffee once a week or reading books to a child beneficial to society, but we at the Metropolitan Toronto Children's Aid Society do," said Nancy Tordoff-Ives, one of the coordinators of volunteer services in the Toronto Branch. "We run two unique programs staffed by volunteers who do exactly that."

The Home Care Team of eight to 12 volunteers provides stimulation in the home or day-care setting for children with physical handicaps, learning disabilities, mental retardation, or developmental lags due to cultural or social deprivation.

After evaluation of the child's disabilities and environment, the volunteer plans a personal program of play and learning. The volunteer must then ensure that it is carried out, preferably by the child's parent(s) or, if necessary, by the volunteer.

The volunteer attempts to guide the parent (usually the mother) in the best ways to play with the child, according to Tordoff-Ives. The volunteer often loans toys to the family and teaches the mother how to use them for the child's benefit. The home-care team member also helps the mother reinforce at home what other professsionals, such as speech therapists or physiotherapists, are doing with the child.

If the mother is unable to read to the child, the volunteer fills that gap and encourages her to enroll in literacy programs. The volunteer can also provide the mildly retarded mothers direction and training in the care of their children.

In the day care or nursery setting, a volunteer teaches the child to interact with other children, to share and to take turns in group situations. The team member can also work to improve the boy or girl's cognitive, gross or motor skills.

"The staff welcome her involvement," says Alberta Weinstein, the program's other volunteer coordinator. "The volunteer can devote herself to the child's needs."

Tordoff-Ives and Weinstein have found that the home-care team members persist in their efforts for the children despite obstacles often presented by the parents. Because of family problems, some parents have refused to help their child between volunteer visits or have left the house with the child on the volunteer's visiting day.

"In such cases, the volunteer reminds herself that she is working for the child and can only do her best despite the obstacles," Weinstein says. "Home-care volunteers are very persistent because of their deep commitment to the children."

They emphasize the job's rewards—teaching a functionally illiterate mother to read or encouraging a retarded mother to take her daughter out of her carriage, where she had been confined for the first year of her life. As a result, the child was able to crawl within several weeks.

"The volunteers on the home care team are committed, caring individuals making their contribution to society by improving the lives of these deprived children." Tordoff-Ives says. "Since our children are our most precious resource, that's a considerable contribution."

The Society designed the other program, Parent Aid, to prevent child abuse. The volunteers give mothers with a history or risk of child abuse—often single and past victims of child abuse—outlets for expressing frustration other than hurting their children.

"The volunteer's role is very flexible and depends on the mother's needs," Weinstein says.

An aid teaches parenting skills—how to tolerate children's normal challenging behavior and how to treat them consistently.

Often the volunteer helps the mother budget finances, prepare meal plans, shop, perform housekeeping chores, and learn personal grooming.

The aid also can simplify the bureaucratic red tape associated with government assistance programs by helping prepare forms or contact government offices. She can introduce a mother to community activities and resources, such as day care, Young Men's Christian Association, library programs and drop-in centers.

The most important role, according Weinstein and Tordoff-Ives, is simply to be a listening friend.

"Because so many of the mothers in the program are isolated from friends and family, the volunteer fills an important vacuum in their lives," Tordoff-Ives says. "The best time comes when a mother and volunteer relax and talk, unencumbered by children or other people. This is when the mother can talk about herself, her problems, frustrations, hopes and dreams. The closeness that develops is a tremendous support for the mother."

VSP CONTEST'S 1982 VOLUNTEER WINNER

Photo by Robert J. Burrowes

Lloyd Yearwood (left) is the winner of the Volunteer's Program in Action Award in the annual photography contest sponsored by Volunteer Service Photographers (VSP) of New York City. Lloyd, a VSP photo-oil instructor at the Harlem Rehabilitation Center, took his Leica IIIC to photograph the program at the Greater Harlem Nursing Home. Here, he displays his winning shot of VSP volunteer Pearl Smith teaching a 90-year-old patient how to photo-oil. At his side is Winifred Brown, executive director of the Mayor's Voluntary Action Center and a VSP board member. VSP conducts 39 programs in the New York City area, serving physically and emotionally handicapped of all ages, inner-city youth, senior citizens and former drug abusers.

Both the parent aid and home-care volunteers work with the families at the request of social workers. They undergo a three-week orientation program, plus additional child abuse training for parent aids. The Children's Aid Society also holds periodic workshops on such topics as assertiveness training, child psychology and birth control. The social workers direct and support the volunteers on an ongoing basis.

The volunteer's backgrounds are varied—from nursing, child care and teaching to other types of volunteer work. Aside from availability, the main requirement for the positions, Weinstein says, is "compassion for people."

For most of the volunteers, she continues, "working with people on a one-to-one basis is extremely satisfying. Many feel they have something to give back to the community. In some cases, someone did something for them in the past and this is their way of saying 'thank-you.' For some it's the feeling that everyone should have the best chance possible in life. Volunteers have enough in their own lives and feel they have something to offer those who are less fortunate."

N.C. Churches Feed the Hungry

They silently straggle in the side door one by one. Hungry, sometimes cold, and always down on their luck, they seek out the church for a hot meal. And every Monday through Friday, cups of soup, sandwiches and milk or coffee await them, thanks to volunteers who care.

Volunteers gave 4,300 hours of their time in 1981 to prepare and serve meals at Saint Philip's Episcopal Church in Durham, North Carolina. Retirees, housewives, Boy Scouts and Duke University students worked together preparing sandwiches, chopping vegetables for soup and pouring cups of coffee since the church kitchen opened its doors two-and-a-half years ago. The volunteers range in age from 13 to over 80.

Food for the meals comes from a

variety of sources. Summertime brings gifts of fresh produce from parishioners' gardens. Local businesses donate some food items, and other food is picked up at a food bank in Raleigh. In addition, the U.S. Department of Agriculture, through its food distribution program, provides commodity foods that are abundant.

As a nonprofit charitable organization, the kitchen qualifies for USDA-donated foods like butter, cheese, dry milk, flour and rice.

In nearby Rocky Mount, N.C., a line starts forming by the side door of another Episcopalian church, the Church of the Good Shepherd, shortly after 10 a.m. every weekday. Standing in a street which separates the church from a warehouse and leads to a railyard at the rear of the building, the people wait patiently for the church's kitchen to open at 10:30.

"A lot of folks would go hungry if it wasn't for this place," says a middle-aged man in line. "There just aren't any jobs around here now. We look for jobs but we can't find them."

The Rev. David Lovelace, assistant rector of the Church of the Good Shepherd, agrees. He explains that the kitchen's clients include many unskilled workers unable to find jobs. They often are not willing to apply for public assistance or are ineligible for assistance because they have no permanent street addresses.

In September 1980, an all-volunteer staff began dishing up soup there. Like Saint Philip's, this kitchen obtains its food from a variety of sources, including donations from individuals, businesses, food banks, and USDA.

Although the Durham and Rocky Mount kitchens each began as one church's project, both have evolved into community endeavors. Saint Philip's operation receives part of its funds from Durham Congregations in Action, an organization of Catholic, Protestant and Jewish congregations from all over the city.

Other funds come from the community at large. In Rocky Mount, churches of other denominations supply lists of volunteers and donate funds for the Church of the Good Shepherd's kitchen.

Before Saint Philip's started its kitchen, it had two or more break-ins a month; but in the last two years, the total number of break-ins has dwindled to six. In another vein, Good Shepherd's staff noticed that many older citizens were volunteering to work in the soup kitchen.

'Officer Ollie' Lends a Helping Hand

By Amy Louviere

A three-foot tall puppet dressed in police garb sits perched on the lap of an Allstate Insurance Company employee. His name is Officer Ollie, and he represents a cooperative effort between Allstate's "Helping Hands" volunteers in St. Petersburg, Fla., and the police department to communicate safety measures to area youngsters.

One morning each week, Officer Ollie, accompanied by two Allstate employee volunteers from the Florida regional office, visits various day-care centers and preschools to deliver his message on safety. Through a 15-minute recording, Officer Ollie recites three important safety rules to the classroom children: "Never take rides from a stranger, don't take anything from a stranger, and never follow a stranger."

The language is simple and easily understood, and each presentation winds down with an opportunity to shake hands with the puppet.

In order to participate, Allstate employees attend a training session at the St. Petersburg Police Department where they learn how to operate and care for the puppets used in the program. Training includes familiarization with a prepared script and actual operation of the puppet. A portion of the training session is videotaped to give each individual the opportunity to observe his/or her own techniques.

"The results and benefits of this program continue to amaze me," says Allstate Public Affairs Manager Eugene Klompus. "First, of course, is the excellent impact it has on the elementary school students of St. Petersburg and their renewed appreciation of law enforcement officers.

"Second, the program has created an outstanding dialogue between the St. Petersburg Police Department and our company. Finally, our employee volunteers continue to be enthusiastic about the project. Officer Ollie is one of the most successful Helping Hands programs in our company's history."

Allstate employees Jan Beckert (left) and Charlene Jager, with Officer Ollie (center), caution students about the danger of talking to strangers.

Communications Workshop

How to Tell Your Story with Videotape

By Richard D. White

WHOEVER ORIGINATED THE concept of public service announcements should be given a medal. PSAs have provided thousands of nonprofit organizations, which have small or nonexistent promotion/advertising budgets, with a means of securing free television air time. Yet, competition for public service time never has been greater. A major television station receives 50 to 100 requests to air PSAs every day. Even when your announcement gets its turn on the air, it has a terrific chance of playing at 3 a.m. during a 1960 Japanese monster movie.

There is another way, though, of getting your message on television, possibly during prime time, and without paying thousands of dollars per minute. It is through videotape.

The organization for which I work, Women in Community Service (WICS), produced a videotape showing who we are and what we do for broadcast television as well as cable TV. Using the same footage filmed in two days by a video production company, we put together two segments on one tape: the first, a 90-second "news actuality" aimed at broadcast television news; the second, a five-minute mini-feature designed for cable television stations. The length and design of each were based on the facts that broadcast television is limited by time, while cable television is interested in longer material to fill time, sometimes 24 hours a day.

Our news actuality is newsworthy because it is timely. It ties in with the current state of the national economy, particularly high minority youth unemployment, and reductions in social service programs for the education and training of youth. It responds to this problem statement by offering our organization as an answer to youth training needs.

This segment includes a "news reporter" narrator's voice over footage of unemployment lines, volunteers at work, young people in training, a testimonial by a successful young woman helped by WICS, and quotes from our executive director.

The news actuality concept can be used effectively by any organization to respond to a national issue, describe a unique activity, service or program, announce a breakthrough, disseminate information, or report anything that is newsworthy. (There's always an angle.)

In essence, the news actuality shortcuts the frustrating task of convincing busy news directors and assignment editors that what your organization is doing merits a reporter, a camera crew, and coverage on the evening news.

There is no guarantee a news director will use the news actuality, but you have to admit, a professionally produced news story delivered to the news director "broadcast-ready" does make it easier to use if things are slow. It also gives the director the option of localizing the report, or inserting a local newscaster's voice over the narration provided.

The second segment of the videotape—geared for cable television—is a five-minute mini-feature. (One video production company labeled it an "advertorial or "infomercial.") This self-contained feature is more in-depth and comprehensive, focusing on our organization, its unique coalition, its purpose, its programs and its extensive volunteer network. It depicted ways in which we have helped American youth during the past 18 years.

Entitled "Matching Motivation With Opportunity," the mini-feature uses some of the same footage shown in the news actuality but in a different way. We used a technique which followed a volunteer through a day's activities. Narration is interspersed with statements by the WICS executive director, scenes of traditional and non-traditional training situations, local volunteers counseling young people, rap sessions, and a longer testimonial by a young woman helped by WICS.

The tape ends with the narrator requesting young people who need help and interested individuals who would like to volunteer to call the toll-free telephone number on the screen.

Here is a basic outline of what it takes to produce your own news actuality or mini-feature—or both, as we decided to do.

Assuming you already have identified a message or issue that is newsworthy, and assuming that your target audience can be reached via television, planning the production is your first basic step.

The Video Production Company

From the outset, save yourself a lot of time and find a video production com-

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pany. One can be very helpful in the planning stages. Call several companies, arrange meetings, and discuss your project. Get a cost estimate and check out each company's track record with former customers.

After selecting a production company and after you both have a mutual understanding of what the videotape should he, ask them to submit a white paper. This is a description detailing all aspects of the production according to your specifications. This might cost money, but it will be deducted from the overall cost.

We found the white paper extremely helpful because it started the ball rolling. It puts in writing (finally) all of our ideas and all of the professional's suggestions.

The Story Line

From the white paper and suhsequent revisions by our staff, the story line was developed. The story line is the blueprint or outline that describes the videotape from beginning to end. It establishes the flow of the tape—what will be said and filmed, by whom, when and where.

The Spokesperson

By now, you will have identified or at least given serious thought to who will be the spokesperson for your organization. The spokesperson (preferably tbe executive director or president) must be able to speak clearly and be neat in appearance. This is no time to be diplomatic. The spokesperson represents your organization. The viewers in front of the television will judge the organization on the basis of this individual's performance.

The Script

You have two choices in preparing the script. One is to write a working script, which is more of a guide indicating who will be speaking and the topic to be discussed. This informal type of script will result in a natural dialogue and a believable product. Examples of this method are rap sessions, answering questions from a silent interviewer off camera, and impromptu discussions.

The second type of script would be one in which every word is written down and rehearsed. We used a combination of the two.

If you decide to write the script yourself, remember to write for the spoken word, not the written word. You will discover the difference when you read it aloud or have someone else read it to you.

Script writing was included in the cost of our production. However, I found it exciting being involved every step of the way, and wrote most of the script myself.

The Taping

With the script written, it's time to make shooting location arrangements, contact volunteers, officials, the director, and everyone involved in the one or two days of taping. In other words, make sure the camera crew, your stars, and the custodian with the keys are at the right place at the right time.

Go along with the camera crew to make sure everything you want is taped. It is critical at this time to obtain signed photo releases from everyone in the tape (with the exception of crowd scenes).

Post-Production

Once taping is completed, you have concluded the pre-production portion of the videotape project and are ready to move into the post-production phase, which starts with the editing process. A professional video editor will look at all the footage shot and take the best pieces and put it all together in a rough form according to the story line and time frame.

Your role in the editing process is crucial. You must review the tape carefully to avoid showing anything negative about your organization, choose the best possible piece taped of the spokesperson, and ensure that your message is specific and complete.

If you discover that a key statement or fact has been left out that you intended to be reported, you can still write it into the narrator's script.

The Narration

Narration is the next to last step which takes place in the studio. The narrator can either be a professional or someone you know who thinks he has a deep voice. I recommend the professional.

Granted, the hourly fee charged by professionals is high—but they can do the job in an hour. Your friend could be there half the day getting the timing and voice levels just right.

I feel this part of the post-production was where I was most valuable. Sitting with the editor and narrator in the studio, I rewrote the script to fit the number of seconds on the tape. For instance, the editor would say, "OK, you have six seconds of the carpentry class to fill before we switch to the local office dialogue."

Graphics

The narration is then mixed with the video. This leads to the final step—graphics. Graphics, such as titles and

flashing phone numbers, would not be appropriate for the news actuality. We included a title at the opening of the mini-feature and our organization's name and toll-free telephone number at the closing. This is a relatively simple and quick process done by a typesetter.

That's it. Rewind the tape and take a look at your news actuality and/or mini-feature. By this time, you will have looked at the tape several hundred times and will be tired of it. You still have a chance to make changes, though. Get it right before giving final approval and duplication instructions.

The Cost

How much does it cost? Several factors will affect the cost: number of shooting locations, distance to shooting locations, length of tape, special effects, professional talent, last-minute major changes by you, and others.

Our news actuality cost $2,500, which included two days of taping, script writing, white paper, professional narrator, post-production editing, and assistance in packaging, duplicating and marketing.

The mini-feature was an additional $2,000. Most of that cost was for editing because all footage was taped for both segments at the same time.

This may seem expensive. Nevertheless, when looking at a very small and modest percentage of potential viewers that could be reached with the videotape compared with the cost of reaching that same number via direct mail, newspaper announcements, radio spots or paid advertising, the cost is not exorbitant.

An added advantage of the videotape is that it can be used in-house for orientations, training workshops, conferences, board meetings, receptions, exhibits, and as an introduction for television talk shows.

If the cost is out of your organization's range, consider these two options: Find a donor or several donors and give them credit at the end of the tape; or ask a local university communications department or class to produce the tape as a class project.

In the next *VAL* (winter 1983), I will focus on the marketing and distribution aspects of the news actuality and the mini-feature. I'll describe how we identified stations and networks, how we utilized satellite transmissions, the mail and hand delivery to disseminate the tapes, and what results we have had so far. ♥

Advocacy

Budget Impact on Nonprofits

By Kris Rees

HOSPITALS, UNIVERSITIES, social service agencies, community-based organizations, arts groups and other private, nonprofit organizations stand to lose $33 billion in revenues from federal sources over the period 1982-85 as a result of the latest Reagan administration budget proposals," states a new study released in September by The Urban Institute, a Washington-based public-policy research organization.

The stndy, entitled "The Federal Budget and the Nonprofit Sector," is the first product of a nationwide project headed by Dr. Lester M. Salamon to examine in-depth the effect of the Reagan administration's Economic Recovery Plan on nonprofit agencies.

"Little effort has been made to date to document and analyze the relationship between the government and the nonprofit sector in the delivery of public services," said Salamon. It is important to do this, since the current administration expects nonprofit groups to pick-up programs dropped from the federal budget—a stand, Salamon says, which "is not correct because it overlooks the relationship between the nonprofit groups and public funding."

Some of the major findings are:

- Private, nonprofit organizations had revenues of nearly $116 billion in 1980, nearly five percent of the gross national product.
- Nonprofits receive a larger share of their total funding from federal programs than from all private giving combined. In fiscal year 1980, these groups received $25.5 billion in contributions from private corporations, foundations and individuals in comparison with $40.4 billion from federal government programs during that same period.
- Under administration proposals, the real value of federal support for nonprofits would be 27 percent less in 1985 than it was in 1980. Certain types of nonprofits would be affected even more drastically. Social service organizations, for example, could expect a decline in real dollars by 64 percent from 1980 to 1985; community development organizations, a 65 percent decrease; and arts organizations, a 68 percent reduction. This would mean the loss of between one-fourth and one-third of the total revenue for social service and community development organizations.
- Since additional cuts are planned in actual federal spending in social service areas, these programs are where the need for nonprofit services will grow the most. To offset the reductions in revenue they will face, nonprofits would have to expect private giving to grow 24 percent in 1982, and over 40 percent in successive years to maintain their current levels of activity.

Copies of "The Federal Budget and the Nonprofit Sector" are available for $13.50 from The Urban Institute Press, 2100 M Street, NW, Washington, DC 20037. ♥

Kris Rees is VOLUNTEER's conference coordinator and staff assistant in its legislation/national affairs section.

TRAINING VOLUNTEERS

How to Train Volunteers to 'Sell' Your Organization

By Joseph R. Schubert

WHETHER IT'S RECRUITMENT OR RETENtion of volunteers, there's hardly a volunteer manager who doesn't spend a lot of time figuring out how to improve the process. The method of recruiting volunteers *individually* is almost a tradition, and its effectiveness was reinforced recently by the Gallup Survey on Volunteering, which indicated forty-three percent of the people who volunteer do so because someone asked them.

But if volunteers can recruit other volunteers successfully on a one-to-one basis, they can be just as successful selling the organization's volunteer opportunities to groups through the time-honored "public address." Training volunteers to speak before church bodies, civic clubs, community associations and other potential recruitment sources can be a cost-effective way for an organization to share the recruitment and public relations responsibilities with more of its members. For its volunteers, the training presents an opportunity to improve those communications skills so important to personal growth and career advancement.

A fine way to help even experienced volunteers brush up on their speaking techniques while providing everyone an opportunity to clear up misinformation about the organization, is to conduct a speech-making workshop during a regular volunteer training session.

Joint Action in Community Service, Inc. (JACS) successfully held such a workshop recently with fifty volunteer coordinators in its Southeast region. We stressed four "knowing" steps that would permit almost any JACS volunteer to make an effective presentation before a group of people. The steps are: (1) know your organization, (2) know your audience, (3) know how to organize a talk, and (4) know your platform style.

Joe Schubert is the director of communications and training for Joint Action in Community Service, Inc. He also has extensive consulting and teaching experience in the areas of interpersonal communications and public speaking for both government and private industry personnel.

Step 1: Know your organization. A well-known weekly TV police show popularized the phrase, "Give me the facts, just the facts," and that's exactly what this step is designed to do: Get out all the important facts about the organization, its structure, programs, funding sources, even the correct spelling and pronunciation of its name. (We often see and hear JACS as JACKI) Here is an opportunity for even the veteran volunteer to "get the whole story," as Amway likes to put it.

Begin the workshop with the volunteers calling out spontaneously the dates and events they can remember surrounding the organization's founding, while a facilitator writes them on a board. When the list is completed and checked for accuracy, turn next to a review of all of your organization's current orientations—pamphlets, brochures, newsletters, special promotional pieces (even TV and radio spots, if this can be arranged)—as a way to reinforce the use of these factual resources when preparing a talk about the organization.

Conclude step one by having the participants generate an exhaustive list of the persuasive reasons, arguments and strategies that they personally and successfully have used in recruiting volunteers for the organization. If people have been persuaded to volunteer for the reasons listed when approached individually, they can be persuaded to volunteer when approached in a group.

Step 2: Know your audience. It's important to discuss audience analysis *after* the volunteers have identified the facts about their organization and *before* they start to arrange their ideas into a formal plan. This process is based on the marketing principle which says you can't sell anything successfully until you first know the product and the customer for whom the product is intended. A talk about your organization prepared for the members of Mt. Zion Church probably will need to be redesigned to appeal to the Centerville Business Club.

A useful exercise here is to have the volunteers tell what they need to know about any audience prior to get-

Know Your Audience

A. What kind of group is it?
____Civic organization
____Church group
____Professional group
____Business group
____Other

B. What about the members of the group?
____How many are there?
____Age range?
____Male/Female mix?
____Ethnic background?
____Volunteer experience?
____Experience with programs like ours?
____Economic situation?
____Other

C. General
____Does the group have special interest/purposes?
____Will there be other speakers before or after you?
____Are any VIP's present?
____Can you arrive early to chat with individuals?
____Other

ting up before them. Some will quickly mention size of the audience, the kind of group, the audience's previous knowledge of the subject. However, many more important facts about the audience are likely to be overlooked. So at this point, the facilitator should add any of the items on the checklist below to the list generated by the volunteers and make it available as a handout.

Having researched the facts and knowing their audience, the volunteers are ready to focus on the next step—what they want their audience to think, feel or do as a result of their talk.

Step 3: Know how to organize a talk. This step could easily be presented in a separate workshop, but to avoid lengthy lectures and to give the volunteers a quick and useful outline for organizing their ideas, prepare a handout showing the Introduction-Body-Conclusion format of the typical talk. The JACS workshop used an outline that included the following ways to begin a talk. These openers are designed to grab attention and make the audience want to hear what the speaker has to say:

—*Provocative question:* "What would happen if today every volunteer decided to stay home?"

—*Audience compliment:* "I am impressed with this club's public stand on ..."

—*Startling statement or statistic:* "Did you know that 43 percent of the people who volunteer do so because someone asked them?"

—*Personal experience:* "I've just met a young man who was in Job Corps who came to me with this problem ...".

—*Humor* (should be appropriate for *this* audience and relate to the subject).

—*Reference to occasion or current event in the news:* "In the *Centerville Times* today I read this headline ..."

—*Quotation:* "Many have heard these words spoken by a small boy: 'He ain't heavy, he's my brother.' "

—*Declaration of purpose:* "I'm here tonight to challenge your spirit of volunteerism ..." or "I'm here this evening to tell you about a wonderful organization no one hears much about ...."

—*Historical background:* "Back during those hectic and heroic days of the War on Poverty, a new organization was born ..."

—*Illustration, comparison, or story:* "Picture, for a moment, two young men, both 18 years old and out of work ..."

—*Experts and authorities:* "According to the director of Centerville Youth Services, the main problem facing the youth of our community is ..."

When discussing the body of a speech, stress the importance of preparing a "purpose statement" that briefly explains what the talk is about. Remind the volunteers that when deciding how much to cover in five minutes, a rule of thumb is to present only one or two ideas in a five-minute period. Finally, stress the importance of a strong opening and concluding statement.

After this review of the parts of a speech, have the volunteers work in groups to prepare a five-minute talk. Assign each group an "audience," such as an urban church congregation, a rural Grange meeting, a small town business club, an NAACP chapter meeting. Then instruct each group to elect a member to present the talk to the workshop "audience."

During the JACS workshop, we discovered this work session generated a lot of enthusiasm. Some volunteers pitched in to work out the "purpose statement," others defined more completely their assigned audience, while still others selected the facts, illustrations and persuading arguments that would flesh out the presentation. Fifteen minutes were alloted at the end of the preparation hour for each presenter to rehearse the finished talk before his/her group.

Step 4: Know your platform style. This final step in the workshop is easily the most exciting, creative and enjoyable of all. The facilitator asks a group member to describe who the members of the workshop audience are supposed to be, and then to introduce the speaker. At the end of each talk, the facilitator leads the volunteers in a general critique of each presentation. Did the speaker have good eye contact? Was the talk designed for this particular audience and its needs? Did the speaker sound convincing and come across sincerely? Were the reasons why this audience should become involved with the organization persuasive? Did the speaker ask the audience to respond or take some clear action? Given the compressed time of the workshop, the critique session should stress the *positive* elements that contributed to the success of the talks rather than the negative features.

In the JACS workshop we were treated to a series of enthusiastic, colorful and memorable talks that enlightened, entertained and "persuaded" us. Everyone, not just the presenters, came away with practical tips and lots of ideas that could be used in putting together a speech for a local group.

For many volunteer managers, recruiting volunteers person-to-person will always be the first way to bring new people into the organization; but training volunteers to sell the organization's volunteer opportunities to groups of people may just be that variation of an idea whose time has come.

What You Should Know About

THE *LEGAL* DEFINITION OF 'VOLUNTEER'

By Robert A. Christenson

WE KNOW THAT A VOLUNteer is someone who possesses certain skills and talents and freely shares them with other people and organizations. We know that volunteers have a deep sense of social responsibility and moral obligation. We know that volunteers really do get paid, but payment comes in non-monetary forms. We know that volunteers are vital to the American way of life.

Yes, we know what a volunteer is in the social service context. But did you know that the *legal definition* of "volunteer" is strikingly different than the commonly used social service definition? This is best understood by grasping the legal concepts of "pure volunteer" and "gratuitous employee."

Let's begin with the pure volunteer. *Black's Law Dictionary* states in part that a [pure] volunteer is "one who intrudes himself into a matter which does not concern him . . . ." *Corpus Juris 2d,* a legal encyclopedia, further defines the [pure] volunteer as

> . . . one who does or undertakes to do that which he is not legally or morally bound to do, and which is not in pursuance or protection of any interest; one who intrudes himself into matters which do not concern him. The word is more particularly defined as meaning one who enters into service of his own free will; one who gives his service without any express or implied promise of renumeration; one who has no interest in the work, but nevertheless undertakes to assist therein; one who merely offers his service on his own free will, as opposed to one who is conscripted.

Legally, the pure volunteer lives under a very narrow definition, and can best be clarified by an example common to us all: While driving down the highway you notice a car parked beside the road with a lone occupant staring at a flat tire. You stop, and without concerning yourself about whether you should become involved or not, you begin to assist in changing the flat tire. While you are jacking up the car, the jack flies out and the car falls on your leg as well as causing injury to the driver of the car.

Yes, we know what a volunteer is in the social service context. But did you know that the *legal* definition of "volunteer" is strikingly different than the commonly used social service definition?

According to the standard legal definition, you almost certainly will be considered a pure volunteer because you assisted the driver at your own free will, had no legal duty to become involved, received no payment for your involvement, and no one was controlling your actions. Consequently, as a pure volunteer, you are responsible for your own injuries and you cannot recover from the driver you assisted. As a pure volunteer you assumed the risk of any injury you might receive.

The famous case of *Richardson* v. *Babcock,* 175 F. 897 (1st. Cir. 1910), vividly points this out. Here, a boiler operator, completely at his own behest, helped several equipment installers move a heavy metal tube and was killed in the process. No recovery was allowed Richardson's family against the installers for negligently causing Richardson to be crushed because he was legally a pure volunteer. The court stated,"The facts plainly show . . . that he [Richardson] took hold to help as men oftentimes give a lift at the wheel when they find a neighbor stuck in the mud; and under such circumstances there is no liability on the part of the neighbor for an injury received, unless the injured party established gross negligence, wilfulness or wantonness in respect to his safety."

Now that you have no recourse for your injury because of your pure volunteer status, you will again be surprised to know that you may be liable to the driver for the injury he received while you were helping him change the flat tire! The courts have said that once someone undertakes a rescue or some other purely voluntary act, that person not only runs the risk of injury but also may be liable to the person he or she is attempting to help.

For example. in *Zelenco* v. *Gimbel Bros. Co.,* 287 N.Y.S. 134 (1935), store owners were held responsible for aggravation of an illness of a customer taken sick in the store when they placed her in a room (acting as pure volunteers) and neglected to summon medical help for six hours. The court stated, "If a [person] undertakes a task, even if under no duty to undertake it, the [person] must not omit to do what an ordinary man would do in performing the task." So if you are placed in a position to assist someone on the spur of the moment, be sensible in your actions!

In response to the vast liability of the pure volunteer, especially in the

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emergency medical situation, more than thirty states have passed "good samaritan statutes." These statutes absolve the provider of emergency care from liability for any harm his or her actions might cause, provided the actions are not grossly negligent. It is important to read the appropriate good samaritan statute in your state to see what type of pure volunteer it protects. Some statutes apply only to physicians and nurses (ostensibly to avoid spurious medical malpractice claims), while others apply to any person offering emergency aid. Likewise, the statutes differ in definitions of emergency situation and when the statutes apply.

Remember, the good samaritan statute is not a panacea absolving the pure volunteer from liability in all cases. Great liability still exists except in those narrow emergency situations in which the good samaritan statutes apply.

Strangely enough, the pure volunteer is a rare person indeed. Because of the narrow definition, a pure volunteer usually surfaces in the rescue or good-neighbor situation and is seldom found working for a social service organization.

In the social service setting, we usually do not view volunteers as employees. Many times, however, volunteers fall into the legal category of "gratuitous employee." In determining whether or not a volunteer is a gratuitous employee, a two-part test is used. First, whether or not the volunteer is subject to the control of the person or organization being served, and second, whether or not the volunteer has an interest in the task being performed.

For example, in *Bond* v. *Cartwright Little League, Inc.*, 536 p.2d 697 1975), the Cartwright Little League purchased several large lights from a municipal baseball field and solicited "volunteer" help in removing the lights from atop the 100-foot-tall poles. As fate would have it, a volunteer started up a pole and fell forty feet to the ground, injuring himself.

The Arizona Supreme Court reasoned that the volunteer was not a pure volunteer, which would have meant no recovery for the injured volunteer. Instead, the court stated that representatives of the Cartwright Little League set the time and place as well as the manner in which the lights were to be removed and had control over "... the helper's actions while he was working for Cartwright Little League." Therefore, because Cartwright Little League directed and controlled the actions of the volunteer, he was legally considered a gratuitous employee of Cartwright Little League who was liable for the volunteer's injuries.

In another gratuitous employee case, the Washington Court of Appeals in *Baxter* v. *Morningside, Inc.*, 521 P.2d 948 (1974), was faced with a volunteer driver for a charitable organization negligently causing injury to several people. The injured persons sued both the volunteer driver and the charitable organization on the theory that the volunteer driver was a gratuitous employee of the charitable organization and the standard legal doctrine of "respondeat superior," which holds an employer liable for the negligent acts of his or her employees, applied. The Washington court agreed and stated that the charitable organization controlled or could have controlled the physical conduct and performance of the volunteer driver and therefore was vicariously liable for the volunteer driver's actions.

In a slightly different context, the Arizona Court of Appeals in *Scottsdale Jaycees, Inc.* v. *Superior Court of Maricopa County, Weaver*, 499 P.2d 185 (1972), found that volunteer delegates to a state Jaycee meeting were not gratuitous employees of the charitable civic organization until they arrived at the meeting and proceeded to exercise their duties as delegated. This case emphasizes the importance of the volunteer job description because it legally establishes the gratuitous employment boundaries for both the volunteer and the organization being served.

When it is clear that the volunteer is indeed a gratuitous employee and is working within the limits of a volunteer job description, there is an affirmative duty for the charitable organization being served to provide a reasonably safe working environment for the gratuitous employee.

The Arizona Supreme Court found in *Vickers* v. *Gercke*, 340 P.2d 987 (1959), that a church operating a school cafeteria violated its duty of care to a gratuitous employee when a kitchen was inadequately lighted and unclean, causing the gratuitous employee to fall and sustain serious injury. A church must provide its gratuitous employees with a safe place to work and to exercise reasonable care in maintenance of this work area. This rule would apply to the work settings in other organizations as well.

Even though the courts have developed the status of the gratuitous employee to avoid the pit-falls of the pure volunteer situation, a gratuitous employee may be barred from recovery from a charitable organization in some cases.

For example, in *Olson* v. *Kem Temple, Ancient Arabic Order of the Mystic Shrine*, 43 N.W.2d 385 (1950), the North Dakota Supreme Court held that although the gratuitous employee was working within the limits of his volunteer job description, recovery was denied when the gratuitous employee fell off a small step-ladder and sustained injury. Under North Dakota law, a step-ladder is considered a "simple tool" and a charitable organization cannot be held liable for the gratuitous employee's safe operation thereof. The court reasoned, "Where the tool or appliance is simple in construction and a defect therein is discernible without special skill or knowledge, and the employee is as well qualified as the employer to detect the defect and appraise the danger resulting therefrom, the employee may not recover damages from his employer for an injury due such defect that is unknown to the employer." Volunteers should inspect carefully any simple tools such as step-ladders, hammers, screw drivers and so on, before they use them. If they don't, they may find they will have no recovery for injuries they receive from their use.

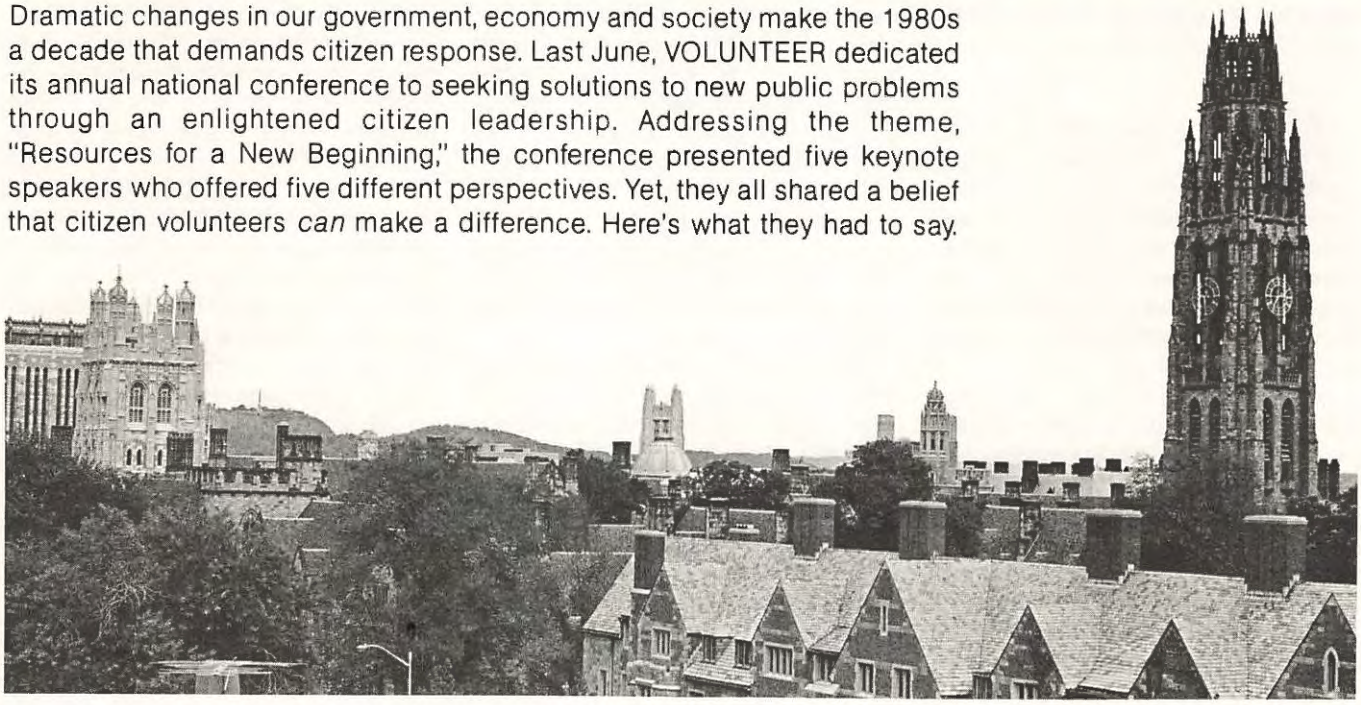
So there you have it. Socially speaking, a person may be a volunteer, but legally, he or she is more than likely a gratuitous employee. The significance of the gratuitous employee standing is that, as such, he/she has certain rights and duties under law—to work in a reasonably safe environment and to work within the limits of a volunteer job description. In addition, a gratuitous employee must perceive danger in certain obvious working situations, as well as notice any obvious defects in any simple tools being used.

Note: To look up the complete text of the legal cases mentioned in this article, take the title of the case and the citation that follows it to a law library and ask the librarian for assistance. Law libraries can be found in law schools, some local bar associations and many large law firms.—Ed.

Making a Difference in the '80s

What Volunteer Leaders Can Do

Dramatic changes in our government, economy and society make the 1980s a decade that demands citizen response. Last June, VOLUNTEER dedicated its annual national conference to seeking solutions to new public problems through an enlightened citizen leadership. Addressing the theme, "Resources for a New Beginning," the conference presented five keynote speakers who offered five different perspectives. Yet, they all shared a belief that citizen volunteers *can* make a difference. Here's what they had to say.



Volunteering in Times of Challenge and Change

Marlene Wilson

Marlene Wilson is a leading authority and trainer in the field of volunteer/staff management. She is the author of the best-selling The Effective Management of Volunteer Programs *and the more recent* Survival Skills for Managers. *She served as director of a Voluntary Action Center for seven years where she organized and managed a comprehensive volunteer program which became a national model. She previously worked in industry in the field of human resource management. Since founding her own consulting firm, she has presented over 150 workshops and conferences in the U.S., Canada and Germany. She was the editor of* Volunteer Administration Journal *for two years and faculty director of volunteer management workshops at the University of Colorado for eight years, a position she recently reassumed. She is an active member of the Association for Volunteer Administration and the Association of Voluntary Action Scholars.*

ROLLO MAY STATED IN HIS book, *Courage to Create*, "We are living at a time when one age is dying and the new age is not yet born. . . . We are called upon to do something new, to confront a no-man's land, to push into a forest where there are no well-worn paths . . . to leap into the unknown."

How exciting! And yet how terrifying. I say exciting because I believe we can help determine the shape of that new age that is trying to be born. I say terrifying because giving up the familiar is always scary.

Columnist Sydney Harris said it well when he observed, "We're funny about change—we love it and hate it at the same time. What we'd really like is for things to stay the same and get better!"

We all know that change *is* occurring at an incredible rate in almost all areas of human services. One speaker I heard recently said we are now in the midst of dismantling institutions that through sheer size had become dinosaurs. He went on to say, large hierarchies often give the impression of being healthy long after they're dead—and many of our dinosaurs are either dead or dying. Our first challenge, therefore, is to keep people from being crushed when these dinosaurs fall.

If we know that and confront the fact that we cannot go back to how things were—instead of trying to put bandaids on the dinosaurs and prop them up—we can get on with the essential business of finding new answers to old problems. We have to look at *all* alternatives in our problem-solving. We no longer can afford mediocre status quo!

Two invaluable traits that help us through times of great change are creativity and flexibility, which are both easy to talk about, but hard to deliver.

First, creativity. To learn this trait, we simply have to watch our children (before the age of five). Up until age five, children test out ninety percent creative—and then we educate it out of them. (The average adult tests two percent on creativity.) Creativity is defined as bringing something new for the first time into a situation or thinking up solutions out of our own thought or imagination.

Traditionally, it has been the volunteers in this country who have been best at this when it comes to solving human problems. They have time and again taken awesome problems and turned them into challenges—and then set about finding answers to them. No human dilemma—education, health, disease, old age, poverty—has been too overwhelming for volunteers to tackle. Can we as volunteers and volunteer leaders today see the *new* litany of problems we face as challenges and as new, creative opportunities for us to tackle—or have we succumbed to the gloom and doom of the day? Our country never has needed our creative energies more than right now!

How creative and flexible are we? This is an important question because as we enter the '80's, volunteerism is also in a tremendous state of flux. All of a sudden, the bandwagon is here—and we're it! No less than the President of the United States declared in October 1981, "Voluntarism is an essential part of our plan to give government back to the people. Let us go forth and say to the people: Join us in helping Americans help each other."

The clarion call has been picked up across the nation. While for years we felt fortunate to get articles relating to volunteer efforts published on the bottom of the women's page in our local newspapers, in the past few months articles on volunteerism have appeared in *Time, Industry Week, Christian Science Monitor, Business Week, U.S. News and World Report, Wall Street Journal, Family Circle* and other magazines.

This change is indeed dramatic and more than a little overwhelming. Personally, it has caused me to feel a bit schizophrenic at times. On the one hand, I'm absolutely delighted that volunteers are at last being acknowledged and appreciated publicly

THE 1983 PRESIDENT'S VOLUNTEER ACTION AWARDS

I think it is good for the soul of this country to encourage people to help one another, to get involved, to take personal responsibility for the well-being of their community and neighbors . . .

I just wish those who are pessimistic about the future of America could see an overview of this surge of creative and humanitarian action. We believe it should be recognized, encouraged and promoted. And that's why we established the President's Volunteer Action Awards. . .*

Ronald Reagan

From the early patriots striving to build a free nation to neighbors helping in community barn-raisings to present day neighborhood and community groups, one common trait has continued to distinguish the American people—the desire to help one's neighbor through volunteer service. Today Americans volunteer in time of emergency or disaster as well as in addressing longstanding community problems . . . they give of their time and talents through their churches, social clubs and civic organizations, their places of employment and their labor unions . . . Americans volunteer through neighborhood organizations . . . they help as individuals and in groups. The recipients are family, friends, neighbors, total strangers. Volunteer service is such an integral part of the American way of life that it often goes unnoticed and unrecognized.

The President's Volunteer Action Awards were created in 1982 to honor those individuals and groups who make unique contributions to their communities through volunteer service and to focus local and national attention on these outstanding and innovative volunteer efforts. In the first year of the awards, sixteen individuals and groups and two corporations received the President's Volunteer Action Awards.

The President's Volunteer Action Awards program is co-sponsored by VOLUNTEER: The National Center for Citizen Involvement and ACTION.

Anyone may nominate an individual or group involved in volunteer activity. Specific guidelines governing the nomination process are on page 2 of this form. Outstanding volunteers and volunteer groups will be chosen in the following categories: Jobs, Health, Material Resources, Education, the Environment & Recreation, Public Safety, Arts and Humanities, Human Services, International Volunteering and the Workplace. Nominations in the Workplace category must be submitted on special Corporate or Union nomination forms. All entries must be postmarked by midnight, January 7, 1983.

The 1983 President's Volunteer Action Awards will be presented in Washington, D.C. during the week prior to National Volunteer Week which is April 17-23.

VOLUNTEER: The National Center for Citizen Involvement, a private, nonprofit organization, was created in 1979, the result of a merger of the National Center for Voluntary Action and the National Information Center on Volunteerism, to strengthen the effective involvement of all citizens as volunteers in solving local problems. VOLUNTEER offers a wide range of technical assistance and support services to volunteer-involving organizations including the National Conference on Citizen Involvement, a variety of publications on citizen involvement, *Voluntary Action Leadership* (quarterly magazine for volunteer administrators), a wide range of information, consulting and training services as well as sponsorship of demonstration projects and national volunteer advocacy and public awareness activities.

ACTION is the national volunteer agency. Its purpose is to stimulate voluntarism in general and, in particular, to demonstrate the effectiveness of volunteers in ameliorating social problems. Its programs include the Foster Grandparent, Retired Senior Volunteer and Senior Companion programs, the Drug Use Prevention program, the Young Volunteers in ACTION program, the Vietnam Veterans Leadership program and a variety of activities in the areas of neighborhood development, assistance to refugees, runaway youth and illiteracy.

*From an address to the Metropolitan Chicago YMCA, May 10, 1982

General Information

- An individual or group may submit separate nominations for as many different individuals or groups as desired.
- Only nominations accompanied by a self-addressed, stamped postcard will be acknowledged. Because of the volume of nominations, the President's Volunteer Action Awards screening committee will not be able to respond to any queries regarding the nomination form or the status of a specific nomination.
- Pertinent supplementary material may be submitted *along with* the nomination form. See "Procedures for Completing Nomination Form" for guidelines. All nominations must be complete in one package when submitted. Separate letters, materials and other documents received later will not be processed or considered in the judging.
- All entries and supplementary materials become the property of VOLUNTEER and will not be returned. Materials will be held by VOLUNTEER for six months following completion of the judging process.
- The screening committee may request additional information from applicants or references for the judges' consideration.
- Decisions of the judges are final. **All entries for the 1983 President's Volunteer Action Awards must be postmarked before midnight, January 7, 1983.**

Who is Eligible for the President's Volunteer Action Awards?

- Any individual or group actively engaged in volunteer activities that benefit the community, state or nation may be nominated.
- For those individuals or groups who are paid any amount for activities for which they are nominated (other than reimbursement for out-of-pocket expenses), the nomination statement must clearly indicate the extent of salaried or stipended activities.
- Individuals involved in "work released time" and student course credit are eligible but must clearly indicate that in the nomination statement.
- Except for the International Volunteering category, all volunteer activities must be performed within the United States or its territories.
- No employees or immediate relatives of employees of VOLUNTEER or ACTION or members of VOLUNTEER's Board of Directors or of ACTION's National Voluntary Service Advisory Council may be nominated for awards.
- Recipients of 1982 awards are not eligible to receive 1983 awards.

Procedures for Completing and Submitting the Nomination Form

In order for a nomination to be considered, the nomination form must be filled out completely and legibly (please print or type). An incomplete nomination form disqualifies the nomination. Please read and follow the directions carefully. Please detach and submit pages 3 and 4 of the nomination form. The nomination form includes two parts, plus any supplementary material submitted:

(A) The Nomination Form

Item 1. Please indicate the individual or group's complete name, mailing address and telephone number. If the nominee is a group, please indicate the name of the appropriate contact person within the group along with his/her address and telephone number.

Item 2. Awards will be made in the following categories:

- **Arts and Humanities** - cultural enrichment
- **The Environment** - enrichment and conservation of the environment, recreation
- **Education** - pre-elementary, elementary and secondary education, special education, informal and supplementary education services
- **Health** - medical care, mental health and developmentally disabled services, community health services
- **Human Services** - services to youth, family, elders; areas not specifically covered by other categories
- **International Volunteering** - ongoing volunteer work performed by individuals or groups whose primary residence or headquarters is within the U.S. or its territories and benefiting the residents of foreign countries or ongoing volunteer work performed within the U.S. or its territories and benefiting the residents of foreign countries.
- **Jobs** - employment, job creation and training, economic development
- **Material Resources** - food and nutrition, clothing and furnishings, housing, transportation, consumer protection
- **Public Safety** - crime and delinquency prevention, justice services, protective services, disaster relief, fire protection
- **Workplace** - volunteer activities sponsored by or supported by either a corporation or labor union. NOTE: Nominations must be submitted on special Corporate or Union nomination forms.

Check the most appropriate category. Some nominations can fit appropriately into more than one category. Please choose the category you feel *most* appropriate. Categories are meant as guidelines for the selection process; thus, where appropriate, the selection committee may choose to put a nomination into more than one category.

Item 3. Please indicate name, address and telephone number plus title and organization (if appropriate).

Item 4. Since award winners' references will be contacted for verification of the scope and extent of a nominee's activities, it is important that this section be completed. Nominations with fewer than three references will be disqualified.

Item 5. Enter the name of the individual or group being nominated and signature of the person making the nomination. Nominations not signed by the nominator will be disqualified. A person may nominate him/herself.

(B) The Statement

Because nominations will be judged based on specific criteria, the statement of activities (of not more than 500 words) must address the following items:

Community need for the activity - How important was the activity to the overall welfare of the community? For example, establishing an education and training facility for handicapped children in a town where there was none would be a more important contribution than expanding an existing recreation program.

Recipients' need for the activity - The recipients' need may or may not be different from the community need. A facility which serves handicapped children may be equally important to both the recipients of the service and the general public. In some cases, however, such as providing access to a kidney machine, the recipients' need for the service is total, while the community's need for kidney machines may be slight in relation to other needs.

Scope of the activity - The concern here is with the potential impact of the activity or service. Something that is national or regional in impact is not necessarily "better" than something that is local. Projects of very limited scope, however, such as putting on one picnic for 50 senior citizens, would not be considered to have a major impact.

Achievement - Actual accomplishments of the voluntary activity or service should be considered, as opposed to the stated goals or objectives of the project.

Unusual challenges overcome - Such challenges might include public apathy or hostility toward the project or program, a critically limited supply of resources, or a handicap on the part of the person or persons doing the volunteer work.

Method - Method relates basically to the way in which the activity or service was performed. Consideration should include the vigor, efficiency and overall organization of the effort; the extent to which the individual or group marshalled other volunteer resources in support of the effort; and, where appropriate, evidence of broad community or grassroots support for the activity or service.

Innovation - Innovation takes into consideration the degree to which the service or activity represents a new use of volunteers in a certain capacity and/or a significantly new approach to solving a particularly pressing problem.

(C) Accompanying Materials

Not more than 10 pages of supplementary material may be submitted along with the nomination. Accompanying materials can include letters, testimonials, news clippings, pamphlets, etc. **Do not submit** tapes, cassettes, display materials, films, scrapbooks, books, etc. as they will not be considered in judging the nomination. All materials submitted become the property of VOLUNTEER and will not be returned; thus, when preparing accompanying materials, keep the materials cost to a minimum and submit photocopies where possible.

Submitting the Nomination

Send all entries to:

The President's Volunteer Action Awards
Post Office Box 37488
Washington, D.C. 20013

Do not send entries to VOLUNTEER or ACTION.

Entries must be postmarked by midnight, January 7, 1983.

OMB Approved 3001-0079

I. NOMINEE: Please specify if nominee is an individual _____, or a group _____.

Name: _____

If individual, indicate Mr., Ms., Miss, Mrs.;
If group, enter full name of group.

(Area Code) Phone Number

_____

If nominee is group, enter name of contact person.

(Area Code) Phone Number

_____

Complete address City State Zip

II. CATEGORY: Check one. Some nominations will fit appropriately into more than one category. Please choose the category you feel most appropriate. Categories are meant as guidelines for the selection process; thus, where appropriate, the selection committee may choose to put a nomination into more than one category.

_____ Arts and Humanities
_____ The Environment
_____ Education
_____ Health
_____ Human Services
_____ International Volunteering
_____ Jobs
_____ Material Resources
_____ Public Safety

III. NOMINATOR:

Name: _____

(Area Code) Phone Number

_____

Title and organization, if appropriate.

_____

Complete address City State Zip

IV. VERIFICATION: In order to qualify for consideration, a nominee must have three references who may be contacted to verify the scope and extent of the nominee's volunteer activities. References should be persons familiar with the volunteer accomplishments for which the person is being nominated and may not include the nominee or any person related to the nominee.

Name: _____

(Area Code) Phone Number

_____

Complete address City State Zip

Name: _____

(Area Code) Phone Number

_____

Complete address City State Zip

Name: _____

(Area Code) Phone Number

_____

Complete address City State Zip

V. NOMINATION: I hereby nominate _____

Name of individual or group nominated for the President's Volunteer Action Award.

_____ _____

Signature of Nominator Date

Nominations may be submitted on this form or a facsimile thereof.

SUMMARY: Describe in one sentence the goals of the activity for which the nomination is being made.

STATEMENT: Addressing the following criteria, explained on page 2, describe in not more than 500 words the activities and accomplishments of the nominee in the space below:

Community need for the activity
Recipients' need for the activity
Scope of the activity
Achievement
Unusual challenges overcome
Method
Innovation

and nationally. It's long overdue! This "PR" is needed to encourage even more citizens to become involved, particularly since as *Time* pointed out, there are 100 million fewer federal dollars per day to spend on social programs and the arts. We need the help!

And there is clear evidence that our people are both ready and willing to respond to worthwhile requests for help where they can make a difference. In a *Psychology Today* article (April 1981), Daniel Yankelovitch wrote that many of the thousands of American adults he surveyed are longing for connectedness, commitment and creative expression, that they expressed a poignant yearning to elevate the sacred and expressive side of life and to diminish the impersonal, instrumental side that a technocratic society provides.

What a magnificent match: Volunteerism, when done effectively, provides just those things—connectedness (with others who care about the same things), commitment (to a worthy cause), and creative expression (when volunteers' efforts are not misused or wasted!).

The potentially negative side of this PR campaign, however, is that there is too often a distinct naivete regarding what it really takes to make volunteers' good intentions and efforts work effectively to meet needs. There is too often a cavalier notion that seems to imply, "Y'all come—as long as you mean well and show up—it's going to work out fine."

Having invested the past fifteen years working in this field—as a volunteer, VAC director, board member, consultant and author—I am convinced there could be nothing further from the truth. To make voluntary efforts work effectively in meeting needs like child abuse, day care, homemaking services, drug abuse, it takes a partnership of trained professionals and volunteers.

At present, I have three major concerns about what's happening in this new national flurry of volunteerism. First, there is a distinct lack of involvement in most of these groups of knowledgeable, grassroots directors of volunteer programs—you who for years have been charged with the responsibility of making volunteerism happen in Voluntary Action Centers, hospitals, schools, Red Cross units, YMCAs across the country. There are now hundreds of you across the U.S. and the majority have been working diligently the past few years to improve your management skills so you can help make the good intentions of volunteer citizens produce results and be rewarding. And you have succeeded admirably.

I find, however, that most of the newly created task forces are unaware of these trained people and are incredibly naive about what it takes to run a volunteer program effectively. They *must* be encouraged to link up with existing volunteer structures, or they will create hostility and resentment rather than greater community networking.

Second, most of the recent attention relating to voluntarism has focused on passing the baton from the public sector to the private sector in regards to meeting community needs. I have seen very little attention given to the critical third sector—the nonprofit, voluntary sector as a vital partner in these efforts. It is the missing link, in my estimation, for it is this sector that has the know-how to make voluntarism work.

We have to look at *all* the alternatives in our problem-solving. We can no longer afford mediocre status quo . Two invaluable traits that help us through times of great change are creativity and flexibility—both easy to talk about, but hard to deliver.

At the very time the President and media are urging ever increasing citizen participation at local, county and state levels, a great many of the people trained in how to make it happen are losing their jobs. Many agencies, faced with severe budget cuts, are laying off their directors of volunteers. This is tragic because volunteers are needed more than ever in these agencies. And without proper planning, coordination and nurturing, the volunteer is often misused. If the time and energy of today's busy citizens are wasted when they answer the call to volunteer, *we may lose them forever.*

State offices on volunteerism (many partially funded by ACTION) are losing budget and staff and some are being forced to close, which seems absolutely contradictory to the President's State of the Union message which declared problems are to go back to the states to be solved.

Voluntary Action Centers are in financial difficulty. There are more than 350 VACS who list most volunteer opportunities in a community, recruit volunteers, make appropriate placements, train volunteer directors. They represent exactly what the President charged his Task Force on Private Sector Initiatives to create—mini-task forces in every community. VACs need to be enabled, expanded and supported—not duplicated.

So another challenge before us is to become informed and effective advocates to help educate others regarding our field. How can we meet all these challenges? I have two suggestions: One, keep our own attitudes healthy and optimistic, and two, keep our organizations flexible, creative and open to collaboration, not competition.

On maintaining a healthy and optimistic attitude, one of the most inspiring articles I've read recently was written by the Pulitzer Prize winning biologist, Rene Dubos. Entitled "A Celebration of Life," it was written on his death bed and was his last written work. I'd like to share a few quotations with you:

> As I lie here in a hospital bed in my 81st year, I am more convinced than ever that life can be celebrated and enjoyed under the most trying and humble of circumstances.
>
> The mounting roster of material and psychological problems creates the impression that human-kind has lost control of its affairs. . . . To rediscover our innate celebration of life, the first obstacle to be overcome is the widespread belief that things are now going from bad to worse and little can be done to reverse the trend (a defeatist mood).

Certainly great tragedies do exist in the world today. Paradoxically, however, much contemporary gloom comes not from actual tragic situations but from the *prospect* of social and technological difficulties that have not yet occurred and may never materialize.

A key to overcoming the passivity born of pessimism is to remember the really important problems of our times are not technical. They originate in our thoughts, our uncertainties, or our poor judgment ... yet there is no reason to wallow in despair.

We choose the world we live in by changing even these enormous threats to our existence ... one step at a time. How? By *thinking globally,* but *acting locally.*

Since optimism and cheerful spirits are indispensable to the mental health of technological societies, the most valuable people may turn out to be not those with the greatest ability to produce material goods, but those who, through empathy and happiness, have the gift of spreading a spirit of good will ... happiness is contagious. For this reason its expression is a social service and almost a duty.

Life starts anew, for all of us, with each sunrise.

What dreams and visions do *we* have? Are we so busy coping we've forgotten to have any? If so—we will rightfully have a hard time getting other people to say "yes" to what needs to be done.

We must avoid that subtle seducer—burn-out—especially as needs escalate and resources diminish. It is so tempting to try to be all things to all people. We must realize both our own potential and limitations and not delude ourselves with a Messiah complex. Setting priorities for the organization and for you personally is a *must.*

We need to replenish ourselves. John Gardner warns, "An individual cannot achieve renewal if he/she does not believe in the possibility of it—nor can a society." The key is to decide and act! It's critically important, for as a Nebraska friend once said, "You can't anymore give what you ain't got than you can come back from where you ain't been!"

We must keep our own optimism and spirit alive and well! One of the diseases rampant in our society and organizations, in my opinion, is the mentality of mediocrity. It can be deadly to groups, organizations and persons.

Our national dilemma requires outstanding performance. In a January 1982 *Wall Street Journal* article, psychologist Erik Larson listed several characteristics of outstanding performers:

- They are able to transcend their previous levels of accomplishment (compete with themselves rather than others).
- They avoid the so-called comfort zone—otherwise known as ruts. (The only difference between a rut and a grave is how deep it is!)
- They solve problems rather than place blame!
- They confidently take calculated risks. (Creativity is impossible without risk—risks mean we must be willing to fail ... and learn from the failure.)
- They are able to rehearse coming actions and events mentally.

On keeping our organizations flexible, creative and collaborative, there are only three kinds of resources we all have to get our jobs done and to meed needs: space, time and energy (consisting of money and people).

The key is how we invest these resources and what kind of a return we get on that investment. There are at least three options and we must choose carefully which we use:

1. The parasitic option (1 + 1 = less than 2). We waste energy and resources through turf battles, duplication, conflict and competition, so we get less than we all put in. (Unacceptable in times of scarce resources!)

2. The symbiotic option (1 + 1 = 2). We exchange value for value and each gets out of the relationship what he/she put in. We have arrived at equilibrium and a comfortable status quo. (OK in times of plenty.)

3. The synergistic option (1 + 1 = 4). The whole is greater than the sum of its parts; the results are greater than any one part could produce alone.

The greatest challenge we have in the '80s is to learn how to achieve synergistic collaboration in these areas: within organizations (volunteers/staff); between organizations (networking); and between all three sectors—private, public and nonprofit.

American Renewal: The Citizen's Role

Henry Grunwald

Henry Anatole Grunwald is the editor-in-chief of all Time Inc. publications, a position he assumed in June 1979, after serving as corporate editor of Time Inc. since October 1977. Born in Vienna, Austria, Grunwald came to America at the age of 17 and enrolled in New York University. He started at TIME in February 1944 while still in college, working part-time at night as a copy boy. In the years that followed, he worked at TIME in a variety of capacities, including reporter, senior editor, first editor of the Essay section, managing editor. Grunwald still occasionally writes for TIME, contributing essays on divided America in the '70s, the special challenges of patriotism today, conflicts over the First Amendment and foreign problems, among others. He is a director of the World Press Freedom Committee, the Metropolitan Opera Guild, and a member of the Council on Foreign Relations.

I AM CONVINCED THAT WE are in the midst of a very genuine American renewal. This may be an odd statement, considering what's going on around us. Ronald Reagan came to office with a call for

American renewal; yet a year and a half after his inauguration, many people are eager to declare his administration a failure.

Certainly his economic program has not lived up to his vast promises, although it is highly questionable whether any program could have accomplished so much so soon. The recession is causing great pain. While there is general agreement in principle that government expenses must be cut after decades of heedless and automatic expansion, Congress is disastrously deadlocked over just what should be cut—a deadlock that involves deep philosophical differences as well as deep political cowardice. The dramatic increase in defense spending has certainly impressed most of the world as a sign of renewed American strength, but there is serious doubt whether we can sustain the level proposed without severely weakening our economic and social fabric. And a stronger American foreign policy, which was clearly necessary, has so far been hampered by inept and divided execution. In short, we are surrounded by uncertainty, fear, disorder.

Is this what a renewal looks like? Yes, very possibly. A basic change in direction is always painful and always disorderly. The innumerable special interests clash and grind against each other furiously before a new balance of compromise can be achieved, before a new center begins to hold.

We've been through this many times before—after each of our wars and during the Great Depression, among other occasions. The sense of things not working, of having to start over, is a deeply ingrained American tradition, part of what has been called our permanent revolution. This time, the urge for renewal had many causes—a perception of unprecedented weakening abroad, climaxed by the Soviet invasion of Afghanistan, which we could do nothing to prevent, and the Iran hostage crisis; the creeping terror of inflation; the failure of our industry to maintain its much-vaunted world lead in productivity and technology; and above all, a sense that the individual no longer mattered, could no longer cope.

It is especially in this last respect that evidence of renewal is most striking. To sense it, one must look at the actions

and attitudes of individual citizens, and there I think we find enormous cause for hope. As you know, there is a real resurgence of volunteer effort in this country. Part of the reason for this has to do with the Reagan administration and the sobering shocks resulting from its budget cutbacks. People are suddenly realizing that help from the government has its limits, and that they must take greater responsibility for themselves and for others.

But there seems to be a deeper trend: The egocentric individualism of the so-called "Me decade" is giving way to a different and more generous sort of individualism, and that I hope will lead to a "We decade."

I am convinced that we are shifting from self-expression and even self-worship to a renewed sense of mutual support. The noted psychologist Robert Coles asserts that too many people in recent times have said in effect, " 'I'm in this struggle because it means a lot to me; it's where I am at.' The point is to fulfill your potential, do your thing, live and act in a way you wish and find comfortable—sexually, with friends, with respect to a career."

This attitude Coles considers typical of what he calls psychological man and he asks for his replacement by civil man. The concept of civil man or of civility Coles takes from John Milton. Civility has to do "with citizenship, membership in a particular national community—not a T-group or a single cause .... Civility has to do with allegiance. [It means] all of us subordinating our feelings to certain shared imperatives."

I believe that this is in fact happening and the growth of the volunteer force is striking proof of it. Yet that phenomenon is often over-looked. Volunteer work has a way of going unnoticed. Waldemar Nielsen, a noted author and consultant on foundations, describes the so-called Third Sector—the other two sectors of course being government and business—as "an invisible presence, a kind of Holy Ghost of the American Trinity."

A bit paradoxically, it is the much deplored special interest groups, with their single-issue crusades, that have greatly contributed to making this Holy Ghost more visible. For these groups have demonstrated how totally false is the widely trumpeted notion that the individual is powerless in our time. It is staggering to contemplate how much individuals, banded together in organizations, have accomplished. Think of the environmental movement or the fight for the rights of the handicapped or against abortion and the ERA or for the nuclear freeze.

But the significant point about these movements is that they have shown with new force that the individual can indeed influence events. In a sense it is very odd that this fact was ever in doubt, or that we regard the strength of voluntarism with some surprise.

Of course the very word "voluntarism" is ambiguous. And incidentally, I will use

that word rather than "volun*teer*ism." The terms are used almost interchangeably, although they don't seem to mean precisely the same thing. Voluntarism originally was a philosophical term suggesting the primacy of the human will. It also suggests freedom of action, freedom of conscience, freedom from authority. In those meanings, the word is all to the good.

But the term sometimes also conveys the notion that the activities it describes are somehow separate from everything else we do—from regular, necessary activities like working for a living or raising a family. In the past we understood that voluntary work was in fact *not* separate, not truly discretionary like some kind of high-minded hobby, but an essential part of society's survival. It is hard to imagine that anybody on the Western frontier would have referred to the barn raisings, log rollings, quilting bees and land clearings as "voluntarism."

Many of your recent publications caution a warning against nostalgia, against confusing yesterday's voluntarism with today's. A good point: Often our American utopias look to the past, not the future.

Journalist Richard Reeves, in a new book, concedes that de Tocqueville's picture of American self-reliance may have been somewhat idealized. He also concedes that in a democracy, it is difficult to draw a hard line between appeals to the government and to the people in general. Nevertheless, Reeves writes, "Whatever happened when a tree blocked the road in 1831, I already had the testimony of what happened 150 years later: People telephone city hall. If a truck didn't come out, they called their councilman or assemblyman or Congressman." In Philadelphia Reeves found lots of citizens' assemblies, but they were organized less to do something themselves than to attract enough public attention to persuade superior authority that it must take some action.

The biggest change of all since de Tocqueville's day of course has to do with the role of government. The sheer size of the population and the diversity of the problems in a modern industrial society made the role of government increasingly inevitable. Especially the lasting shock of the Great Depression, which persuaded people that private action, including private charity, simply was not up to coping with the disaster. We reached a point where any assistance provided by any source other than the government smacked of charity and was considered second-rate. Schools, railroads, hospitals, every conceivable service for the sick or the healthy, for the cities or the land, for instruction or recreation has been at least partly taken over by government.

As organizers of volunteers, you must guard against bureaucracy, which is a menace not *only* in government. If you don't watch out, the faceless bureaucrat and the faceless social worker will be joined by the faceless volunteer. You should never hesitate to talk about what you do, and then talk some more. You must beat the drum figuratively, if not literally.

But today, while people still look to the government in a thousand situations, they do so with increasing suspicion and dismay. Hollering against big government has become such a political cliche that we hardly notice the complaints any more, but they are very significant. People are increasingly wondering whether government really should be parent and teacher, healer and helper, arbiter and even entertainer.

Another statement that is a political cliche but nevertheless totally compelling: Government simply can no longer afford everything it has set out to do. To say this is not being cruel to the poor or abandoning the concept of a compassionate society, but facing a stark economic fact. When you cut away the political rhetoric, it is a fact recognized by both parties and all their factions. It is at least partly recognized also in Europe, because the ever expanding welfare state is a huge factor in the enduring malaise of the industrial West.

That is one reason why volunteer work is more important today than ever. Nobody suggests or should suggest that volunteers can solve our economic problems, the dilemma of unproductive governments increasingly sheltering unproductive societies. Volunteers cannot make up for all the vast cutbacks in government services that have occurred in the U.S. and that may still occur. But volunteers *can* help, and help in a big way. Certainly part of the work—and it is impossible to say precisely how much—that is now performed by government employees can *indeed* be replaced by private individuals or by new forms of partnership between government, business and the citizen. In North Carolina, citizens who answered the call of Governor Jim Hunt to help fill the gap left by funding cuts saved the state almost $174 million over a two-year period. The Governor estimates that the work performed would have required the hiring of 14,454 fulltime staff people for that period.

Once the first step is taken—once the emotional, automatic dependency on government is broken—there is no telling how much can be accomplished.

As you know only too well, we run into some contradictions here. Some of the economic forces that make volunteer work more necessary also make it more difficult. The government must of course pay part of the cost of maintaining nonprofit activities, and that is becoming increasingly hard. Besides, it matters *how* the government pays. For one thing, tax incentives for middle and lower income citizens need to be increased to attract the people that have always been the mainstay of religious institutions, for example.

Waldemar Nielsen has suggested federal agencies should not create new limbs on the bureaucracy but fund private agencies already in existence. In Great Britain, a lump sum is allocated by the government for the nonprofit sector,

but a body of private citizens determines which institutions get the money. The problem with a government group like ACTION, though it is meant to help volunteer effort, is that it becomes a political vehicle for those in power. And it is too often removed from the grass roots, where the best solutions to problems are usually found.

The government could do a lot to relax its restrictions both on business and the nonprofit sector. Most social legislation and tax laws that bind the profit sector bind the nonprofit sector as well. The difference is that nonprofit organizations have less flexibility in dealing with them.

The Reagan administration has given much encouragement to volunteer work through its private sector task force. Volunteer work touches on a central paradox of our society. Business built that society, and created wealth and freedom undreamed of in the past. And yet we still yearn for values not measured by the balance sheet, for the older values of honor or bravery or wisdom. Well, volunteer work cannot give us all that, but it can help bring us the satisfactions that a commercial society alone cannot give. As Margaret Mead once observed, "If you look closely, you will see that almost anything that really matters to us, anything that embodies our deepest commitment to the way human life should be lived and cared for, depends on some form—more often many forms—of voluntarism."

What specifically can we do to further the cause? Speaking as a relative outsider, let me make some suggestions:

Of course, we in the press can always do more to support volunteer efforts. Journalists already have done much to dispell the notion that voluntarism is a bunch of little old ladies giving teas. In many states the success of volunteer programs has been due to the coverage provided by television, radio and print. But we—and you—must keep pushing for continued coverage of voluntarism's successes, failures and opportunities. I guess you will have to learn to be your own best press agents.

Business also obviously has an absolutely crucial role to play and has in fact made huge contributions in many ways—contributions that set an example for other industrial countries. Many businesses feel that they are being unfairly asked to fill the gap left by cutbacks in federal and local budgets. This is especially true of large firms which often feel that they are being dunned again and again while many middle-sized and small businesses are hardly ever involved in giving. One reason of course is that they do not enjoy so large a tax advantage as the big corporations. Even so, it is distressing that out of some 200 million businesses in the U.S., only about one fourth make any charitable contributions at all.

Volunteer work touches on a central paradox of our society. Business built that society, and created wealth and freedom undreamed of in the past. And yet we still yearn for values not measured by the balance sheet, for honor or bravery or wisdom. Well, volunteer work cannot give us all that, but it can help bring us the satisfactions that a commercial society alone cannot give.

Yet the most important contribution that business can make is not simply giving money, but releasing people from their normal duties and encouraging them to do volunteer work. The point to bear in mind is that whatever the profit sector does for the nonprofit sector is not charity. It's all part of a maintenance program that keeps the American Trinity which I mentioned before in healthy balance.

You on your part can do a great many things to channel your enthusiasm. As a journalist, as well as a citizen, I would like to see a kind of map—or at least a better one—of your vast territory. It encompasses a dazzling range, from working in a hospital gift shop to collecting signatures for a petition against a shopping mall, from cleaning up trout streams to teaching new immigrants the wonders of the American supermarket. Just where *should* citizens fit in?

You cannot very well set up a hierarchy of importance, telling one group of volunteer workers that they are engaged in something more significant or more urgent than another. But surely it is a fact that not all volunteer work is of equal weight. I think it would be very important for people to know more about where they are most needed and most effective.

As organizers of volunteers, you must guard against bureaucracy, which is a menace not *only* in government. If you don't watch out, the faceless bureaucrat and the faceless social worker will be joined by the faceless volunteer.

You should never hesitate to talk about what you do, and then talk some more. You must beat the drum figuratively if not literally.

Bringing about an American Renewal is a matter of morale and morality. And here we must remember that, the Moral Majority and similar groups notwithstanding, ethics cannot be legislated and moral resurgence cannot come about by fiat.

I believe that volunteers learn these lessons quite naturally out of their experience, which almost always involved patience, at least some pain, many choices—and a moral sense that is organic rather than artificial.

Finally, if I may quote from our Time Inc. project on American Renewal:

> To believe in an American Renewal one must ultimately believe in individual Americans—those countless citizens who, despite all the doubts, the heedlessness, the disorder of the society, go about their lives with courage and patience, slangy competence and cheerful persistence, with some larceny and some anger and some kindness—and above all with the odd conviction that their country is still an experiment and that it must stand for something beyond mere survival. These are not exclusive American virtues, but they are human virtues with a very American accent, and they surely must inspire a sense of love and hope.

Surviving the '80s: An Alternative Approach

Karl Hess

Karl Hess is an expert on community technology, having demonstrated in recent years the degree to which inner-city as well as rural dwellers can develop and maintain the technology needed to become productive and self-reliant. Now living in West Virginia, where he and his wife built their own solar home, Hess has formed a multi-county appropriate technology information and resource sharing group, written a book on community technology, and served on the West Virginia Governor's Advisory Committee on Appropriate Technology. In addition, he and his wife are editing a nationally circulated newsletter on individual and community self-reliance and survival, and are completing a book on ways in which people can change their lives. Hess has been the subject of many television interviews and magazine articles as well as an Academy Award winning film.

THERE'S SOMETHING ABOUT volunteerism that is very subversive—in this century, at least. It flys directly in the face of the two major conventional wisdoms of our time—professionalism and corporatism.

The great era of social professionalism swept over the land during the Progressive Era at a time when all problems were supposed to have been solved. It became apparent to some people that the idea of amateurs doing good was somehow tacky, not very effective and not even very moral because the things they did were things people should have by right, not by a grant of charity. Thus, professionals came into being to substitute for neighborliness in every single area, and volunteers became the people who picked up the unwanted activities—those that didn't pay very well.

Shortly after that, and now reaching its zenith, there came the worship of the large institutional answer—corporatism. The idea here is that only vast institutions can solve problems, and that all problems can be solved by creating vaster and vaster institutions. New York City, for instance, is now supposed to be the most pleasant city in the world in which to live because it has the largest administrative overhead. This proves it.

So, those two things say, in effect, that what volunteers do is trivial. They pick up the scraps, do the few uninteresting things to be done in the community for which nobody wants to pay the minimum wage. That's about where all the people who believe in voluntary action stand, and they face a future.

The future seems to hold a fairly long period in which I believe the whole notion of volunteerism would be well advised to change from a sort of agency activity-social hobby-nice thing to do toward a more all-encompassing way of life. I do not believe that in the years ahead there need be any limit to the areas in which people engaging in voluntary activities or what I would prefer to call mutual aid can be involved.

There's not a large institutional activity in the country that is not facing some sort of bankruptcy, either moral, logistical or physical, as in the case of the major banks, the U.S. government and many of the large corporations whose debt towers above the debt of

the federal government. Looking to large institutions either to fund what you're doing (i.e., make your hobbies profitable) or for actual solutions to problems is probably a losing proposition now because they have more serious things to concern themselves with, such as staying afloat themselves.

There will be less and less time for the incidentals of such things as education or learning, health care or staying healthy, houses, communities, or people feeling like they can trust their neighbors and do things with them. Nonetheless, people always have managed to create their own order out of the chaos of leadership. I believe that is going to be the major challenge ahead: People who had felt volunteering was to do those very nice things that nobody else was doing might start thinking about a great possibility. And that is the only way American communities, neighborhoods, good places to live will survive in this century will be if they internally contrive, through cooperation, mutual aid and an incredible amount of internal energy, to do all of those things which in the community are considered "good things." These good things simply will not be done by anyone else, although there may be ways to get others to help from time to time, even inadvertently.

To be specific, the grim truth is that over the next few years, the work of administering programs by professionals in volunteer agencies could itself become a volunteer activity. If I had to spend some money on an activity, I would probably spend what little I had on some function that would keep me and all my friends aware of what was going on. I think the information function is absolutely vital and beyond that, I'm not too sure that much administrative activity is vital. If people have information, they can work and do good things. No information is the failure of so many things.

The function of modern management is to withhold information, to make sure that the manager has the information and that the other people do not. It occurs to me that that is a great betrayal of the whole spirit of volunteerism in which there are no monopolies of information or of activity or of anything else.

To be more specific, I recently told a group of social welfare professionals that there was a magnificent opportunity now awaiting them to start being the neighbors of the people they had been helping. As such, they could probably be more helpful than they ever had been before in their lives. I think for volunteers there is a similar kind of message. Instead of being separate or special in the process, in the years ahead they simply become part of it, and no more important or different than the people they very nobly had been serving and helping in the past.

The only way American communities, neighborhoods, good places to live will survive in this century will be if they internally contrive, through cooperation, mutual aid and an incredible amount of internal energy, to do all of those things which in the community are considered 'good things.'

I don't believe that in the future there should really be senior centers in this country. There should be some sort of people center with a lot of little kids in it. There should also be a place of refuge for people who hate kids which is really not a crime. I think that these opportunities are rich beyond belief.

I observe a waning enthusiasm for the public school system, both its expense and its activities. Some cranky parents have begun to believe that there is something useful about reading and writing, and are concerned. We can begin over the next few years to extend this notion of volunteerism becoming mutual aid to help those who want to teach their children at home. With enthusiasm growing for home teaching in this country, there now are endless opportunities for people to get other people to home-teach, with people who know things who can be guest lecturers in the home, and so forth.

One of the most sensible bases for volunteers in any community is some sort of readily available information that will indicate to people throughout the community who is able and willing to do what in return for other services—in short, barter banks. They touch everyone.

The dread notion of making money is of some concern even to people who do good works. I would think that one thing that should be considered by any people facing unemployment in the doing-good business these days would be to secure their livelihood. In the women's center in the little town where I live, believing that all of the money is going to disappear very shortly, the folks there have begun thinking about what kind of business they can establish to support this center. It is one of the most important things that has happened to our county, and it must not disappear. The center *would* disappear if the attitude was that all volunteer activities actually have to be funded by someone. If the attitude is that the volunteer activities are intrinsically important and must continue no matter what, then people will discover ingenious ways to make them continue.

One of these ways is to begin a business, a profitable business that will maintain the activity. A women's center is like a volunteer fire department, which these days rarely is run without one full-time, paid person. With a women's center probably being a 24-hour operation too, there needs to be someone there. So there needs to be money, and it needs to be created by the activity.

What we all need to do is to begin to think of this as part of an entire way of life, that says there are ways we want to live, there are forms of neighborliness that make it worthwhile living, and that these forms of neighborliness must be participated in by all. In short, it is the community that we are concerned about, and we are concerned about it as participants, not as givers and receivers.

Advances in a community are local matters, and this is precisely where volunteers have the greatest strength. They have for the most part stayed

home because it is very difficult to volunteer to save the world. That is a highly paid professional job, reserved usually for professors of political science from this region of the continent. Volunteers have, thank goodness, had to stay in those places where they could do things other than have opinions. They have had to work, and so they are in the best position of all to extend this proposition to mutual aid in the place where it can mean something.

Health care, for instance. I think that this is an extremely important area to be explored. At the Georgetown School of Nursing, a very extensive probe was made of the reasons people go to see doctors. It was discovered that seventy five percent of those reasons had to do with self-limiting diseases—that is, those problems that if you just left them alone and didn't panic, they would go away. There in a stroke we have something much more convincing than Senator Kennedy's wildest dream of socialized medicine. We have a seventy five percent relief of all medical bills by simply staying home.

The extension of the nursing ability and general health care in this country has yet to be tested or tried fully. I expect that it can probably be done best at the outset in volunteer programs—that is, with nurses beginning to offer health care on a voluntary basis. When they are arrested for practicing medicine without a license, it will make some of the liveliest journalistic coverage and legal maneuvering that the country has ever seen.

I live in an area where a lot of people live in mobile homes. These are undoubtedly the worst structures in the world. They have one great advantage: Banks will finance them. Banks will not finance owner-built homes because they don't like to repossess lumber, they like to repossess something they can sell quickly. Some people in my state have begun to counter this by organizing, on a voluntary basis, housing construction cooperatives. Here, people get together, pool funds, buy land which is always cheaper if you buy a lot of it, buy tools and begin to work together to build their own houses, one by one. Ten families over a number of years will build ten houses at costs much lower than the cost of a mobile home. There is an immense opportunity for volunteers to become involved in this area.

For those of you who are of a mind to think of it this way, there is also an opportunity to use such an activity as a profit-making economic base for other things that need doing in the community, which simply will not get done if left up to large instititutions. I am not unmindful of the fact that in most American corporations there are people who live in communities and are aware of the problems. Some of them may be your neighbors and may actually want to help.

I remember a British alternative technologist named Schumacher was visiting with us one time, and some friends who were very violent in their feelings about American corporations asked him, "How can you work with the Shell Oil Corporation?" And Schumacher, a person of great wisdom and a Buddhist, replied, "I have never worked with the Shell Oil Corporation in my life. I have worked with a person who was employed by them." That is the secret of the thing. You are always working with a person.

So if at any point people engaged in mutual aid activities can convince the corporations that it is more important to provide tools than money, I think you would be on the road to glory. People should be able to make the things they most vitally need. Most corporations in this country have warehouses full of tools that are being depreciated and cannot be sold for a time, but they can be given away to nonprofit organizations. Tools are essential. If you can get used tools from industry, then you have the basis for an activity which can be ongoing and self-supporting.

That would sum up a feeling I have for most of the activities in which you and I are engaged. They must over the years ahead become free standing and self-supporting.

Stimulating Neighborhood Involvement

Robert Woodson

Robert Woodson is the president of the National Center for Neighborhood Enterprise and a resident fellow at the American Enterprise Institute for Public Policy Research. He recently completed a book entitled, A Summons to Life Mediating Structures and Prevention of Youth Crime, *which explores the capacity of local neighborhood groups to control and prevent youth crime. He is also director of the AEI neighborhood revitalization project, a three-year research effort aimed at determining neighborhood strategies most likely to produce successful community economic development. Prior to joining AEI, he directed the National Urban League's administration of justice division, and has also directed a number of national and local community development programs. A widely published author of books and articles, Woodson also has appeared on numerous radio and television talk shows.*

I'D LIKE TO SHARE WITH you some thoughts and observations about the topic of neighborhood involvement and what that means. In so doing, I'd like to put this within the context of public policy, particularly those policies intended to address those most in need in this society. I think it's fair to say that the acid

test of effectiveness of any public policy is the extent to which we are able to address the needs of those who are most in distress. After all, the purpose of public policy is to help people and to make this a better world.

It's been a generally accepted proposition in public policy from the New Deal until today that when individuals are incapable of helping themselves , it becomes the responsibility of the government. That's generally accepted on both sides of the political divides. We now have invested a lot of resources to the extent that we now have over a thousand grants-in-aid administering programs at the cost of about $340 billion annually.

There has been a seventy-five-fold increase in the amount of federal dollars flowing to address the needs of the poor since the early '60s, yet we are told that one-third of the black community is in danger of becoming a permanent underclass and that there is an entire group of people in this society who has not participated in the economy and remain in need. If this is the case, then it is incumbent upon us to reexamine why this condition exists, despite the fact that we have thrown billions of dollars at this problem.

The traditional appproach of delivering to the poor has been for the government to commission academies and social policy analysts around the country to come to Washington and other little citadels of knowledge to sit around a table and design programs for the poor. Then these approaches and techniques are airlifted and parachuted into low-income communities with the stipulation that the poor participate with maximum feasible participation.

When the public begins to raise questions about this, we are told that some of the poeple are beyond redemption or that the problems are so intractable that we just have to spend more and more to solve the problem. We have got to reexamine this because many of these approaches not only fail to deliver to the poor, but they also make conditions much worse than if nothing at all was done. I'd like to use the foster care system as an example.

At the turn of the century, most of the children in need of out-of-home placement by the public were cared for by church-related organizations. Most of

the resources to support those groups came from their own organizations. But when the states and cities began to pay for foster care, the number of kids in care increased to the point where they have become America's boat people. Only three to five percent of them have any serious psychological or behavioral problems when they enter the foster care system. But fifty percent of the kids who stay in foster care beyond three to five years end up in the juvenile justice system. Forty six percent experience a mortality rate twice that of the national average. We are told that the reason this condition exists is because we don't have people who want to take minority and older children.

Upon examination, you will find that it is the specific barriers imposed by the social work profession that keep children from having safe and secure homes. The adoptive studies take two years. They ask ridiculous questions

about someone's sex habits, their religion, their age, their weight. If they're handicapped, they can't adopt. As a consequence, kids languish in foster care. In fact, there is a perverse incentive to maintain these children in the system, since over sixty percent of the $2 billion spent annually goes to overhead, services and salaries to those who are providing these services.

Therefore, if what we have examined does not work, what are sensible or different or alternative approaches? Even the approaches of the '60s, the war on poverty, are pretty much following the same pattern. As a person who worked in those programs, I too believed that I was doing right by the poor. I realized as many poor people did at the time that their experience was analogous to that of Dick Gregory's, who sat for nine months at a Mississippi lunch counter. When it finally integrated, it didn't have what he wanted.

And that's how I feel about this. A lot of poor folks are undergoing the same kind of reexamination. They are realizing that what was offered was not really what they needed. We have found that through two independent studies and confirmed by our own that when low-income individuals are in crisis or trouble, the first people or institutions they turn to in order of importance are friends, relatives, neighbors, ethnic sub-groups, ministers, local churches. In other words, they turn to institutions within their own environment. The next institution they turn to is the professional service provider.

So, in reality, we tend to deliver certain services through the institution of last choice of those in need and wonder why we fail to reach these folks. And the reason we tend to ignore the rich resource that exists within these institutions is because human service practice in this country has a very funny attitude about people living in low-income communities. The general perception is that they are really cesspools of pathology with few redeeming qualities and therefore people living there must be saved from themselves.

I have tried to look at these institutions within neighborhoods and examine why the people turn to them. What I have found is absolutely mind blowing. And that is that there are islands of excellence that exist within low-income neighborhoods where people have found solutions for some of the most perplexing problems that this society faces.

If we are truly interested in helping people, we must realize that nothing that has the effect of incapacitating or demeaning people could possibly be of help to them.

Neighborhoods are very much analogous to the human body. When the human body realizes any kind of injury or insult, immediately the antibodies are drawn to that point and a healing process begins. Well, there are similar kinds of antibodies within neighborhoods. There are people whom other folks turn to. In riots such as the one following the death of Dr. King, the police and National Guard would come in and escalate the situation. But when only three or four people who were recognized by the folks living there came in front of the crowd, calm was restored.

I found that neighborhood people were very successful in preventing and changing that most violent behavior of young people in gangs. These young people who had changed and the adults who had supported them were brought together. We sat them around a table and asked them how to prevent youth crime. And some of the principles that came from this research revealed the following.

First, the young people and the organizations who helped them were indigenous to the community. Second, they did not treat these young people as clients. They always demanded something of them. The basis of all our friendships is based upon reciprocity. I do something for you, you do something for me. But if a young person or any person is in the position of always having to receive something and never given an opportunity to give something back, that person begins to despise the gift as well as the giver. Third, they build upon the ethnicity of the neighborhood. They build upon strengths that exist there.

Take the problem of teenage pregnancy. There is a hairdresser in Westchester who has taken young girls into her home. At the end of two years, only two of the twenty girls who were in this little informal program became pregnant. This compares with the sixty percent pregnancy rate among other teenage girls in the same public housing project. Yet, when it was time to establish a program to deter teenage pregnancy, what we did was hire a psychologist, a psychiatrist , three social workers, three outreach counselors—all operating, of course, from 9 to 5, five days a week. We never consulted with this woman who successfully has demonstrated that she can have some influence over this kind of problem. And now tax payers are fed up with this foolishness. They know that the expenditures have increased and the problem has also increased. Therefore, it is time to reexamine these kinds of priorities.

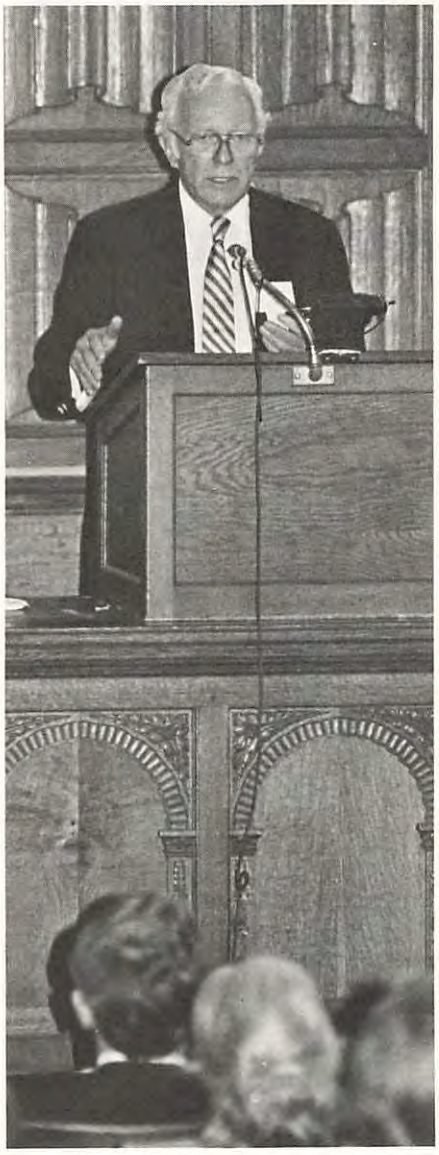
In conclusion, let me say that these institutions that I describe must play a primary role in whatever solutions are designed. The other thing we must do is that every time a problem surfaces, that does not automatically mean we need to design a solution for it. Sometimes we should just leave things alone. As a man said, "If it ain't broke, don't fix it." But many of us do what Mark Twain said, "If the only instrument we have is a hammer, then all problems look like nails."

Let's put this foolishness aside and realize that whatever we do, nothing that has the effect of incapacitating people or demeaning people could possibly be of help to them. What we must do is base our efforts on consequences, not good intentions. In other words, don't let the helping hand strike people down. Let it be an enabler, reaching out to people who are there, taking our professional skills and placing them side by side with those in neighborhoods or low-income communities—joining in the true partnership. As Hubert Humphrey said, "A person who is intervening in order to be of help to somebody should be on tap, not on top."

Resources for a New Beginning: The Private Sector

C. William Verity, Jr.

William Verity is the appointed chairman of the President's Task Force on Private Sector Initiatives. He is also the director and chairman of the executive committee of ARMCO, Inc., a Middletown, Ohio company which he has served for over forty years. Verity relinquished the responsibility of chief executive of ARMCO in 1979 to devote greater attention to public policy matters. He has served as chairman of the U.S. Chamber of Commerce, director of a number of corporations, and trustee of several schools and universities. When appointing Verity to his task force, President Reagan cited him for his work in the Middletown Plan, a model of community partnerships. Verity recently returned to Yale University, his alma mater, where he received an honorary doctor of law degree.



IN THE '60s AND '70s, WE lived in a world that perhaps wasn't the real world. First, we thought we could solve any problem with dollars, particularly public dollars. And we lived way beyond our means. Now, after living off of expectations of what is possible, but not really thinking about how to pay for it, we're at that terrible moment of truth when we have to readjust our priorities and see just what resources we have. You are on the leading end of developing our human resource use better than we ever have.

The President's Task Force on Private Sector Initiatives is trying to do three things. Fundamentally, its main job is to alert the country that there will be change in the way needs are met. How services will be delivered in the future has to be closer to where the needs exist. Because of that, our second task is to stimulate and encourage the development of partnerships at the local level, particularly between the public sector and the private sector. In the public sector, we are talking about the mayor, the county commissioner, the city manager. In the private sector, we're talking about all of those groups that make the community possible—unions, businesses, not-for-profit organizations, schools, corporations, service clubs, churches, synagogues. Our job is to start a dialogue between the leadership in the community and city government. The third thing we are doing is creating a data bank in which we surface all the wonderful activities that are going on in this country in which a community is meeting a need in a very creative and innovative way. There are many such examples, which we aim to surface first for recognition, then to make available to anybody who would like to know how a community has solved a particular problem.

Because the Task Force is in existence for only one year, we perform our tasks through existing organizations. We don't want to create any new ones. So we're encouraging the establishment of task forces at the state level. We're working with the governors to establish a task force similar to the President's so that after December of this year when we no longer are in existence, the governors can carry on this work.

We're also working with national organizations. We have had three important meetings with the White House, one for the leaders of one hundred of the largest national business organizations, the one hundred largest service organizations, and the one hundred largest religious organizations. Here's what we've asked those organizations to do: "Would you put private sector initiative and volunteering on your work agenda as one of the important things that you think about and that you organize for. Instead of productivity being your cry, make it private sector initiative and volunteering and establish committees to do something about it."

A very important committee of the Task Force is one called Mashalling

Human Resources, which is chaired by Frank Pace, head of the International Executive Service Corps. Its purpose is to match agency needs with available volunteers. Frank has gone about his job in an orderly way. He felt that what he needed was to get the real pros to come in and tell the Task Force what it is we should try to do, then try to determine what it is they could do to help the Task Force. These organizations range from the Urban League to the Junior League. They concentrated on three things which I think would interest you. First, they don't feel that the President or some of us on the Task Force are articulating well enough the role of volunteering. There seems to be confusion as to what volunteering really is. So this group has agreed to prepare for us and for the President a speech on just exactly what we mean by "volunteer." What do we include and what are the things which volunteers can do best?

The second thing is they do not feel that we have done a good enough job of finding ways to involve youth in the work of the Task Force or in volunteering. There seems to be the feeling that we have a generation of young people who do not have the same respect for volunteering that many of us have. How do we encourage and stimulate that?

The third concern of this group is that many people feel that corporations could do a better job of organizing volunteer efforts in their organizations. As we know, corporations now do a great deal. They encourage people to volunteer. Many will offer money to the not-for-profit organizations whose board members and/or volunteers are some of the company's employees. Many make training available by lending executives to help not-for-profits be more effective and cost efficient. But the general feeling is that corporations don't go about this in an organized way. For instance, they have not found ways to involve senior citizens. Where are their retired people? And have they catalogued their skills to make them available to volunteer organizations?

There are several other things this group of eighteen voluntary organizations has done. One is the suggestion that we have a volunteer stamp commemorating the values and joys of volunteering. Advocacy for this is well underway and I would imagine that you could be very helpful in pushing that through to fruition.

As we reorder our lives, we have to make sure that the government does its share. But there are many things that can be done better through partnerships, and there are many things that can be done best at the community level by the private sector.

We're also encouraging newspaper chains, radio and television to do a better job of publicizing the needs in a community for volunteers and where the volunteers are. There seems to be a feeling that volunteer work isn't understood as being just the same as paid work. We don't honor it quite as much as we do the paid worker.

I'd like to suggest that you be very aggressive back home in helping to stimulate partnerships at the community level and that you demand that either the public or the private sector include you in this effort. You have a track record. They may not know enough about it. But there isn't any group that is going to benefit more from partnerships at the community level than the not-for-profit organizations. And there is no group that needs to be represented more than the not-for-profit, volunteer organization.

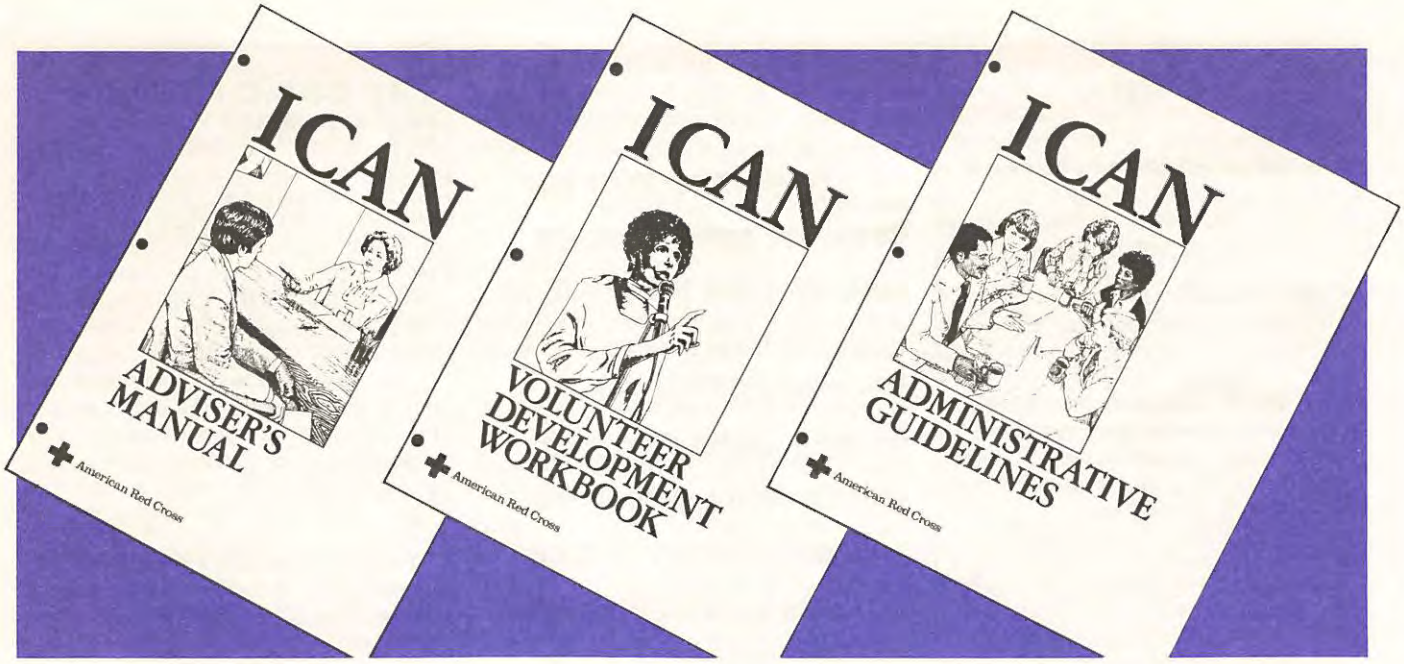
You also need to rally around the true issues that face your community. In other words, if there is a community partnership of the public and private sectors, and it does determine what the real needs of your community are, support it. Publicize it. Help make its priority items the real issues in your community. Also, it probably is going to require that you be a little more generous in giving up turf. We realize that you feel your organization is the most important, yet I think in today's world we all need to get together and share.

Finally, it's really necessary that you take a good look at what you have been doing. Don't just follow the same path you've been on for some time, but take a look at the world around you and realize that you do have a marvelous opportunity to make a tremendous difference in this country.

One of the members of the committee of eighteen voluntary organizations advising Frank Pace is Elizabeth Johns of the National Council of Negro Women. Someone asked her to briefly define a volunteer in America. I'd like to conclude my remarks with what she said:

> American volunteers are men and women, boys and girls, brown, black, white and yellow, poor, wealthy and middle class. They live in cities, towns and counties, suburban and rural. They work every day and in times of crises. They are skilled and unskilled, learned and unlearned, professional and nonprofessional, experienced and inexperienced. They know that it is personally gratifying to serve a cause, to practice an ideal, to work with others to solve problems, see benefits and know that their efforts can make dreams become reality. They have faith and trust in mutual accomplishments. They provide oil to care and concern, to make things work. They undergird society. The American volunteers are you and me as we bring a richness of resources and a variety of skills and interests to projects, organizations, agencies and community life.

This is exactly what our Task Force is all about. We're going to try again in the year that we have to do the very best job that we can in working with organizations such as yours. We want to make it quite clear that we need the government very badly to do many things, but we also know that the government can't do everything for everybody. We went too far in that direction. Now as we reorder our lives, we have to make sure that the government does its share. But we also have to make it clear that there are many others things that can be done better through partnerships, and there are many things that can be done best at the community level by the private sector.



THE I CAN VOLUNTEER DEVELOPMENT PROGRAM

Tools That Benefit Both the Individual and the Organization

By Mark Cheren and Winifred Brown

THE I CAN VOLUNTEER DEVELopment Program is a series of exercises and activities which volunteers as well as paid staff can use to do in-depth self-assessment, career and life planning, and some detailed personal planning for the immediate future. It incorporates many of the latest tools that support self-direction in learning and self-managed professional development.

Winifred Brown, executive director of the Mayor's Voluntary Action Center of New York City, headed the original CNO task force that launched the first phase of I CAN. She now chairs the new task force that is developing the second set of checklists related to direct service volunteering.

The I CAN process can support a wide range of personal interests and directions—whether one's highest priority is enriching his/her current volunteer position, preparing for a different volunteer role, exploring possible career interests, documenting learning through volunteering for college credit, or documenting demonstrated competence in an application for paid employment.

I CAN is divided into six phases:

1. Introduction to the Process
2. Self-Assessment
3. Sorting Things Out
4. Search and Decide
5. Developing a Plan of Action
6. Implementation

Many people find the most interesting and enjoyable part of I CAN to be the self-assessment phase. It starts with a set of checklists of volunteer competencies dealing primarily with administrative roles. I CAN participants go through these lists and check off all the things to which they are able to say, "I can do that." Three items on the "Administrator or Manager" checklist, for example, are:

_____Establish a plan of action and an alternate plan.

_____Recruit competent personnel; orient, train and evaluate them on an ongoing basis.

_____Provide leadership in a crisis.

After going through the checklists, participants have the chance to develop additional skills lists of their own. They they are asked to answer five questions to help clarify their own values. The first question asks, "If you could create a special job in your agency so that you could play the role you most want to play, what would it be?"

Mark Cheren, assistant director of personnel training and development for the national office of the American Red Cross, has coordinated I CAN activites on behalf of the Red Cross and the eight collaborating organizations for the past two years.

I CAN is for . . .

Volunteers and paid staff who want to . . .

- Improve their performance in their present job or prepare for a new assignment.
- Become clearer about the skills, competencies and knowledge they have been developing in their volunteer or paid work.
- Be able to document their development and experience more easily.
- Have some support as they establish realistic job, life and career goals, and begin to work toward them.
- Develop some new skills and techniques to enhance their ability to achieve their goals and to control and manage their lives.

Coordinators of volunteers and supervisors of paid staff who want to . . .

- Improve their ability to make assignments that are closely related to the abilities and interests of their staffs as well as to the needs of their organizations.
- Have a set of tools to help them be more systematic about supporting staff as they develop in-depth job, life and career plans.

Management personnel who would like to . . .

- Improve their ability to recruit, involve and retain volunteers they need in their organization.
- Foster deeper commitment in volunteers.
- Be able to provide better service to the community with more effective, self-directed, highly motivated volunteers.

The self-assessment phase continues with additional exercises, including a personal essay on what it would be like to be a success and a "Learning Style Interview." By the end of this phase, a volunteer has generated quite a lot of information about him/herself.

In the phases that follow, there are more exercises, suggested activities, and some easy-to-use forms to help with both, like the "Sorting Chart" and the "Guide for Beginning to Think about Personal Futures Forecasting and Research."

Two Stories

Shirley Schuldt of St. Louis learned of I CAN through her volunteer work with the Girl Scouts. As a result of going through the process, Schuldt discovered that she no longer wanted to work in the biological research and teaching field—her specialty before marriage. I CAN helped her to review her many volunteer experiences, most of which were with the Girl Scouts. She found that she had especially enjoyed things having to do with training and that human resource development was the field into which she wanted to move.

After serving as an I CAN adviser for awhile, Schuldt became an I CAN adviser trainer. When it became necessary for her to obtain a paying job, the adult education director's position opened up at the Girl Scout Council of Greater St. Louis. Schuldt polished up the resume she had put together out of the materials she generated in the I CAN program and submitted it. She got the job.

Marie Cochran, director of the office of volunteer personnel in the American Red Cross' Southeastern Field Office, says she "backed into" I CAN. She had done something like it before in an effort to make sense of a varied career of volunteer and paid experiences.

"At that time, it was a financial crisis that pushed me into some self-assessment and job exploration," she said. So she did it on her own with the help of some friends and books. Soon after, she "fell" into her current job.

But two years later, "I was feeling some classic burn-out symptoms," she said. I CAN surfaced, and she decided to go through with it, despite her "off-hand" attitude about it. She had felt that administrative volunteers in the Red Cross knew where they were going—"and *I* did!"

Through I CAN, she looked at what kept coming up in both her volunteer and paid work as her strongest interests, abilities, values and satisfactions, and set her sight on doing more of the best of these.

"Through this self-assessment and exploration process," she said, "I realized I could again use volunteering to enrich my paid job experience and clarify my career goals. So I started delegating some of my job responsibilities to allow time for volunteering. I felt more in control of my job description as a result. I also found I could do some of the things related to my career planning goals that I had written off. To become an accredited human resources manager, I discovered a short-term certification program in Atlanta I could take. Then I found out that the Red Cross offered educational incentives and could help me pay the tuition."

Cochran is now excited about I CAN's potential for volunteer and paid job enrichment as well as career direction and development. She describes I CAN as a "restorative process" for any volunteer and paid staff member willing to make the effort.

The basic resource for I CAN . . .

is the **Volunteer Development Workbook** ($4.35) which contains a variety of resources organized into a six-step process that helps volunteers and paid staff identify the specific skills they are gaining through work experience, to assess their interests and values, to define their goals, and to develop a plan of action for the future. Equally important, the *Workbook* contains suggestions to enable staff to integrate their action plans into their assignments so that both organizational and individual needs are met.

The **I CAN Adviser's Manual** ($1.55) is designed to assist those guiding volunteer and paid staff through the I CAN program. It includes a useful appendix on communications skills.

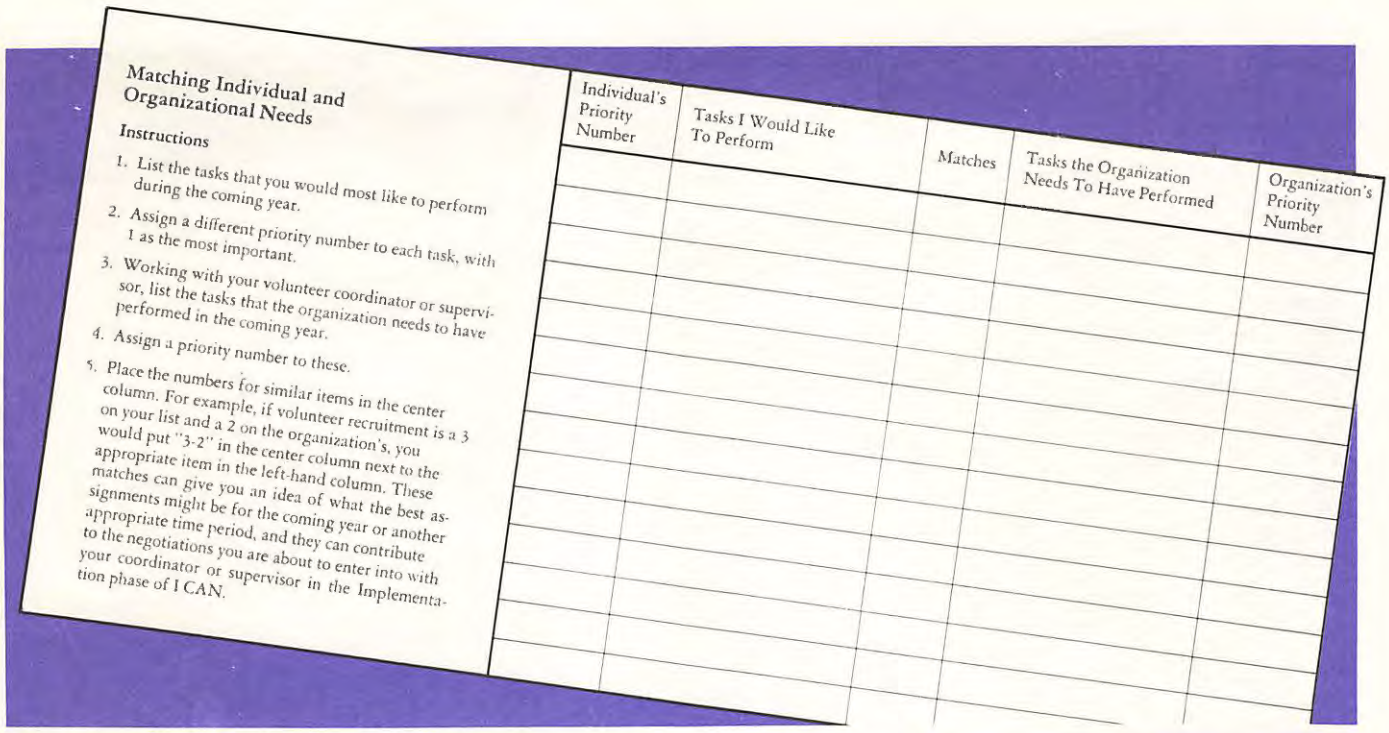
The I CAN Administrative Guidelines ($2.40) introduces an organization's leadership to I CAN and helps it develop plans for implementing the program locally.

These items can be obtained from Red Cross chapters or by mail at slightly higher prices from Volunteer Readership, PO Box 1807, Boulder, CO 80306, (303) 447-0492. (Write or call for free Volunteer Readership catalog containing prices and shipping charges.)

Volunteers affiliated with Girl Scouts of USA should contact their local Girl Scout Council. Those associated with the YWCA should contact the national office, personnel and training unit, YWCA, in New York.

How I CAN Developed

The I CAN concept is rooted in the conviction that the modern volunteer must have a mechanism through which skills and competencies acquired in volunteering can have transferability to academic and employment credit as well as promotion to other levels of volunteer responsibility. It was recognized that this effort, to be successful,



Matching Individual and Organizational Needs

Instructions

1. List the tasks that you would most like to perform during the coming year.
2. Assign a different priority number to each task, with 1 as the most important.
3. Working with your volunteer coordinator or supervisor, list the tasks that the organization needs to have performed in the coming year.
4. Assign a priority number to these.
5. Place the numbers for similar items in the center column. For example, if volunteer recruitment is a 3 on your list and a 2 on the organization's, you would put "3-2" in the center column next to the appropriate item in the left-hand column. These matches can give you an idea of what the best assignments might be for the coming year or another appropriate time period, and they can contribute to the negotiations you are about to enter into with your coordinator or supervisor in the Implementation phase of I CAN.

Individual's Priority Number	Tasks I Would Like To Perform	Matches	Tasks the Organization Needs To Have Performed	Organization's Priority Number

must involve the collaboration and cooperation of a variety of national organizations involving large numbers of volunteers. Also basic to I CAN is the idea that volunteer work must be perceived by those in the field of volunteerism as an integral part of an individual's personal and career development process, not as an isolated, unrelated activity.

Seven years ago, the Council of National Organizations for Adult Education (CNO) recognized this emerging need and organized a Task Force on Volunteer Accreditation. Twenty-three national organizations and educational institutions were involved in the first phase of I CAN. They produced a tool containing a series of competency checklists and a guide to documenting volunteer work. Volunteer and agency enthusiasm reflected in the sale of the two materials showed that they met a real need.

The initial effort was followed by a pilot project to train coordinators and supervisors of volunteers in how to use the CNO checklists and a much expanded self-assessment and career/life development planning process. Initiated and directed by Betty Olson, then director of the national Office of Personnel Training and Development of the American Red Cross, this project involved eight national organizations* and was supported in part by a grant from the federal Fund for the Improvement of Post Secondary Education (FIPSE). The three publications—*I CAN Volunteer Development Workbook, I CAN Adviser's Manual* and *I CAN Administrative Guidelines*—and an unusually strong framework for collaboration resulted.

A large number of significant recommendations from the interorganizational team of trainers that worked on the pilot project was incorporated into the I CAN materials. All eight organizations emerged with a high degree of ownership for the materials and the entire program. And when the Red Cross went on to print the three I CAN publications on behalf of the collaboration, the Girl Scouts of the U.S.A. split the risk by purchasing almost half of the first printing.

A Benefit: Balancing Individual and Organizational Needs

Whenever possible, the direct coordinator or supervisor of the volunteer or paid staff member guides this individual through the I CAN process or the parts of the process that are particularly relevant to his/her current needs. As a result, the supervisor or coordinator who has been trained as an I CAN adviser, tends to get "hooked" in the process. The ad-

*American Red Cross, Association of Junior Leagues, Association for Volunteer Administration, Girl Scouts of the U.S.A., National Board of Young Women's Christian Association of U.S.A., National Council of Jewish Women, National Council of Young Men's Christian Associations of U.S.A., and VOLUNTEER: The National Center for Citizen Involvement.

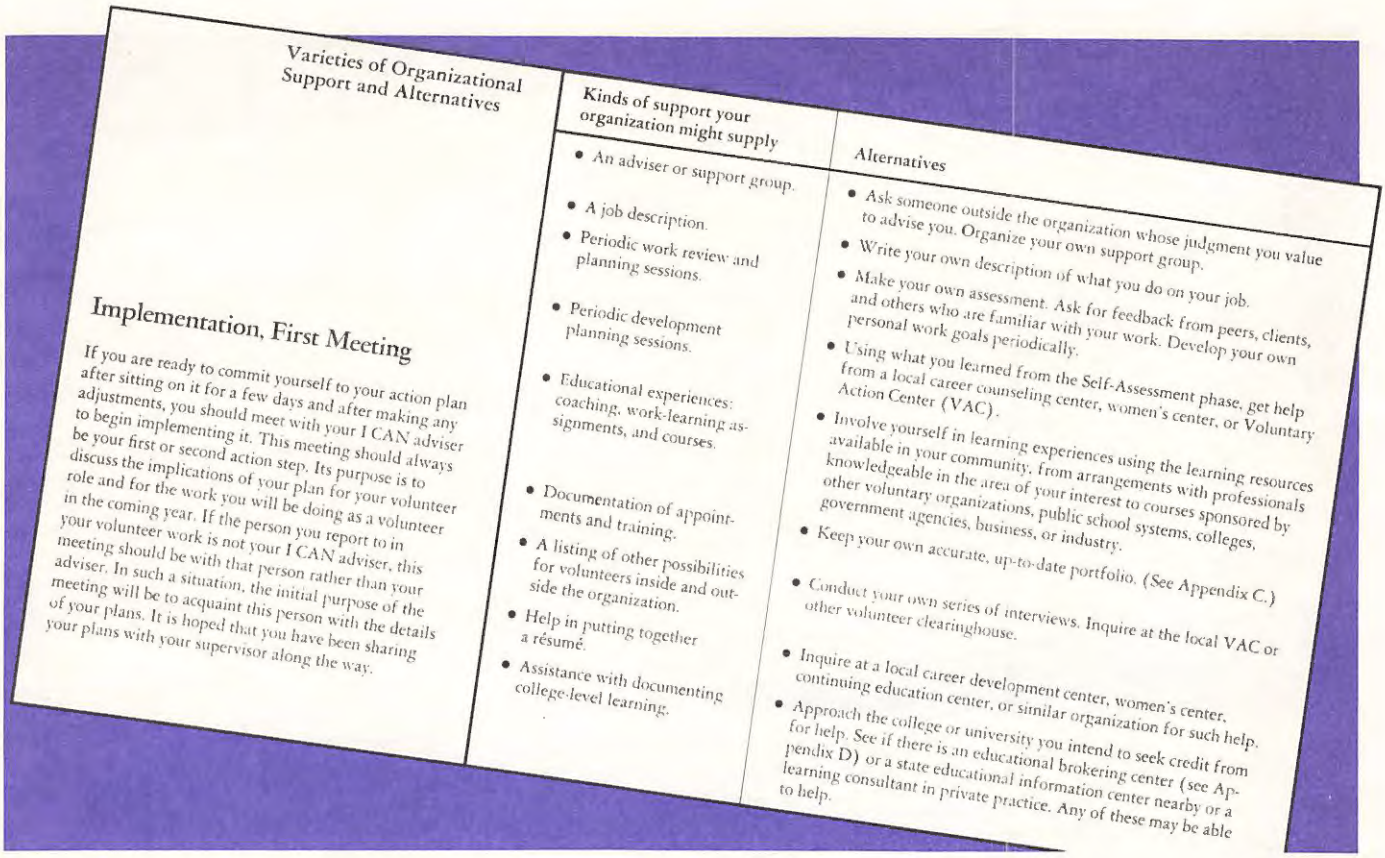
The I CAN program is most effective when . . .

those guiding volunteer and paid staff through the process have been well prepared for their roles. Any organization where volunteers work may take the initiative to convene a group of local organizations to explore the possibility of cosponsoring one or more collaborative I CAN adviser training events.

An organization may choose to appoint an I CAN program coordinator both to work with other organizations to arrange for interagency adviser training in that community and to serve as a consultant to trained I CAN advisers.

Coordinators of volunteers and supervisors of paid staff may apply to participate in one of the interagency adviser training events in order to become a well-prepared I CAN adviser.

Volunteers and paid staff may wish to go through the entire I CAN process or to use only some of the I CAN tools. They may choose to seek the help of a trained I CAN adviser, who may be the staff member's own coordinator or supervisor. They may seek planning efforts. Or they may get together in pairs or small groups with other staff to support each other's progress through the exercises and activities that seem relevant to their individual needs.



Varieties of Organizational Support and Alternatives

Implementation, First Meeting

If you are ready to commit yourself to your action plan after sitting on it for a few days and after making any adjustments, you should meet with your I CAN adviser to begin implementing it. This meeting should always be your first or second action step. Its purpose is to discuss the implications of your plan for your volunteer role and for the work you will be doing as a volunteer in the coming year. If the person you report to in your volunteer work is not your I CAN adviser, this meeting should be with that person rather than your adviser. In such a situation, the initial purpose of the meeting will be to acquaint this person with the details of your plans. It is hoped that you have been sharing your plans with your supervisor along the way.

Kinds of support your organization might supply	Alternatives
• An adviser or support group.	• Ask someone outside the organization whose judgment you value to advise you. Organize your own support group.
• A job description.	• Write your own description of what you do on your job.
• Periodic work review and planning sessions.	• Make your own assessment. Ask for feedback from peers, clients, and others who are familiar with your work. Develop your own personal work goals periodically.
• Periodic development planning sessions.	• Using what you learned from the Self-Assessment phase, get help from a local career counseling center, women's center, or Voluntary Action Center (VAC).
• Educational experiences: coaching, work-learning assignments, and courses.	• Involve yourself in learning experiences using the learning resources available in your community, from arrangements with professionals knowledgeable in the area of your interest to courses sponsored by other voluntary organizations, public school systems, colleges, government agencies, business, or industry.
• Documentation of appointments and training.	• Keep your own accurate, up-to-date portfolio. (See Appendix C.)
• A listing of other possibilities for volunteers inside and outside the organization.	• Conduct your own series of interviews. Inquire at the local VAC or other volunteer clearinghouse.
• Help in putting together a résumé.	• Inquire at a local career development center, women's center, continuing education center, or similar organization for such help.
• Assistance with documenting college-level learning.	• Approach the college or university you intend to seek credit from for help. See if there is an educational brokering center (see Appendix D) or a state educational information center nearby or a learning consultant in private practice. Any of these may be able to help.

viser develops a vested interest in helping the volunteer or staff member use his/her previously untapped strengths identified in the I CAN process. The supervisor also tends to have a vested interest in helping the individual to integrate his/her plans for future work or education into his/her volunteer activities.

Another aspect of I CAN that tends to favor smooth balancing of individual and organizational needs is that it gives the exact same tools for short, intermediate and long-range *organizational* planning to the I CAN participant for personal planning. Otherwise, how can you balance individual and organizational needs if only one side has done a decent needs assessment and only one side has a decent set of plans?

Finally, there is an I CAN form, "Matching Individual and Organizational Needs," on which such needs and priorities are listed, ranked and compared. The individual and his/her supervisor or coordinator negotiate whatever differences surface. Here, both the individual and the organization (represented by the supervisor or coordinator) are thinking in terms of trying to make the best possible match. I CAN gives enough information to increase greatly their chances of doing so.

RESPONSE TO I CAN HAS BEEN heartening. Ivan Scheier referred to it as "a towering achievement, one that is going to affect many lives positively. Beyond that, the thoroughness, professionalism, reliance on the special relevances of volunteerism, all constitute clear signals that the profession of volunteer leadership has come of age."

Malcolm Knowles described it as "simply superb, and the most congruent with principles of adult learning of any I have seen in the area of volunteer development."

The Association for Volunteer Administration has built the I CAN process into its new Performance-Based Certification Program. And a number of additional national voluntary organizations have expressed an interest in becoming involved.

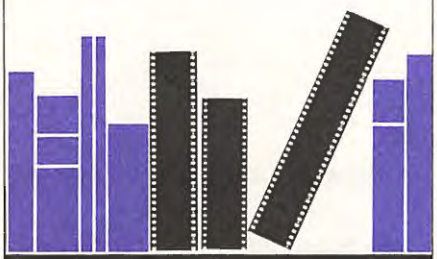
As to the future, it is becoming increasingly evident that this way of working with volunteers is an aid to recruitment, placement and retention of volunteers. As a result, CNO has begun to work on a second set of volunteer competency checklists that will focus on direct service roles. Explicit connections between volunteer roles and competencies needed for equivalent paid work roles will be made in this new set of checklists in an effort to highlight and enhance the role volunteerism plays in preparing people for employment.

Already I CAN has been used successfully by . . .

more than 100 organizations—large and small, local and national—for staff and volunteer development.

- More than 8,000 copies of the volunteer workbook have been distributed.
- Some VACs (voluntary action centers) have provided I CAN as a service to some of the smaller agencies they serve. In such instances, trained I CAN advisers from larger organizations will guide these participants through the process.
- Extensive follow-up on the pilot project revealed improved relationships with supervisors, who understood better the role of individual staff members or volunteers.
- Some supervisors became advocates for I CAN participants, making calls to arrange college credit for learning experiences.
- Finally, the pilot proved people were more likely to develop a career goal, which could be integrated into their volunteer role, and to prepare or update a resume if they went through the I CAN process.

Tool Box



Compiled by
Amy Louviere

Lead On! The Complete Handbook for Group Leaders. John D. Lawson, Leslie Griffin Lawson and Franklyn Donant. Impact, PO Box 1094, San Luis Obispo, CA 93406. 1982. $5.95.

A comprehensive guide for leaders of volunteer groups. Includes chapters on organizing, building a leadership team, leading meetings, involving members, managing conflict, keeping records, planning programs, and getting publicity.

Creating Support Systems for New Parents: The Booth Buddy Experience. Booth Maternity Center, Parenting Department, City Line and Overbrook Avenues, Philadelphia, PA 19131. 1981. 40 pp. $3.

A step-by-step process guide to the Booth Buddy Program, a system for connecting first-time parents with trained parent-volunteers who offer much needed support during the first few postpartum months.

The 1982 User's Guide to Government Resources for Economic Development. Northeast-Midwest Institute, Publications Office, Box 37209, Washington, DC 20013. 1982. 152 pp. $7.50.

Describes economic development resources available to communities from both the federal and state governments. Also discusses various ways community leaders can put together funding packages and utilize neighborhood banks and other private sources to develop and upgrade their communities.

Volunteer Recruitment in the '80s. V.I.E. Productions, 3002 Colby at Asbby Ave., Berkeley, CA 94705. 1982. $346.13 for California residents; $325.00 for non-California residents.

A 15-minute videotape which depicts volunteers explaining and examining the reasons why they like hospital service, the skills they learn, and the personal rewards they gain from their volunteer work. Accompanied by "Mind Set for Recruitment," an audiotape on volunteer recruitment. (Tapes may be previewed for 16 days without payment.)

Southern Progressive Periodicals Directory. Progressive Education. Box 120574, Nashville, TN 37212. 1982. $2 each or $1.25 each for five or more.

A regional version of the national directory (above). Includes 130 periodicals related to the "New South."

Corporate Philanthropy. Council on Foundations, Fulfillment Service, 7212 Lockport Place, Lorton, VA 22079. 1982. $12.

A report examining the philosophies, policies and management of corporate giving programs. Draws on the expertise and opinions of business executives, journalists, analysts and leading researchers who explore the motivations and rationale for corporate giving.

Supervision in Home Care. National HomeCaring Council, 67 Irving Place, New York, NY 10003. 1982. $35/training guide; $20 manual.

A comprehensive and authoritative source of information on preparing supervisors of in-home care services—professional, paraprofessional and volunteer. The twin set includes a training guide for the instructor and a manual for the supervisor.

Resident Decision-Making in Homes for the Aging. American Assn. of Homes for the Aging, Publications Department, 1050 17th St., #770, Washington, DC 20036. 1982 88 pp. $5 plus $1.50 postage and handling.

Offers practical guidance to those interested in creating opportunities for elderly residents of homes and health-related facilities to play an active role in the decision-making process which affects their day-to-day lives.

FRI Phonothon System Orientation Kit. Fund-Raising Institute, Box 365, Ambler, PA 19002. 1982. $14.50.

A coordinated group of booklets, forms and procedures all designed to allow any type of nonprofit organization to solicit philanthropic gifts by telephone with a minimum of preparation.

The 1982 User's Guide to Government Energy Programs. Northeast-Midwest Institute, Publications Office, Box 37209, Washington, DC 20013. 1982. 142 pp. $7.50.

Provides information about federal government loans, grants, information and technical assistance to aid communities in planning energy use and managing research. Also discusses the development of community energy strategies.

Recruitment of Volunteers. Joint Action in Community Service, 1730 M St., NW, Washington, DC 20036. 1982. 16 pp. $2.95.

A JACS Program Assistance Technical Help Sheet (PATHS), this overview has general applicability to all voluntary organizations. Presents recruitment techniques for reaching different volunteer markets, such as churches, secondary schools, RSVP programs, VACs and Volunteer Bureaus, and others.

U.S. Progressive Periodicals Directory. Progressive Education. Box 120574, Nashville, TN 37212. 1982. $4 each or $2.50 each for five or more.

Comprehensive bibliographical information on 380 national magazines, newspapers and newsletters concerned with social justice and a better earth. Each listing contains the address and phone number, editor and publisher, dates founded and frequency, yearly subscription cost and sample copy price.

Corporate Access. Joint Action in Community Service, 1730 M St., NW, Washington, DC 20036. 1982. 12 pp. $2.95.

Another paper in the JACS PATHS series, this one presents recruitment techniques for reaching corporations in basic outline format.

Communications Tomorrow: The Coming of the Information Society. The World Future Society, 4916 St. Elmo Avenue, Bethesda, MD 20814. 1982. 160 pp. $6.95 prepaid.

A collection of 25 articles, authored mainly by experts in communications, who explore the future of libraries, newspapers, microcomputers, the English language, and other fields.

Speechwriting as a Profession. Jefferson D. Bates. Hampton/Bates & Associates, Inc., 707 Twenty Third St. South, Arlington, VA 22202. 1982. 25 pp. $5.

A 25-page report which answers many common questions about ghostwriting. Includes how to break into the field, special skills required, how it differs from other forms of writing, and the amount of pay that can be expected from speechwriting.

Volunteers in Vocational Education: A Handbook for Program Development. Douglas S. Katz. Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. 1982. 43 pp. $4.75.

A handbook geared toward individuals wishing to develop volunteer programs in vocational education. Includes sections on planning, program administration, program implementation and evaluation.

NPO Resource Review. NPO Management Services, Inc., Caller Box A-6, Cathedral Station, New York, NY 10025. 1982. $50/year. Brochure available.

A new bimonthly newsletter created to help nonprofit managers and staff find information resources quickly and easily. Contains a three-month training seminar calendar, practical articles related to using resources to best advantage, literature reviews and an "ask the expert" column.

Foundations Today 1982: Current Facts and Figures on Private Foundations. The Foundation Center, 888 Seventh Avenue, New York, NY 10106. 1982. 23 pp. $2.

An annual statistical study of foundations and their grantmaking. Includes analyses of foundations by asset and grant size, geographic location, type of foundation, date of establishment, and type of grants awarded.

Collation: A Journal for Advocates Working on Nursing Home Issues. National Citizen's Coalition for Nursing Home Reform, 1424 16th St., NW, Washington, DC 20036, (202) 797-8227. $2/issue.

This all-volunteer produced publication reports activities of the NCCNHR as well as issues related to the role of the federal government in ensuring quality nursing home care.

Computer Use in Human Services: A Guide to Information Management. Dick Schoech. 1982. 312 pp. $32.95 + shipping. Order from: Volunteer Readership, PO Box 1807, Boulder, CO 80306.

A timely book designed to aid human service professionals in the use of computer and information technologies. The author presents specific guidelines, limitations and problems related to the application of computer-based information technologies in today's human service agencies, including a detailed discussion of information systems, appropriate technology theory, and firsthand experiences.

The Consultant's Kit: Establishing and Operating Your Successful Consulting Business. Jeffrey L. Lant. 1981 203 pp. $30 + shipping. Order from: Volunteer Readership, PO Box 1807, Boulder, CO 80306.

Designed for the individual who intends to establish and operate a successful full-time or part-time "for profit" business, this manual can be useful to the nonprofit group as well. The kit includes sample documents, forms and letters, and information on determining optimal consulting skills, the importance of a contact network, developing the right contract, bookkeeping and accounting, and more.

NOTE

For a complete listing of books available from **Volunteer Readership** and for shipping/handling charges, write or call for a free catalog: Volunteer Readership, PO Box 1807, Boulder, CO 80306, (303) 447-0492.

If you can answer "yes" to any of the following questions . . . then

1. Would you like to obtain new skills to enhance your career as a volunteer administrator?
2. Are you interested in keeping up with the latest trends, issues, and developments in the field of volunteering?
3. Do you want to learn how to set up a viable volunteer program?

Voluntary Action Leadership

is for YOU.

Published 4 times a year, each issue of **Voluntary Action Leadership** magazine contains regular columns on volunteer legislation, communications techniques, reviews of the latest books on volunteer program management, a calendar of workshops and conferences on volunteering and volunteer administration, and a resource listing of inexpensive how-to materials.

Take a look at some of the topics covered in depth by VAL in the past year:

Volunteer/Staff Role Review • A Volunteer Program Evaluation Checklist • Mileage Deductions for Volunteers • Getting Your Story on Cable TV • How to Evaluate—and Enhance—Your Meeting • The Role of Women in Volunteerism—A Short History • Volunteering With the Handicapped—A Fresh Look at a Time-Honored Resource • The Making of a VOP* (*Volunteer Orientation Portfolio)

and *more* by experts in the field of volunteer administration—professionals like you who care about improving their work with volunteers.

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Calendar

The **Calendar** lists upcoming events that may be of interest to our readers. Inclusion, however, does not constitute endorsement by VOLUNTEER.

Nov. 28-Dec. 3 **Boulder, Colo.:** *Third-Level Volunteer Management Workshop at University of Colorado*
For volunteer managers "who have graduated from most of the available training in our field and are asking for more." Program offers choice of one of four tracks: Survival Skills for Managers (Marlene Wilson); Innovative Volunteer Program Models (Ivan Scheier); Doing More with Less—Grassroots Fundraising (Sue Vineyard); and Training of Trainers (Arlene Schindler).
Fee: $225
Contact: Gabby Burchett, Conference Coordinator, 500 30th St., Campus Box 454, Boulder, CO 80310, (303) 492-5151.

Feb. 27-Mar. 4 **Boulder, Colo.:** *Second-Level Volunteer Management Workshop*
See description of third-level program above for general idea of this training series. Content to be announced by Marlene Wilson, faculty director.
Contact: Gabby Burchett, Conference Coordinator, 500 30th St., Campus Box 454, Boulder, CO 80310, (303) 492-5151.

April 12-15 **Riverside, Calif.:** *1983 Lake Arrowhead Conference for Administrators of Volunteer Programs*
A faculty led by Dr. Eva Schindler-Rainman, D.S.W., will address conference theme, "The Future Is Now." The focus will reflect the most recent research in social welfare, economics, funding, management and volunteerism. Presenters include Randy Andersen, professor; Jackie Schwartz, author of *Letting Go of Stress;* Marion Jeffery, Second Careers director; Juanita Cobb and Kathy Howard, volunteer directors.
Fee: $340 includes room and meals at UCLA Conference Center in San Bernardino Mountains
Contact: Helena Hult, Coordinator, PO Box 1731, Santa Monica, CA 90406, (213) 828-9495.

May 22-25 **Houston, Texas:** *NCSW 110th Annual Forum*
"Mobilizing Society to Meet New Realities" is the theme of the annual forum of the National Conference on Social Welfare at the Houston Hyatt Regency. Preliminary program with registration details available January 1983.
Contact: NCSW, 1730 M St., NW, Suite 911, Washington, DC 20036, (202) 785-0817.

June 26-30 **Stanford, Calif.:** *The 1983 National Conference on Citizen Involvement*
VOLUNTEER's next annual conference will be held on the West Coast at Stanford University. See details on inside front cover of this issue. Content to be announced in near future.

July 11-15 **Boulder, Colo.:** *First-Level Volunteer Management Workshop*
See description of third-level program above for general idea of this training series. Content to be announced by Marlene Wilson, faculty director.
Contact: Gabby Burchett, Conference Coordinator, 500 30th St., Campus Box 454, Boulder, CO 80310, (303) 492-5151.

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