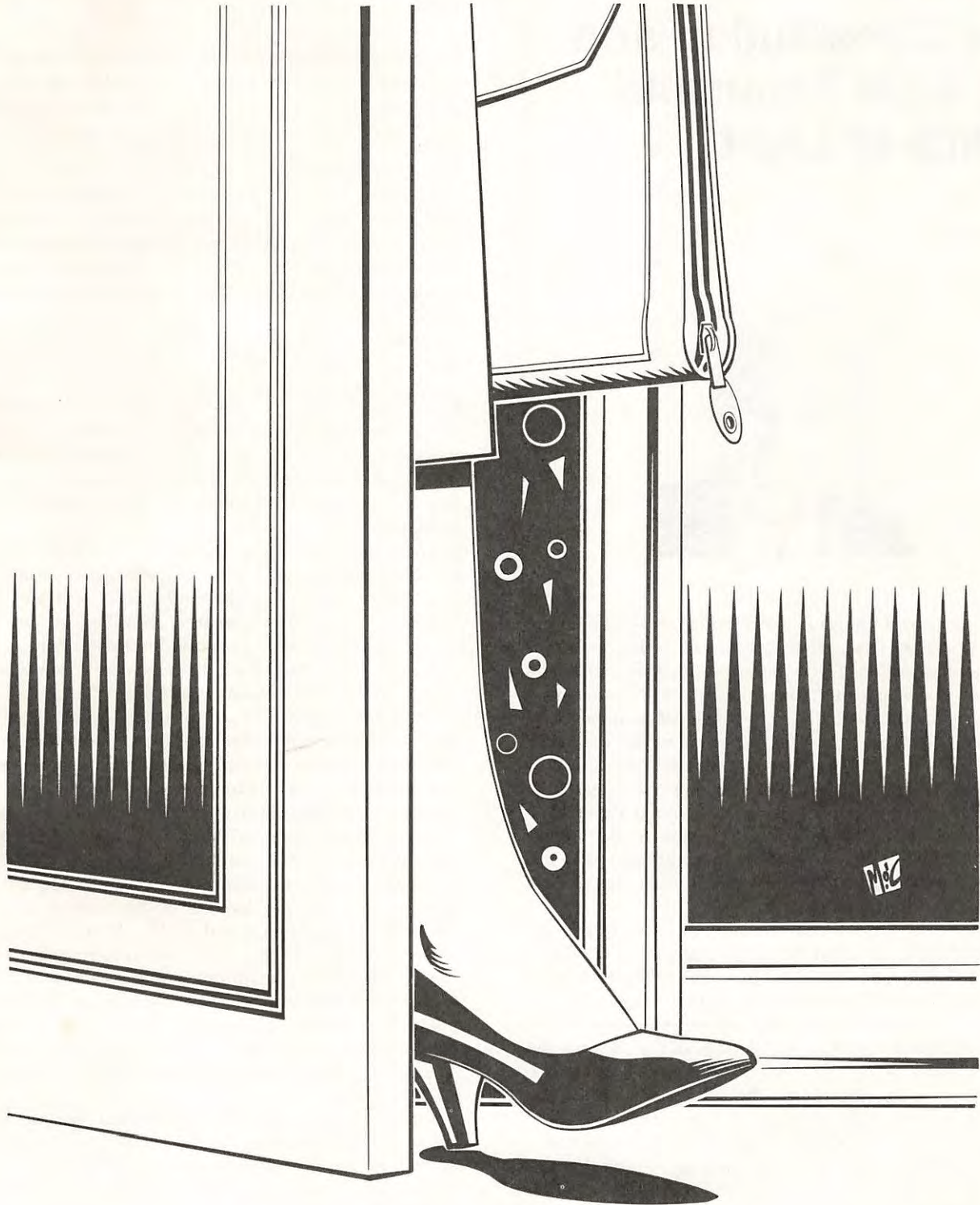


Voluntary Action Leadership

FALL 1989



RE-ENTRY VOLUNTEERS

As I See It

The Constitution and the Real Thousand Points of Light

By Mark W. Cannon



As he sought funds for a projected Commission on the Year 2000, Daniel Bell approached the head of a major foundation. The response was that predicting the future was exceedingly difficult or utterly trivial. He demanded of Bell one valid prediction or he would get no money. Bell attempted one: "This is 1964. In November of this year there will be an election for President of the United States, and in 1968, 1972, 1976, '80, '84, '88, '92, '96, and in the year 2000 there will be elections for President of the United States." The foundation head exclaimed, "That's a darn trivial prediction." Bell replied, "There are more than 120 nations in the world. About how many of those can you make that prediction?" Bell received his grant.

That one of the greatest achievements in the world's political history could be called "trivial" highlights the problem we faced in commemorating the Bicentennial of the United States Constitution—a charter whose very success led to

Dr. Mark Cannon served as staff director of the Commission on the Bicentennial of the U.S. Constitution. He was previously administrative assistant to the Chief Justice of the United States; director of the Institute of Public Administration, New York; chairman of the Brigham Young University Political Science Department; and staff member in both the U.S. House of Representatives and Senate. His article was originally presented as the keynote address at the Phi Kappa Phi Triennial Convention in Salt Lake City, Utah, on August 7, 1989.

complacency so great that efforts to commemorate it were at first met largely with indifference.

The experience of serving as staff director of the Commission on the Bicentennial of the U.S. Constitution has convinced me that opinion leaders should strengthen the spirit of volunteerism in others. This, more than most things we can do, can help Americans solve their problems. As President George Bush says, "There is no problem in America that is not being solved somewhere."

Founding and Bicentennial: The Volunteerism Factor

American Independence and the Constitution came from acts of popular initiative. Three heroic volunteers—Hamilton, Jay and Madison—turned around two to one opposition against ratification at the New York Constitutional Convention by publishing *The Federalist*. The Founders believed a republic required many virtuous committed citizens to avoid both chaos and tyranny. "Liberty can no more exist without virtue and independence," John Adams warned, "than the body can live and move without a soul."¹ To Tocqueville, America's voluntary spirit set it apart from Europe. Volunteerism has created America.

Congress established the Bicentennial Commission in 1985. It drew on this tradition of volunteerism to overcome awesome obstacles including the following:

- The Commission first met less than two years before the anniversary of the Constitutional Convention.
- Initial appropriations were only \$331,000, with \$700,000 more expected, compared with \$250 million (in contemporary dollars) spent commemorating the Declaration of Independence.
- Private fund raising was limited by the statute.
- A new Commission, whose members were devoted but as disparate as Senator Ted Kennedy, Bill Lucas and Phyllis Schlafly, faced time-consuming hurdles in developing agreed-upon goals, staff, programs, budget and organization; and, most devastating of all, there seemed to be virtually no interest in the Bicentennial of the Constitution.

Government agencies tend to regard volunteer efforts as uncontrolled and unreliable or as rivals rather than as allies. The Commission, however, comprising leaders of experience and imagination, saw volunteer efforts as the only way to succeed. All 23 members were uncompensated. Its chairman, Warren E. Burger, relinquished the Chief Justiceship to devote full time to the Commission.

Appalled by Americans' meager understanding of the Constitution, the Commission vowed to combat it. Studies showed high school texts "did not clearly define the concept of constitution," treated "judicial review superficially," viewed federalism "as simply another constitutional device to obstruct government action, rather than as an underlying principle designed to foster power sharing," emphasized individual rights rather than community responsibilities and devoted less than three percent of content to the Founding (1776 to 1789).²

Surveys shows two of five high school students did not know in what half century the Constitution was written;³ two out of three did not know the essential difference between a Constitutional system and a dictatorship;⁴ and 45 percent believed that the phrase, "from each according to his ability to each according to his need" came from the U.S. Constitution.⁵

(Continued on page 28)

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Voluntary Action

NEWS

Volunteers and Professionals Team Up to Help Sexual Abuse Victims

By Nancy Tordoff-Ives

In March 1988, Sandra Goranson, an Intake worker with the Children's Aid Society of Metropolitan Toronto, Toronto East Branch, approached me with the idea of forming a team of volunteers to work with the Intake Team as a crisis intervention program for victims and families of victims who had suffered sexual abuse in one form or another. I thought they would be able to find a number of suitable volunteers who would be very interested in taking on this sensitive work. The result of this initial conversation was the conception of SACIT (Sexual Abuse Crisis Intervention Team).

The Intake Team, which covers the geographical area of East Toronto, investigates approximately 3,500 cases a year. In 1988, 147 of these cases were confirmed sexual abuse cases with many of the others having a suspicion of sexual abuse which was not able to be substantiated. Unfortunately, with this heavy a caseload, the Intake workers are unable to give the extra time and support to the victims of sexual abuse which they think is very necessary.

Margo Rivera, a Ph.D. candidate at the Ontario Institute for Studies in Edu-

cation and a former family service worker with Metro Children's Aid, had identified gaps in the investigation and management of cases which was perceived by the families as withdrawal of involvement and support while the family was still in crisis. Rivera had done her research in Toronto and written it up in her paper, "Social Systems:

Intervention in Families of Child Sexual Abuse." Goranson and I thought the gaps in the support of victims could be filled by well-trained volunteers.

I began to recruit volunteers. It was decided that only volunteers who had been previously assigned volunteer jobs and proved their ability and commitment would be accepted on the team. A letter outlining the program was sent to all the volunteers who fell into this category in the Branch.

The initial response to the letter was excellent. Twenty volunteers were interested. Three were screened out immediately because of physical or health

A VOLUNTEER CONNECTION KICK-OFF



The Volunteer Connection, a national volunteer recruitment campaign in which a local Volunteer Center works with a TV station to attract volunteers, takes off in Duluth, Minnesota at a grand opening event in July. AAL (Aid Association for Lutherans) cosponsors the program with VOLUNTEER.

Nancy Tordoff-Ives is the volunteer coordinator of the Toronto East Branch of the Children's Aid Society of Metropolitan Toronto, Ontario.

problems which would have made it extremely difficult for them to always be available in crisis situations. The other 17 were sent a detailed assignment description and an invitation to attend a three-session training program to be held in June.

The training sessions would be an opportunity for the volunteers to really understand the nature of the tasks they were being asked to do and also make them very aware of the high emotional impact this type of work would have on them. It would also give Goranson and me an opportunity to assess the volunteers while they were dealing with very sensitive material in a group setting.

Following the training sessions, each volunteer would go through a personal interview with Goranson and me to discuss their reaction to the training material, their reasons for wanting to participate in the program and how they saw their role in working with the team.

At the same time as the recruitment was being organized, Goranson, I and a volunteer—a social worker from the Philippines who was interested in the project—began researching the literature on the subject and viewing films with a view to providing the best training material possible for the volunteers. We searched the literature for information on any similar programs in existence, but found nothing. There are self-help groups led by survivors, but it would appear the SACIT program, where professional Intake workers work together with volunteers, is a new and innovative concept.

Goranson discussed the project with her supervisor and colleagues, enlisting their support and participation in the training sessions.

By June, everything was in place. Three more volunteers withdrew as they felt, due to family commitments, they were unable to make the two-year commitment we requested. The other 14 volunteers (nine women and five men) enthusiastically attended three training sessions. Workers and volunteers began to form a good working relationship. Films were watched, cases presented, feelings exposed and discussed. A number of the volunteers disclosed they had been abused as children and were very open in sharing their experiences and feelings.

The training sessions were success-

ful. Every volunteer completed them and went on to the interviews. Goranson and I were impressed with the high caliber of people we were seeing. They came from a variety of backgrounds with numerous and different skills. Ages varied from late 20s to late 60s. Nobody was screened out of the program. It was felt every volunteer would have a role to play on the team.

A second set of four training sessions was arranged for September. Legal procedures, medical aspects and very practical "how to handle situations" were built into these further trainings. An offshoot of the original design for the team was that volunteers were also trained by a lawyer from the Official Guardian's office to assist victims in applying for compensation from the Criminal Injuries Compensation Board. This arose from the concern of one of the male volunteers for the victims and families who are often doubly offended against because they lose financial support when the offender is a member of the

family and removed from the home.

The lawyer from the Official Guardian's Office, a very knowledgeable and sensitive young woman, also taught the team how therapeutic it was for the victims to have the Criminal Injuries Compensation Board acknowledge that they had indeed been victimized and their victimization was being recognized by society through the authority of the Board by awarding compensation.

By the end of October, the team was well trained and had become a close, cohesive group. Now, in October 1989, the volunteers have been working for a year and involved in ten cases. Their level of enthusiasm and commitment remains high, as they have begun to see their role is effective.

There have been some changes in the workers attached to the team as staff have moved on. We also have lost two volunteers as they have made major changes in their personal lives, but the core group is still intact and looking forward to new challenges.

Self Help: Co-DA Focuses on Oneself

By Richard M.

A spiritual awakening, which began with my initial recovery from alcoholism, is directly responsible for my interest and involvement with Co-Dependents Anonymous (Co-DA). Within my first week of sobriety some years ago, I knew I was co-dependent and I would have to begin a simultaneous recovery from both alcoholism and co-dependency.

I grew up in a dysfunctional and alcoholic family; one of my primary roles was that of "family counselor." It is no wonder that I feel the human service field recruited me from about the age of 2 to become a psychotherapist in the field of addictions and co-dependency.

Before the advent of Co-DA in New Jersey, I was referring friends and clients to such 12-step groups as ACOA, Alanon, and NarAnon for recovery from co-dependency. Many came back disappointed—they had not grown up with alcoholism and chemical dependency and often could not identify with others from such family backgrounds. I was sympathetic to their plight, and for

several more years I thought someone would start some specific 12-step support group for co-dependents. I knew there was a great need—I thought others in the treatment field or in personal recovery would be excited as I was about the groundswell of interest in co-dependency.

Then it happened! I began to listen to my higher power who had been urging and directing me for years to do something on my own. I felt excited and joyful. Soon I was sharing my ideas with friends and colleagues about starting an "Adult Children of Dysfunctional Families" 12-step support group that would focus on recovery from co-dependency.

This group started in Glen Rock, New Jersey in the winter of 1987. The following spring I received word that Co-Dependents Anonymous (Co-DA) was a national 12-step recovery program and was spreading rapidly throughout the country. I was eager to lend my support to this movement, and our group officially changed its name and became the first New Jersey Co-DA Group.

What seems unique about Co-DA to me is its primary focus on self. In Co-DA, the pretense for someone else is gone. It's not for the alcoholic, drug addicted, or other dysfunctional people in our life; it's about us and our rediscovery of the unique and precious child within us. For me it's about becoming the person my higher power created me to become—precious and free.

Somewhere within my early recovery in Co-DA, another profound spiritual experience occurred—the ownership of my purpose. After all these years I finally knew in my heart that I was put on this planet to have an impact on someone. Perhaps I was to affect whole groups of people and make a difference—perhaps a profound difference. I was so moved by this experience I wept with joy!

I still do not know how this purpose will happen. Perhaps it already has happened, and I have yet to realize its importance. But I do know that it will happen for me, and for this experience I am grateful.

Alcoholics Anonymous (AA) has given me my life back. Co-Dependents Anonymous (Co-DA) has given me back my self and my soul.

—from *Network*, the newsletter of the New Jersey Self-Help Clearinghouse, St. Clares-Riverside Medical Center, Den-ville, N.J.



But guess what? After a lot of self-exploration, I did it.

The leader of my Co-DA group asked others if they would like another group and if they would help me get one started. The idea to start another meeting was met with overriding enthusiasm. The other people in the group volunteered to make flyers, spread the word, help me look for a location and attend the meeting. I was elected to organize everything and put it all together.

I found an inexpensive place to meet at the local YMCA. I announced the date for a new group, my friends distributed flyers, and then I just waited for the material to come from national Co-DA office in Arizona.

We started our meetings about a month and half after I originally had the idea, and the time just flew by. Only four people attended our first meeting, and that's pretty well the way it went for the first month. Though a little discouraged by the small turnout, I was excited by the intimacy and fellowship that developed among our five or six regular attendees. Everyone shared responsibilities, and our donations usually covered our inexpensive rent. We did run in the red for a couple of weeks, but everything seemed to work out.

After three months, our numbers started to grow and we found ourselves cramped for room. We had to make a decision to either limit the number of people or move to a larger location. After a group consciousness meeting, we decided to move, and I'm glad we did.

Now our group is seven months old, and we have regular attendance of 30 to 45 people. I've seen many people re-

ceive comfort and understanding in that room. At times at a large meeting I look around at all the people helping each other, and I say to myself, "What—me start a meeting?"

—from *Network*, newsletter of the New Jersey Self-Help Clearinghouse

1990—'A Lean Year for Social Services'

1990 will be a lean year for most social service programs, according to an INDEPENDENT SECTOR report, "Non-profit Organizations and the FY1990 Federal Budget," by Lester Salamon and Alan J. Abramson (see listing in Tool Box). INDEPENDENT SECTOR is an umbrella group of voluntary and philanthropic associations.

"The 1990 budget, which begins October 1, 1989, promises little relief from the governmental funding squeeze" of the 1980s, the report states. Furthermore, this budget tightening has greatly affected programs and people of particular interest to nonprofit organizations. The six budget areas specified in the report are: international affairs, community and regional development, education, training, employment and social services, health, and income assistance.

Altogether, since 1980, federal spending in the fields where private, nonprofit organizations are active has declined by a collective total of \$113.4 billion—or 9.4 percent. This excludes federal spending for Medicare and Medicaid, which increased because of built-in escalation. These changes in federal spending increased the demand for services from private, nonprofit organizations, and at the same time made it more difficult for the nonprofits to meet increased demand. In 1989, federal support for these programs is projected to drop another 10.6 percent.

The 1990 budget submitted by President Bush calls for an additional 11.4 percent reduction in support of these programs. The congressional budget resolution proposed raising 1990 federal spending for those functions by \$3.6 billion. Even with the added funds of the congressional budget resolution, federal spending in these fields will be well below the 1980 levels.

What! Me Start a Group?

By Louis L.

I had been attending a Co-Dependents Anonymous (Co-DA) support group for approximately three months and discovered the difference belonging to a support group had made in my life. Unfortunately, the meeting was only held once a week, and I thought I could benefit if I could attend another meeting during the week. There were none in the immediate area.

One day I approached the leader of the group and told her how much I enjoyed the meetings, but that there should be another one during the week. She looked at me, smiled, and said, "Great idea, why don't you start one?"

Christmas in April Spreads to 40+ Communities

By Judy Haberek

The real Christmas reaches us soon, but for the poor in a growing number of American cities, Christmas will come in April or October or just sometime next spring. The double celebration of the holiday is the result of a rapidly growing volunteer program fittingly named "Christmas in April." It started in 1973 in Midland, Texas, with an ancestry in the old concept of barn raising, updated to large cities and smaller towns of today.

The program sets aside one day (or sometimes two) each year for volunteers in a community to come together and rehabilitate housing for the elderly, handicapped or poor. As the national resource, facilitator and coordinator for all programs, Christmas in April*USA helps localities set up their own projects and has published a step-by-step guide for doing this.

The program encourages local organizations to do their fix-up work on the last weekend in April because if all the work is done on the same day, it helps visibility and creates a "ripple effect" across the country, explains the group's executive director, Patricia Johnson.

Still, autonomy is assured for local groups. A new group from St. Michael's College in Burlington, Vermont, does its work in October because April would conflict with students' final exams. New Orleans and Kansas City (the largest group in the country) also hold October fix-ups, says Johnson.

Although the national group only started in 1988, it now boasts programs in more than 40 cities and has renovated more than 4,800 homes using more than 65,000 volunteers. "This is a preventive measure against homelessness, hospitalization and institutionalization. We keep people safe, dry, warm and living in their own homes, with dignity," the group states.

Each local program sets its own goals in terms of how extensive renovations should be undertaken. In 1989, communities renovated from three to 260

homes. Some did the work in one day, while others used two days. Skilled people joined with unskilled to paint, clean, weatherize and do plumbing, carpentry and electrical work.

All repairs are free, but homeowners are asked to work alongside the volunteers. After the initial few programs started in Texas, the program stalled there until a *Reader's Digest* article appeared. From there, the concept spread and really took off after formation of the national group, staffed only by Johnson.

Johnson's aim is to replicate the program in more and more cities and she is careful not to promise funds to any local group, although it's possible sometimes. The first national workshop—attended by 42 representatives of 21 local Christmas groups—was held Nov. 3-4.

Word of mouth, she reports, is often the best way to get new programs started. If one area starts one, a neighboring area becomes fascinated and starts its own. There are eight separate groups, for instance, in the Baltimore/Washington, D.C. area. In Kansas City, for exam-

ple, which renovated 260 houses, "an entire neighborhood was transformed before your eyes," Johnson said. She reported touring neighborhoods and needing to have local volunteers point out houses that had been renovated, even though she had been shown them before. The transformation was so extensive that she didn't recognize the houses.

Johnson recently got a grant from ARCO to launch projects in Seattle and Los Angeles. She also recently spoke before an American Gas Association conference, an industry that she said "has been very helpful all over the U.S. in launching programs." They are a "natural partnership," Johnson explained, because they go into people's homes every day to read meters and do other work and are often the first to know who needs help the most. They are also a source of much of the skilled labor needed to renovate a home.

Pacific Gas & Electric just donated \$37,000—towards administrative costs only—to launch a project in San Francisco. Some efforts will undoubtedly be used to help earthquake victims there. The local Junior League of Monterey, for example, is helping to organize people to help Watsonville, the California town that sustained some of the worst



HUD Secretary Jack Kemp paints a banister at the Community of Hope, a homeless shelter in Washington, D.C., during the city's April 29 Christmas in April event.

Judy Haberek is a frequent contributor to *Voluntary Action News*.



THE SPIRIT OF GIVING!

Christmas in April

earthquake damage.

That \$37,000 donation will free up personnel to solicit funds and materials from local businesses to be used for home renovation, Johnson said. Local projects have had great success going to construction companies for supplies and skilled personnel. The corporate community has been very generous with paints and other material and major discounts. Projects have also gotten a lot of cooperation from the roofing industry, which has donated labor or materials. It often doesn't make sense to renovate a home if the existing roof will leak over new repairs, Johnson pointed out.

Many programs also routinely send out letters to corporations, but they also get help from churches and synagogues. Despite the program's name that includes "Christmas," there are many synagogues that help out, Johnson adds. "The American people are eager to give people a day of their life," Johnson said, but it is harder to recruit people with skills. About 15% of the 65,000 who have volunteered for Christmas in April have been skilled, but many of the unskilled are "Harry Homeowner" types, who often act as house captains or organizers of the house-by-house effort.

One of those house captains in the Washington, D.C. area was Paul Tagliahue, the new NFL football commissioner, Johnson reports. The local project in South Bend, Indiana, had the help of the entire Notre Dame football team. They were so big, they were used to load supplies, Johnson added.

One of the less famous, but more typical volunteers is Torrey Armstrong, an

attorney in Alexandria, Va., a suburb of Washington, D.C. He has been a team leader for his law firm, McGuire, Woods, Battle and Boothe, for the past two years. As team leader for the approximately 25 volunteers in the law firm, Armstrong's job is to tell the other volunteers what needs to be done and to make sure the needed tools are at the house and that supplies are delivered to the house before the work date. This is all coordinated by Armstrong directly with the homeowner.

You are very satisfied, Armstrong said, if you leave the homeowner "with a big smile at the end of the day." It's very rewarding to see a house bright and shiny and clean again, he added. "You can see pride and contentment at the end of the day."

The volunteer effort is direct and hands-on, he explained, unlike just giving your money to some organization where you never really find out where your money goes. "Here you know exactly what's happening. There's no slippage" and there is a very immediate sense of having accomplished something. The volunteer effort also fills a need that is not being filled by government agencies, he continued, while also addressing one of the most serious social problems today—housing.

"It's also a great way to spend the day with your co-workers and get to know them better," he added. "You have fun," but he cautioned that it's hard work. There's usually a good eight hours of almost non-stop work, plus two or three extra hours getting ready to work and cleaning up afterwards. It's "running around racing the clock."

Churches in Alexandria have been

part of the local program since the beginning, but Armstrong's law firm is the first one to take part as a group and one of the first businesses. Business groups could take on this project very successfully, he said. Alexandria started three years ago doing about 15 or 16 homes the first year and has done 30 homes each in the past two years on the last Saturday in April.

His office works together as a team on a house and also collects the average \$1,200 to \$1,500 typically needed to purchase supplies to renovate one home. Washington Gas donated a stove to one project Armstrong worked on, plus the labor to install it. Hechingers, a local retail chain of home improvement stores, is a frequent corporate donor of supplies. Often that means surplus paint, usually an off-white color. However, "we don't paint a house a color the homeowner doesn't want," Armstrong said.

The crew typically will arrive around 8 a.m. Armstrong will reintroduce himself to the homeowner. "Sometimes they don't remember you because they are so old," he said. It's useful for the homeowner to have someone they can look to for some sort of control over the situation, he continued, because it's awkward to have 20 people in your house. Still, receptions have consistently been warm and the recipients delighted. Even though it's a lot of activity and excitement for elderly people, they "enjoy it as much as the rest of us," Armstrong said.

All the individual projects get together for a picnic at the end of the day, but Armstrong has found that he is often not finished on time, so his group misses part of the picnic. He tries not to take on too much work or promise a project that can't be completed. Still, they have to allow time for unexpected problems—the pipe that sprung a leak, for instance—plus the jobs not on the list to do that day. Volunteers will frequently run across a missing door knob, for example, and replace it even though it's not on the agenda.

**1990
NATIONAL VOLUNTEER
WEEK
April 22-28**

IVCP Helps Frail Elderly, Disabled People in Their Homes on Large Scale

To help meet the growing needs of isolated, frail elderly and disabled people, three years ago 25 communities formed interfaith caregiving coalitions under a program of The Robert Wood Johnson Foundation. The result was a successful matching of 26,000 people in this vulnerable group with 11,000 volunteers from religious congregations who provided friendly visiting, transportation, in-home help, and referrals to other community services.

In funding the Interfaith Volunteer Caregivers Program (IVCP), the Foundation both acknowledged the importance of nonprofessional caregivers and recognized the tradition among religious congregations of serving the needs of others.

The nation's population of frail elderly and disabled people is growing rapidly. Many such people live alone with few resources. However, the overwhelming response to the Foundation's call for proposals reflected a high level of awareness of the need and a willingness of local religious congregations to work together to meet it.

The 25 IVCP grantees were chosen from across the United States, and the interfaith coalitions they had organized served densely urban, suburban, and rural communities alike. Volunteers were recruited from churches, synagogues, and other religious institutions reflective of the community.

Data on the program's activities were collected by the National Program Office at Benedictine Hospital, Kingston, New York. In addition, an independent study team from Fordham University's Third Age Center was funded by the Foundation to assess the program. Taken together, the data demonstrate that interfaith coalitions are a highly viable approach to organizing caregiving volunteers to assist elderly and disabled people in their homes. Highlights of the findings are:

- Within three years, some 900 congregations recruited and trained more than 11,000 volunteers to provide ongoing assistance to some 26,000 people who were frail, disabled, or isolated.
- The targeted population—frail elderly and disabled people—was success-

fully served; many had a disability serious enough to keep them from performing one or more basic activities of daily living, like getting out of bed or walking.

- 58 percent of the people served lived alone. Less than 36 percent received care from a formal agency.

- In addition to providing practical assistance with transportation, shopping and chores, many volunteers were able to relieve isolation and provide meaningful companionship; about half of the volunteers developed close personal relationships with their care receivers,



and nearly 40 percent more developed "good neighbor" relationships.

- Respite care for family members providing full-time care for frail elderly and disabled people has been a growing service of the IVC projects.

- Strong, mutually supportive relationships often developed between public agencies and IVC projects, with referrals in both directions.

- As another measure of community success, funding for continuing the activities has been obtained from a variety of sources: congregations, regional and national religious organizations, local community trusts and small foundations, businesses and corporations, national foundations, government programs and individual donors.

- All 25 sites remained in operation almost two years after Foundation funding ended.

- Individual projects and the National Program Office gained in-depth knowledge about the interfaith approach to volunteer caregiving, resulting in a comprehensive handbook focused on how to develop and run a successful IVC project.

- Aside from these 25 sites, an additional 100 sites have started similar projects, many with technical support from the National Program Office. A 1986 survey yielded an estimate of an additional 25,000 people being served by these projects.

- The National Federation of Interfaith Volunteer Caregivers, Inc., was founded in 1987 with start-up financial support from The Robert Wood Johnson Foundation and the Pew Charitable Trusts. Its purposes are to support the development of new IVC projects around the country and to encourage the growing movement and networking of Interfaith Volunteer Caregivers projects.

Volunteers—The Heart of IVCP

The Interfaith Volunteer Caregivers Program was the Foundation's first program to rely primarily on volunteers for the provision of services, and at the time the program was developed, it was considered highly experimental.

Because of the interfaith nature of the program and because most volunteers (79 percent) were recruited through their religious congregation, most volunteers were motivated by a sense of religious duty or calling.

"Religious motivation keeps our church volunteers active because they see all people as children of God, needing and deserving our concern," says one project director. "This distinguishes these workers from secular volunteers and makes them more persevering."

The program's very low volunteer attrition rate—three percent over the three-year period—supports the director's view. Much like the project directors, volunteers who left usually did so for personal reasons (a geographical move, illness or family difficulties).

IVC projects found that recruiting volunteers demanded ongoing effort and a recruiter with a sense of purpose and ability to explain the program effec-

tively. Many standard recruitment approaches were used in various congregations: clergy announcements during worship services; articles or announcements in congregational publications; and talks during services, religious classes, women's or men's groups, or social functions by the project director or other representative.

Most effective, however, were clear, specific requests to individuals. "If you say, 'Will you become a volunteer?' you're much less likely to get a positive response than if you say, 'Can you take Mr. Jones to the doctor once a week for a month?' or 'Can you visit Mrs. Smith for one hour a week?' It's very important to be specific," says Jocelyn Sharp-Henning.

Many IVC volunteers were new to volunteering, according to project directors. They came from all demographic backgrounds—all ages, every level of income and education, male and female. Contrary to expectations, the majority were not retirees; many held full-time jobs and had family responsibilities.

As would be expected, most volunteers (74 percent) were women. Of these, 33 percent were employed outside the home, and nearly half were between ages 30 and 59. Among men who volunteered, a great many were young; 22 percent were under age 30.

Sometimes volunteering filled a gap in a person's life after a loss. Martha and Arnold Loewe, a couple from Yakima, Washington, often teamed up as volunteers. "We took care of two elderly aunts for years," says Martha, "and when they died, we looked around for something else to do. Now we are helping Thelma, a widow, and Hilda, an across-the-street neighbor. They have kind of taken the place of our aunts."

Other volunteers were homebound themselves, like Carolyn Aycock of Mobile, Alabama. "As a former homebound person, I want to help someone else who is stuck at home," she says. "That's why Helen (her wheelchair-bound friend) and I go sit in Woolworth's patio and enjoy people-watching."

Volunteers sometimes come from the community at large. In Milwaukee, a corporation that had to lay off employees paid them to do volunteer work in the community. Dean Hansen, who be-

gan volunteering for IVCP at that time, is now retired and enthusiastically continues his volunteer work. Yale seminarians have provided a rich volunteer resource, and students in Eau Claire, Wisconsin, have worked with IVCP for college credit.

One of the most meaningful sources of volunteers is from among those being served. Many who were too frail or too disabled to visit others in person found a variety of other ways to "give back":

- A woman who is a care receiver in Eau Claire knits afghans for IVCP people in need of additional warmth in winter.

- A blind diabetic man who is a care receiver in Manchester, New Hamp-



shire, regularly talks by phone with a young man who also is blind.

- Other care receivers have answered the IVC office phone, collated newsletters, or made small donations.

People Served

Those in need of assistance came to the attention of IVC projects through several routes. The Fordham data showed that about 30 percent were referred by community agencies, 28 percent self-referred, or were referred by family or friends, and 27 percent were referred by someone within their congregation. Another 10 percent were referred by someone within the IVC program.

While most of the 26,000 served were elderly, 2,000 were younger disabled

people—including some infants and children—a proportion that appears reasonable for a program serving disabled people of all ages.

The success of the IVC projects in locating so many people in need is remarkable, since isolation is such a major problem for homebound elderly and disabled people. The people most in need are often the most difficult to locate. Many cannot be located even through public agencies, because they are ineligible for public programs, don't know about them, or are unwilling to apply. People may deliberately choose to avoid notice, sometimes through price. "Some people who are elderly or feeling extremely vulnerable want to protect themselves by staying hidden," says Rev. Doug Stirling. "It's an attitude of wanting to circle the wagons."

Helen Tidmore, a wheelchair-bound care receiver in Mobile, says, "When you have physical disabilities, you tend to draw back. You sit there and wait for someone to call you. Then if they don't, you withdraw further."

Sometimes people do not want to let those within their own congregation know of their need. Rev. Barry Boyer of the First Presbyterian Church of Chippewa Falls, says, "Some people just find it easier to receive help from a more anonymous source." On the positive side, having a church-affiliated volunteer come into their homes may be much less worrisome to elderly people concerned about security and personal safety.

A variety of approaches successfully located a community's more isolated people. Coordinators found that, in addition to keeping an up-to-date list of congregation members who were sick and shut-in, surveys among members to glean additional names were helpful. In congregations where community outreach had a high priority, projects to deliver surplus food or meals-on-wheels also found people with other needs that an interfaith volunteer could meet. Some coalitions knocked on doors in order to identify people in need. When clergy visited hospitals, they sometimes discovered people who reported themselves as congregation members but had not attended services in years.

Publicity through local newspapers, radio and TV talk shows, public service

announcements, leaflets within public housing complexes, and posters in the windows of local merchants also helped bring to light people needing assistance.

Some congregations served mainly their own members, with clergy and congregational coordinators the major referral source; other congregations tended to serve people from the larger community, and the majority of their referrals came from social agencies.

An excellent relationship developed between many IVC projects and their local service agencies. When an interfaith volunteer could not handle a person's needs, an appropriate formal agency would step in to help. In turn, once IVC projects became known as reliable resources, many agencies referred clients whose needs were more appropriately handled by a volunteer. Nearly one-third of those served were, in fact, referred by agencies.

During the three-year grant period, National Program Office data show that the 25 IVC projects successfully reached a very needy population, composed predominantly of the frail elderly:

- 58 percent of the people assisted lived alone (almost twice the national average).

- 69 percent were disabled—unable to perform one or more of the basic activities of daily living, such as getting out of bed or walking.

- At the time they entered the program, only 36 percent received assistance from formal health care providers.

- Data from the Fordham study indicated that 75 percent of those served were women.

Effects on Volunteers

Participating in the Interfaith Volunteer Caregivers Program has a manyfold impact on volunteers. Nearly 160 volunteers ranked the benefits received from their IVC work. Respondents were very positive, with the majority saying they benefited “a great deal” or “some” in all categories except work experience. Particularly striking were the numbers who responded positively to “good feeling from helping others,” “fulfilling a sense of obligation to religion,” and “good use of time.”

In interviews, volunteers also expressed their gratitude for the opportu-

nity to serve:

- “I’m grateful I’m able to do what I can; someday someone may have to do it for me.”

- “After my husband died, I needed to get out and do something where I could give of myself, and I appreciate the opportunity to help all these people.”

- “As a coordinator, I feel this is a terrific way to practice the golden rule. I wouldn’t ask anyone else to do a job I wouldn’t do, and the volunteers know that.”

Some volunteers find that the opportunity to serve becomes a way of life, and they may work regularly with from two to ten people at the same time. Others, who have special skills or prefer to work with people on a one-time-only basis, may do chores or provide transportation for many different people.

- Marilyn Barnett drives a forklift at her job in Clinton, Connecticut. During her off-hours, she frequents tag sales, buys inexpensive furniture, and gives it to people in need. She also volunteers in many other ways.

- Don Lines, known around Yakima, Washington, as the “superman” volunteer, has done repair and handiwork in over 150 households. “I get a lot of satisfaction out of fixing a roof before it rains, or getting water back in a pipe where it belongs. When I got her floor repaired so she could use the toilet again, one woman just broke down and cried. I know too when I put up grab bars on a tub or stairway or put up a wheelchair ramp, I may be helping keep someone out of a nursing home.”

- Ruth Mueller has been chauffeuring people around Chippewa Falls, Wisconsin, ever since her children were in Scouts. Now she transports and visits people as an IVC volunteer: “There’s Laura, who has a strong spirit despite her bone disease; there’s Marlene, who had a brain tumor and is still dizzy some days; and there’s 81-year-old Sue, who I take to the dentist and to the foot doctor. Then I go across the street from my house to the retirement center. I get those that can walk to push the others’ wheelchairs to chapel.” She adds, “You have a need to do caretaking in your life, and they have a need you can meet. It’s very reciprocal and very rewarding. I feel I am continually learning our Lord’s way of living.”

Volunteers also learn as they work

with care receivers. While much of their learning is “on the job,” they also receive more formal training and support. Training was an integral part of the IVCP, and at most sites, new volunteers received three to six hours of basic training before they began working.

Experience taught IVC staff that training must be tailored specifically to the needs and wants of the volunteers. Over time, directors around the country discovered which approaches were most helpful. Jocelyn Sharp-Henning explains: “It’s important to make training attractive by choosing relevant topics—catchy titles such as ‘Working with People Who Happen to be Old,’—and providing social interaction, such as potluck suppers. We surveyed volunteers to find out their training needs and discovered that they don’t like lectures. Now most of our training is based on practical exercises with feedback. Training needs evolve as the volunteer evolves.”

Milwaukee Director Kay Aschenbrenner confirms that informal training and support often work better. “Volunteers do need support—phone calls, notes, birthday cards—simple reminders that you know they’re out there working.”

This connectedness was fostered at many sites through gatherings among volunteers and coordinators from all the congregations in the interfaith coalition. Gatherings took many forms—from fish fries to recognition days to memorial services for volunteers who had lost the person they were caring for. For Barbara Beauvais, church coordinator of a New Haven Catholic Church, one retreat was particularly enriching. “The support and recognition I received sent me a strong message that ‘I’m valuable.’”

“Volunteers are most effective when they are part of a balanced mix of public and private initiatives—with each learning from and supporting the others in their work,” says Miriam Charnow, director of The Robert Wood Johnson Foundation-funded Family Friends Program. When agencies and professional caregivers do their part, volunteers can do theirs better.”

—from *Interfaith Volunteer Caregivers: A Special Report by The Robert Wood Johnson Foundation, Number One, 1989.*

Research

Profiles of Excellence: Studies of the Effectiveness of Nonprofit Organizations

Executive Summary by INDEPENDENT SECTOR

The following is a summary report of the four-year work of INDEPENDENT SECTOR's Advisory Committee on Effective Sector Leadership and Management, which has built a database of more than 1,000 profiles of nonprofit voluntary organizations. This paper was first presented at IS's annual meeting in October 1989.

What constitutes "excellence" in a nonprofit organization? Are there so many different kinds and sizes of nonprofits that generalizations are impossible? How can one define "excellence" in a world where financial performance is not the whole story and the quality of service and the dedication of volunteers cannot be measured by numbers? Is survival over a period of time the truest measure of success? Is organizational excellence created by the board or the staff? How can the average organization achieve excellence?

INDEPENDENT SECTOR's Advisory Committee on Effective Sector Leadership/Management has been considering issues like these for the past four years. The work evolved into a comprehensive project to collect and analyze data from a number of sources to determine whether certain overarching and pervasive char-

The characteristics of excellence are not a substitute for sound management practices, but are the "something extra" that makes the real difference.

acteristics of organizational excellence could be identified.

The first part of the research plan resulted in four projects sponsored by INDEPENDENT SECTOR:

- An extensive search of the literature on organizational performance
- A focus group of nonprofit leaders and consultants who discussed their views and experiences concerning excellence in the performance of nonprofits
- A questionnaire survey of over 900 chief staff officers and board chairpersons in a national sample of nonprofit voluntary organizations of all types, sizes and locations
- Development of in-depth case studies of 10 nonprofits that were identified by their community foundation as being especially effective and successful.

While these activities were underway, five other studies came to the attention of

the Committee and the sponsors and authors of these projects agreed to have them included as part of the larger study of excellence. These studies clearly do not represent all the research in the field of nonprofit performance, but are representative of some of the most recent and relevant findings.

The additional studies and sources of data were:

- An investigation of leadership skill differences in chief executives, conducted by Herman and Heimovics of the University of Missouri-Kansas City
- "A Study in Excellence: Management in the Nonprofit Human Services," conducted by the National Assembly of National Voluntary Health and Social Welfare Organizations and the United Way Top 17 Group
- "The Personal Equation: A Critical Look at Executive Competency in an Association," conducted by the Foundation of the American Society of Association Executives
- "Organizational Structure and Client Advocacy: Lessons from the 1980s," conducted by Reisch of San Francisco State University
- An analysis of the characteristics of the nonprofit organizations that were the finalists in the Beatrice Foundation Awards of Excellence Program.

The final result has been a data base of seven different projects involving, in the aggregate, well over a thousand voluntary nonprofits of different kind and size throughout the nation. The research studies sought to identify factors that differentiated effective or excellent organizations from all others. In the majority of the studies, effectiveness of excellence generally was judged on a macro basis by comparing an organization with others of the same type or in the same community. Persons familiar with a group of organizations were asked to compare them with one another and to identify from that universe those that were the most effective. In some studies, a "triangulation" method was used in that the organization was considered effective only if two or three independent appraisers were in agreement.

The Hallmarks of Excellence

The data from the research studies and organizational profiles revealed several cross-cutting themes that make the truly excellent organization stand out from all the others. These themes or hallmarks go above and beyond the standard manage-

ment practices that are followed in most well-run voluntary organizations.

A functioning volunteer board, well developed by-laws, a competent chief staff officer and sound financial controls provide a firm base for a nonprofit, but we did not find those factors crucial in distinguishing the excellent organization from the others. For example, the study by Herman and Heimovics of 50 nonprofits found that many of the conventional descriptions of leadership applied equally to the chief staff officers (CSOs) of both "effective" and "less effective" organizations. The distinguishing factor was how the CSOs of the effective organizations interacted with their boards of directors. The effective CSOs described their boards as actively involved in broad policy matters, reported spending time on relationships with board members, gave special attention to providing information to the board and operated on the principle that work with their board would result in changes and innovation in the organization.

What, then, are the hallmarks of excellence? In sifting through the vast amount of information, we were surprised to find the critical factors were few in number. Each factor can be described in a few words, but examples from various settings help explain the factors and make them come alive. Excellence in nonprofit organizations is characterized by:

- **The existence of a clearly articulated sense of mission** that serves as the focal point of commitment for board and staff and as the guidepost by which the organization judges its success and evaluates the need for adjustments in course over time.

- **The presence of an individual who truly leads the organization** and creates a culture that enables and motivates the organization to fulfill its mission.

- **The existence of an involved and committed volunteer board** that relates dynamically with the chief staff officer and provides a bridge to the larger community.

In addition, two other factors are subsumed under the three prime characteristics: **the ability to attract financial and human resources** and **the ability to operate programs that successfully carry out the organization's mission.**

The Mission as the Guiding Force

The centrality of an organization's mission as its guiding force is a theme that occurs over and over in the studies and

profiles of effective organizations. Early in our work, the Focus Group of experienced nonprofit executives and consultants expressed the strong belief that key elements in effectiveness were the clarity of an organization's mission, coupled with staff and board agreement and commitment to that mission. This conclusion was subsequently validated by other studies. This IS survey of chief staff officers (CSOs) and board chairpersons asked participants to list the characteristics of an effective organization. A sense of mission, clarity of goals and caring about goals were the most frequently mentioned. When respondents were asked how organizational effectiveness could be further improved, a clear majority of CSOs gave the highest priority to "making mission central." Eighty-two percent of the board chairs said that a strong mission orientation was the most important criterion they would use in judging the effectiveness of CSOs.

Similarly, the National Assembly study of successful CSOs found that these executives felt that people who

Leaders are not "generic" but function in relation to a particular setting.

knew them best would give them high ratings on their ability "to articulate the agency's mission." This is illustrated by a comment from an interview with one of these successful executives: "My responsibility is ensuring we are keeping within our value system and our mission to make sure that what we are doing is the appropriate thing . . ."

The National Assembly study goes on to report, "Belief in mission is one of the key factors that distinguishes the excellent leader from the run-of-the-mill. A board member commented, 'He [the executive] believes in it—really believes in it. I think that is one of the characteristics you will find in anybody who works there. They all believe in it. It is an avocation as well as a vocation. I think that helps them, too, because you can see it, you can feel it. It isn't a line of malarkey this guy is giving you; he believes it. You could see through that in a minute if it wasn't real.'"

Changes in Mission: Creative Responses or Counterproductive Diversions. The commitment to mission car-

ries with it another essential ingredient: the ability to distinguish between appropriate adjustments in the mission and counterproductive diversions from the mission. This phenomenon has its counterpart in the for-profit world when a company diversifies into activities where the company lacks expertise, jeopardizing the financial success of the basic business. There is a fine balance between creative refocusing of mission and diversion that detracts from fulfilling the mission.

The Atlanta Historical Society, the subject of one of the in-depth case studies, is an example of revisiting and expanding the mission with positive results. This change did not occur in a vacuum. It was accompanied by adequate funds and physical facilities, by an evolutionary change in board membership and philosophy and the careful selection of a new executive director.

Soon after the new executive was on the scene, key board members suggested a retreat to re-examine the Society's mission. An experienced consultant volunteered to assist on a pro-bono basis and two successful retreats were held with a high level of board involvement. The result has been an expansion of mission from serving a small group of members interested in Civil War history to a dynamic organization visibly serving present day Atlanta. The mission was revised and enlarged to keep up with the times, with full support and involvement of the board.

The need to resist distractions from the mission is emphasized by several of the Beatrice Award finalists when they were asked, "What do you identify as your most significant current management problems or challenges?" Several organizations that experienced rapid but sound growth felt their greatest challenge was to continue to adhere to their mission and goals in the face of success.

The National Committee to Prevent Child Abuse gives continuous attention to "guarding against distractions from our plan" by monitoring both the national staff and the activities of state chapters.

The Chicago Association of Neighborhood Development Organizations, another nonprofit with a strong success record, has attracted many creative project proposals from community groups. But the Association considers each proposal on its own merits, measuring success against the achievement of mission and long-range goals of the association.

The Presence of a Leader

The second hallmark of an excellent organization is the presence of a true leader. The leadership theme persisted through all of our data sources: focus group, the research studies and the organizational profiles. Leadership in this context refers to an individual functioning in particular ways in a given setting. John Gardner, in his *Studies in Leadership*, defines leadership as "... the process of persuasion or example by which an individual [or leadership team] induces a group to pursue objectives held by the leader or shared by the leader and his or her followers." He goes on to emphasize, "Leaders cannot be thought of apart from the historic context in which they arise, the setting in which they function and the system in which they preside."

An appropriate starting point is to relate leadership to the concept of mission. John Gardner lists "envisioning goals" as the first task of leadership. He goes on to say that this is one task that the leader cannot delegate to others. The "goals" of Gardner can be considered the embodiment of the mission, the way the mission is to be accomplished. The leader and the goals are inseparable. In some nonprofits, the mission first may have been developed by the original volunteer board members, or by an entrepreneurial founder, but in the outstanding ongoing organization, the chief staff officer has fully articulated that mission and transmitted it to others with a sense of excitement.

Our focus group of experienced nonprofit executives concluded that leadership was the overarching factor that explains why some organizations are far more effective than others. From able leadership flows many other elements that impact on an organization's effectiveness. From garnering resources, to attracting volunteers, to getting results. The focus group concluded that the best leaders:

- Have clear goals and a vision to look beyond the day's crisis, the quarterly report, the immediate horizon
- Exhibit a willingness to stand up and be shot at
- Have courage to make extremely tough decisions
- Understand their constituents' motivations and identify intimately with their needs and concerns
- Exhibit a special presence that enables them to motivate and inspire their constituents, staff and volunteers beyond the

authority conferred by a title.

Examples of the qualities of leadership are found in the case study profiles of successful nonprofits. The executive director of the Indian Health Board is described as an example of entrepreneurial leadership. "Norine Smith is an extraordinary woman. In anyone's world—white, black, brown or red—Norine would stand out. It is her drive, intensity, desire to provide for her constituency, and consuming need to succeed that is intrinsic to the survival of the Indian Health Board. She is imaginative, bold, decisive, articulate, passionate, persuasive, convincing—in a word, she is the blueprint of a leader.

"Norine never accepts 'no' for an answer; she is solution-oriented. After the decision was made to refocus the Indian Health Board from being an advocate to primary care, she wrote about 50 proposals for support that would pay for a doctor and a dentist. After 49 turndowns, she got a 'yes' from the Donner Foundation.

A sometimes overlooked characteristic of the leader is his/her ability to create and alter the culture of an organization.

When she needed medical equipment, she called hospitals to get lists of retired physicians. With her truck and her colleague, Joanne Barr, Norine called the physicians, explained how they could get tax deductions, and that she'd be available immediately to come and pick up the equipment. Whether it's equipment, getting help or goods for clinic purposes, or finding management or accounting assistance, Norine finds a way."

Leadership and Organizational Culture. A sometimes overlooked characteristic of the leader is his/her ability to create and alter the culture of an organization. Schein, a senior scholar in the field, defines culture as "... the deeper level of *basic assumptions* and *beliefs* that are shared by an organization, that operate unconsciously, and that define in a basic 'taken for granted' fashion an organization's view of itself and its environment."

Examples of organizational culture in a nonprofit might include:

■ The dominant values espoused by an organization, such as the amount of attention given to concerns of the members, the emphasis placed on service to clients and attitudes toward volunteers.

■ The norms that evolve in the working environment such as the staff's perception of a "fair day's work" or the extent to which the staff perceives that creativity and initiative are truly encouraged and expected.

It is important to distinguish between perceptions and written policies or objectives. The culture of the organization determines how the staff behaves regardless of the existence of written or oral pronouncements from the CSO. For example, many voluntary organizations have annual objectives that meet the test of being thoughtful, relevant and specific, but the key factor is the extent to which these objectives actually serve as the guiding force in the day-to-day activities of the staff.

An example of a leader creating and influencing organizational culture is found in Gene Kitt, executive director of Upward Fund Afterschool in East Harlem. "We labor to create a safe and secure environment, this is a priority," says Kitt. "... Scanning the local landscape with his index finger, Kitt points out the crack sales areas. Material temptations abound. Making \$7,000 in a couple of days guarantees you the \$100 plus Michael Jordan sneakers and some Guess? clothing.

"As kids were filing into the Afterschool program, a \$60,000 BMW with gold hubcaps and opaqued windows sat brazenly at the front door of the school. Kitt acknowledges 'it's a war zone in the streets, but when the kids come here, we want it to be an oasis.'

"A staff member knows never to leave his charges alone. Going on trips—to museums, parks, sporting events—are part of the Upward Fund's enrichment strategy. Trips mean coordination, transportation and a lot of supervision. One staffer, however, left a child on a train. In his mind there may have been an excuse, but Kitt promptly fired him.

"The aggrieved ex-staffer took his complaints to the community and some local politicians. He succeeded in getting them roused and ready to march against Kitt. So Kitt convened a community meeting, and with a Spanish translator, heard their complaints. 'Apparently he [the person who was fired] failed to tell them that he had left a child alone ... and I said to

these parents how would they feel if it was their child.' He got his point across.

"Moreover, shortly thereafter he received a telephone call from a local politico who, Kitt says, 'asked, now that the storm is over, please rehire him.' He flatly refused. 'Rules are there not to be broken, not to give mixed messages . . . nothing is more important than the kids' safety.'"

An Effective Board

The third hallmark of the excellent organization is the presence of an involved and committed volunteer board that relates dynamically to the chief staff officer. The board represents the top level of governance, is legally responsible for the organization, for hiring and supervising the CSO and, when necessary, for replacing this individual.

The importance of the board in organizational effectiveness is evident from the IS survey of nonprofits. Chairpersons and CSOs were asked to name the prime factors that helped them achieve effective performance. The factor mentioned most frequently was the board of directors. It is noteworthy that both chairpersons and CSOs of the "leadership" sample (organizations identified as outstanding local affiliates by the national executives) gave an even higher rating to the importance of board than did the respondents in the national random sample of organizations. Eighty percent of the chairpersons of the "leadership" sample mentioned the board as the key factor, compared to only 40% in the national sample.

The Board and the Chief Staff Officer.

The first characteristic of the effective board is the presence of a special kind of working relationship between the CSO and the board. A key study is that of Herman and Heimovics who examined leadership skill differences between more effective and less effective CSOs. Both types of CSOs reported numerous contacts with their boards, but the effective leaders related to the board in these ways:

- The board was described by the CSO as actively involved in broad policy matters.
- The CSO spends much time clarifying the role of the board and defining where the lines of responsibility should be drawn between the CSO and the Board.
- The creation of trust between the board and the CSO was a high priority. For example, such CSOs were more inclined to provide critical decision-making information to the board, not with the intent of engaging the board in operational deci-

sions, but so the board could feel comfortable and confident about the status of affairs in the organization.

- The CSO envisions change and innovation as an important part of his/her work with the board.

- The CSO tends to be adept at using information strategically with the board, in aligning board members behind specific projects and in knowing when to involve the board and on what issues.

Several of the in-depth case studies of the excellent managers in the National Assembly study emphasized the effective working relationship between this individual and the board. A board chair describes the staff executive this way: "He has a lot of respect in the city, especially with board members. He has recruited good people for the board—long before I became a board member. They are an active and listening board. Some boards I've known are just 'rubber stamps' or 'railway stations.' But Jim has handled this board well, from the standpoint of getting every board member involved in committees, fundraising and other ventures."

The distinguishing factor was HOW the CSOs of the effective organizations interacted with their boards of directors.

The Dynamics of a Working Board. A number of characteristics come together in concert to form an involved board that exerts a positive influence on the organization and its results. The Seattle Emergency Housing Service provides a good example. "SEH's board works. They've achieved a performance level sought by many, but achieved by few. Both the former board president, and the newly inducted one, state that there are 'no tricks, no magic, just people willing to work hard to achieve the mission.' . . . Meetings are monthly, committee work requires additional time, and special events add to a board member's busy agenda . . . Special events such as retreats and fundraisers get close to 100% participation."

The Housing Service pays particular attention to the selection of board members through a four-step orientation proc-

ess: (1) prospective board members first meet with a current member and are briefed about the organization's mission, structure and expectations; (2) the person then meets with the executive director; (3) meetings are arranged with other staff, particularly if the candidate has a special area of interest; and (4) the person attends a board meeting. Only after the last step is a mutual decision made by the candidate and the board regarding joining the board. An important purpose of this process is to convey to prospective board members " . . . that (1) we're not elitist, we all want to participate, and (2) we battle over ideas and keep that separate from the individual."

Flexibility to Change the Size and Composition of the Board to Respond to Changing Circumstances.

A theme recurring in the profiles of excellent organizations is their ability to follow up on changes in their mission by making appropriate changes in the size and composition of their board. The board chairperson, frequently in concert with the chief staff officer, initiates a board discussion of these changes. Young and emerging organizations often must address the expansion of a small board to respond to growth in the organization and its needs. This change is often accompanied by a greater diversity in board membership. For example, a local nonprofit serving a well-defined constituency might start with a board composed of representatives of the group being served. With growth, there is a need to involve the larger community and include board members with fundraising skills and contacts or those with a particular technical expertise that is not present among current board and staff members.

The East Bay Asian Local Development Corporation was incorporated in 1975 with a board of 10, most of whom were Chinese student activists involved in converting a deteriorating facility. The board had time and energy, but no contacts and no real leadership. As a result of some urging and technical assistance funding from a community foundation, a retreat was held and the board came to terms with its need to bring on a more experienced chairperson. The board was also reconstituted with business people and later diversified even further. With these resources, the organization was eventually able to tap several public and private sources for operating support and to acquire the largest piece of commercial real estate in Chinatown.

Some Generalizations

The research data and case studies lead to the conclusion that the functioning of the board in the excellent nonprofit organization has these characteristics:

- The relationship between the CSO and the board is one of mutual trust and respect. The board feels fully informed, but focuses on general policy and long-range goals. It is intimately involved in any basic changes in mission, it monitors finances and reviews and approves the annual budget and plans.
- In all but very small or emerging organizations, the board delegates the day-to-day management of the organization to the CSO. That individual is the only staff member reporting directly to the board.
- The board is concerned with the character and diversity of its membership, its size, its composition and its self-renewal. It is responsive to changing circumstances and reflects these changes in ways which will best help the organization achieve its mission. It is aware of the need for "new blood" not only as a source of new ideas, but as a means of renewing itself and of involving the optimal number of volunteers.
- The board is actively involved in fundraising activities by participating in decisions to initiate fundraising and membership campaigns, by identifying and calling on prospects and, when appropriate, making personal financial contributions.
- The position of the board chair is considered a post of responsibility to be occupied by an individual fully dedicated to the mission of the organization and prepared to devote the required time and attention to the task while working closely with the chief staff officer.

Conclusion

A number of other characteristics of effectiveness emerged from the seven projects, but none were pervasive enough to merit inclusion at the same level as the three hallmarks. However, embedded in and subsumed under the three are two others of key importance: the ability to attract financial and human resources and the ability to operate programs that successfully carry out the organization's mission.

Attracting financial and human resources is inherent in the activities of the true leader of a voluntary organization. Leaders are not "generic" but function in relation to a particular setting. In that frame of reference, leadership in a nonprofit voluntary organization almost

surely encompasses the ability to attract the financial and human resources the organization requires. This will include attracting public funds or raising money through grants, individual contributions and memberships.

In the human resources sphere, it includes the volunteer board, other volunteers and paid staff. Several leadership examples in our case studies provide dramatic evidence of ways these individuals have overcome almost unsurmountable odds to raise funds. Other examples indicate how leaders, as role models and as creators of a positive organizational culture, have attracted and motivated an effective board and staff.

The ability to operate programs to carry out the organization's mission successfully includes the design and development of programs and day-to-day operation of these programs. In the final analysis, the organization must be judged by its programmatic performance. That per-

Excellent organizations have the ability to follow up on changes in their mission by making appropriate changes in the size and composition of their board.

formance is aided by such standard (but sometimes ignored) management techniques as the development of objectives to carry out the organization's mission, the creation of detailed strategies for fulfilling the objectives, establishing criteria for periodically measuring performance against the objectives and subsequently adjusting objectives and strategies to complete the loop as the next time cycle begins.

Finally, it must be emphasized that the excellent organization is built upon a sound foundation of management practices. Our analysis has concentrated on the factors found to distinguish the truly excellent voluntary organizations from a larger body that includes many that are well operated. The characteristics of excellence are not a substitute for sound management practices, but are the "something extra" that makes the real difference.

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KEEPING VOLUNTEERS IN EMS* (*Emergency Medical Services)

By Suzanne M. Selig, Ph.D., M.P.H. and Danny Borton

The EMS (emergency medical service) system is widely dependent on the use of volunteers. A recent Iowa study reported that volunteers provide as much as 70 percent of all emergency medical services in that state. In a recent New York state report, it was estimated that the widespread dependence on volunteers translated into an annual cost-savings of several million dollars.

In Genesee County, Michigan, more than 60 percent of all EMS care is provided by volunteers. Recruiting volunteers and retaining their services is a major problem and has led to the elimination of some EMS services. One Genesee County volunteer ambulance service was permanently closed, another volunteer ambulance service suspended operations for six months, and operations at numerous other volunteer ambulance services have been curtailed for periods of several hours or more. The lack of trained volunteers to staff and operate the numerous local volunteer ambulance services results in serious consequences. The loss of integrity within the pre-hospital EMS system results in a decrease in the quantity and quality of patient care which affects the entire community.

As part of a recent survey of licensed EMS personnel in this county, managers of all six volunteer agencies indicated a common concern: There is an inadequate number of licensed personnel and they

rely on a small group of volunteers to try to maintain an adequate level of staffing. Scheduling licensed EMS personnel during daytime hours is particularly difficult except during periods of high unemployment in Flint (Genesee County), which are often a benefit to the EMS (and other volunteer-dependent) systems.

Private ambulance services are not always available and the public sector has been unable to provide adequate budgetary support to finance a paid EMS system. For these reasons, we continue to rely extensively on volunteers to staff this critical component of our medical care system.

To maintain a volunteer EMS system, we must understand the issues of recruitment and retention, and know the composition of the volunteer pool. It is important that our understanding of these issues also reflects input from the volunteers themselves.

The following describes an effort in Genesee County, Michigan, to develop information about the EMS personnel (volunteer and paid) and areas of satisfaction (and dissatisfaction) about EMS work.

Attraction of Volunteers to the EMS Field

The majority of *volunteers* gave altruistic reasons for working in EMS. They said they thought their EMS work would give them a chance to help others, thought it would be interesting work, wanted to learn more about health care, gave them an opportunity to volunteer time in the community, and gave them a chance to do something that makes use of their abilities.

Paid EMS personnel said EMS work was a chance to help others and they thought it would be interesting work. Most

paid EMS workers said their main attraction to EMS was related to either job promotion and/or career advancement. About one-fifth of all respondents said that "excitement" was one reason they began in EMS.

One current volunteer wrote: "My work is voluntary, but I get paid with the feeling that what I know can help the people who live down the street or around the corner." Another EMS worker offered: "Having worked for both paid and volunteer services, I'm much happier with volunteers. They are there because *they care*, and not for the dollars."

Areas of Job Satisfaction and Dissatisfaction

In most areas of job satisfaction, volunteers in this study were somewhat more satisfied with their EMS job than were their paid counterparts. However, both groups indicated that the opportunity to help people, the feeling of accomplishment from their EMS job, and the chance to do something that makes use of their abilities are sources of job satisfaction. Both groups also indicated dissatisfaction with insufficient praise from their supervisors and lack of respect shown them from other health care providers.

Many EMS workers expressed concern about the working relationships they had with Emergency Department staff (nurses and doctors) as well as paramedics. One EMS volunteer said, "It hurts when the ER staff throws away your run sheet." Another volunteer said that often disparaging remarks are made by ER staff about field EMS providers. "We never know how the patient was and what the diagnosis was . . . we receive no feedback from the ER staff."

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In addition, volunteers were dissatisfied with the lack of opportunities to exercise their own judgement and insufficient time spent with family/friends due to their job. Paid EMS personnel felt they had little opportunity to discuss work-related problems with other EMS personnel.

There were differences between paid and volunteer EMS workers in other areas of their EMS job. Volunteers were most concerned with too few ambulance calls and death, particularly of children. Paid EMS workers cited too many ambulance calls, poor administrative support, poor leadership provided EMS agency managers, poorly maintained equipment, and inappropriate public use of the EMS system as areas that adversely affected their job satisfaction. One paid EMS worker was very bitter about the inappropriate public use of emergency vehicles, citing "geriatric transfers from hospitals to nursing homes" as a common practice.

About one-third of paid EMS workers wanted a lighter workload with fewer ambulance calls, while volunteers wanted a heavier workload with more calls. Both groups cited pay, reimbursement for existing EMS training/continuing education, additional training, more recognition from EMS agency administration and more voice in matters that pertain to their EMS job.

One volunteer had just allowed his license to expire "because the C.E. (Continuing Education) requirement was too costly and too repetitive of basic EMT training." About one-third of paid personnel also indicated a desire for better equipment.

Neither paid workers nor volunteers felt that EMS training programs over-emphasized the medical aspects of EMS, but a high percentage of volunteers (49.2%) and paid EMS workers (34.2%) felt that EMS training programs downplayed psychological issues, death and dying, crisis intervention and the realities of life on the streets.

Many EMS workers indicated that their CPR instructors "always emphasized saving lives and never talked about what to do when your efforts fail." Another volunteer said that training programs should emphasize "listening and empathy skills" and address the "psychological impact of emotionally draining runs."

Summary of EMS Manager Interviews

The six volunteer EMS agencies in the county vary in terms of size and scale of

operation. However, a common concern of all of these agency managers was an inadequate number of licensed personnel and their reliance on a small group of volunteers within each organization working a disproportionate number of hours to maintain an adequate level of staffing, particularly during daytime hours.

During periods of high unemployment, more volunteers are generally available to work those hours. A few agencies have made a concerted effort to attract mothers who might be at home during the day by providing child care services at the ambulance base. Retirees and second and third shift workers have also been identified by some agencies and are recruited and encouraged to work daytime shifts to help alleviate this staffing shortage.

A rapid turnover in volunteer personnel was also viewed by a majority of the managers as a serious concern, contributing to their staffing problems.

Several different views were expressed by agency managers on the issue of pay and reimbursement for training and/or continuing education for the volunteers. For several of the volunteer ambulance services, the primary reason given for not paying and/or reimbursing their volunteers related to the poor financial status of the organization. Other managers felt that pay was not important to the volunteers and would not add to the volunteers' level of job satisfaction.

Two of the managers expressed concerns regarding the low number of ambulance calls that their respective agencies respond to per year and the effect that it has on their volunteers. Primarily, these managers felt that an insufficient number of ambulance calls results in an erosion of skills of their licensed personnel and a decline in interest and morale which, in turn, leads to job dissatisfaction and the rapid turnover of personnel.

These concerns are also consistent with the data summarized, i.e., 43.5 percent of volunteers stated that too few ambulance calls negatively affected their satisfaction with their EMS job and 42.7 percent identified having a heavier workload (or more ambulance calls) as a factor that would improve their EMS job satisfaction.

Implications

Because volunteers say that altruistic factors initially attracted them to the EMS field, recruitment efforts could be more successful by emphasizing those aspects of EMS work. For example, ongoing recruitment programs and print media, such

as posters, could emphasize altruistic factors and de-emphasize other factors, such as the excitement of EMS. EMS workers who expect to experience continuous excitement are likely to experience "rust-out." EMS managers must carefully and accurately orient applicants about their prospective roles and responsibilities as volunteer EMS workers.

Recruitment and retention are closely interrelated. Recruitment of volunteers whose expectations and motives match the reality of EMS work are more likely to find their work satisfying and are more likely to continue in their positions. Attracting volunteers who are motivated to work because of these altruistic reasons may, therefore, result in increased retention, thus addressing the rapid turnover in the volunteer agencies.

Although a more careful screening of volunteers to assess reasons for attraction to EMS work may result in a smaller pool, agencies could benefit from increased retention, reduced turnover and less training time allocated a continuous influx of new volunteers.

Volunteers indicated that pay and reimbursement for EMS training and continuing education would increase their level of job satisfaction. While several of the volunteer EMS agencies interviewed did provide some level of reimbursement for their volunteers, a closer look at this benefit may be in order by all EMS managers.

One former EMS volunteer offered this comment: "Next time you need an ambulance, remember your life is in the hands of a minimum wage employee . . . he must love his job . . . there's sure no recognition in it." Other EMS volunteers indicated their desire for more recognition from their EMS agency administration and more voice in matters that pertain to their EMS job.

While volunteers were more satisfied with the support and leadership provided by their EMS agency managers than were paid EMS personnel, these factors are areas that could be examined by all agencies as an area to enhance workers' satisfaction. Many EMS workers emphasized the lack of respect and recognition they received from ER staff in the area hospitals. This seems to be an area where much could be done through more effective communication and coordination of the key actors in the EMS arena. Other EMS personnel said they felt they weren't appreciated by the public and their efforts went unrecognized.

Finally, volunteers indicated that their

expectations of EMS work were different from what was actually encountered. Death and, in particular, death of children, were cited by volunteers as negative factors which were downplayed in their training. Nearly half of the volunteers felt that EMS training programs had failed to adequately address this important area.

EMS training programs should address these inconsistencies by a concentrated effort by EMT instructors to define more clearly the role of the EMS worker in the non-medical aspects of the job and to assist in coping with the stresses resulting from performing their duties. The inclusion of more psychological factors in EMS training programs will give the student a more accurate picture of what to expect "on the streets."

EMS personnel said they needed more training in knowing how to address the emotional issues of the patient and the family. By making the EMS volunteers' expectations more consistent with the realities that they will actually face, the retention of volunteers in these EMS agencies should improve, resulting in better quality pre-hospital emergency medical care for everyone concerned.

Methodology

This study was conducted by The University of Michigan-Flint and was funded by a grant from the Community Foundation of Greater Flint. The population studied included all 635 licensed EMS personnel with a mailing address in Genesee County. The Emergency Medical Services Division of the Michigan Department of Public Health provided mailing labels. A questionnaire was developed including demographic items, specific reasons for the respondent's initial attraction to EMS, level of satisfaction with the EMS job, administrative and clinical factors that affect EMS job satisfaction, EMS job improvement factors and respondent's expectations of their EMS job. A cover letter explaining the purpose of the study was mailed with the questionnaire. Two weeks later, a follow-up postcard reminder was sent to all 635 EMS personnel thanking them for their participation in the study.

Of their 635 questionnaires that were mailed to licensed EMS personnel residing in Genesee County, 202 were completed and returned for an overall response rate of 31.8%.

The questionnaire data was supplemented with interviews of the EMS managers of all six volunteer agencies in the county.

WHO IS IN CONTROL OF YOUR COMMUNITY?

By Terence H. Dunn, Ph.D.

Who is in control in your community? Do you know those who are referred to as the "movers and shakers"? Which individuals get things accomplished? Whom do people respond to when asked to do something?

Who are these people, and better yet, are any of them related to your organization?

In any community in the nation, there is a relatively small group of individuals who make up what is called the "community power structure." These individuals will probably have one or more of the following attributes: influence, affluence, social status, leadership or power.

■ **Influence.** Individuals with influence know people, they have plenty of contacts, they can open many doors, and they usually get things accomplished.

■ **Affluence.** Individuals with affluence have the money. When they speak, others

listen because money talks.

■ **Social status.** Individuals with social status perhaps are part of a family that first settled the area. They may live in the estate on the hill, by the river or near the lake. They belong to the best social clubs, maybe drive a big limousine and own the biggest yacht on the bay.

■ **Leadership.** Individuals with demonstrated leadership are always involved. They are heading this drive or that campaign. They serve on city committees or county task forces. They work hard; and better yet, they get things accomplished!

■ **Power.** Individuals with power obtain it in many different ways. Perhaps they have been the city mayor for the past 20 years. Maybe they manage or own the largest corporation in this part of the state, or maybe they are the biggest property owner in the county. Whatever it is, they have power, and when they choose to use it, it usually works!

To be a part of the community power structure, an individual may not necessarily possess all of these attributes. However, usually he or she will have at least two of them; and in many instances, three or four.

Why Is All This Important?

Ask a question: Why is it important to know about the community power structure?

Terence H. Dunn is an Extension specialist-volunteerism and assistant professor with the Center for Volunteer Development at Virginia Polytechnic Institute and State University. He has served as executive director of the American Humanics' programs at High Point College and Colorado State University, as well as in capacities professionally with the Boy Scouts of America.

The answer is simple. Most organizations want to get things accomplished. They want a board of directors who will work hard and reach the organization's goals. As a force in the community, they want to influence the lives of people with the greatest possible impact.

To accomplish these and many other important goals, the best community leadership must be involved. Of course, another "social club" or an elitist board of directors is not desired; but what is needed are individuals who can have an impact on community decision-making, open doors for resources, recruit key leadership for the annual campaign, and cut through red tape.

Currently there may be individuals related to the organization who are interested, they want to *do good*, they care; but they just may not have the ability, the *clout*, to get the job done. Members of the community power structure do have the clout that can get the job done, and they are important to the organization and especially its board of directors.

How Are These Individuals Located?

How are members of the community power structure identified? This is not an easy question to answer, but it is not an unsurmountable task. Two different approaches can apply:

■ **Association approach.** The association approach is a method for identifying individuals who make up the community power structure by discovering where they are currently active. This is accomplished by obtaining printed lists of local leadership. Such lists include: corporate annual reports, community resource booklets, membership rosters, organization newsletters, etc. Most of these materials are available for the asking from local sources such as the chamber of commerce. Information obtained should identify individuals who occupy the following community positions:

- Corporate Managers/Executives
- Business Boards of Directors
- Bank Presidents
- Bank Boards of Directors
- Community Agency Board Members
- City Politicians
- County Politicians
- Local Judges
- Key Government Employees
- Country Club Members
- Social Club Membership
- Yacht Club Members
- Service Club Leaders

- School Board Members
- School Officials
- Trade Association Leaders
- Union Leaders
- Professional Association Leaders
- Religious Institution Leaders
- United Way Board Members
- Retired Politicians
- Fraternal Organization Leaders

With this information, develop a card file of individuals currently involved in the community. Make one card for each person, and when the name of an individual is repeated, simply list his or her job or position on the card.

When all individuals have a card and all cards are complete, assign a point value to each job or position. Create a point system, but think in terms that being a bank president is worth more points than being on the bank board, etc.

After the point values have been assigned, add up the total point value for each individual. The individual with the greatest number of points becomes number one, and everyone else follows in number value order, largest to the smallest. Using this method, it can be determined who the top ten "movers and shakers" are in the community, or for that matter, the top 20, 30 or more.

One of the disadvantages of this approach is that inactive individuals with power are difficult to identify. These individuals may have "retired" from active community service, but they may have maintained their input with regard to community decision-making. The "interview approach" should assist in overcoming this disadvantage.

■ **Interview approach.** To employ the interview approach, actually go out and ask someone who the top ten or so most influential individuals are in the community. The key to this approach is to ask individuals who "ought to know," not just anyone who happens to be convenient.

The following is a list of individuals, by job position, with whom to consider making an appointment to inquire about local "movers and shakers":

- Chief of Police
- Mayor
- City Manager
- County Administrator
- Chamber of Commerce Manager
- Superintendent of Schools
- College President
- Hospital Administrator
- Newspaper Publisher
- United Way Director
- Chief Judge

- Corporate Plant Manager
- State Representative
- Fire Chief
- Congressman
- Postmaster
- Bank President
- County Sheriff

After obtaining the top ten individuals from each person interviewed, simply add up how many times an individual's name was mentioned. The person mentioned the greatest number of times is number one and so forth down the line.

As with the association approach, a disadvantage exists. There may be individuals who may be "retired" from active community involvement; and because of this, they may not be good potential active members for an organization due to age, poor health, etc. They may be willing, however, to provide continual counsel, list themselves on an advisory board or serve as an honorary campaign chairperson.

A spinoff of all this work is a listing of potential leaders for your board of directors, annual campaign and other activities and programs for the future. The question is asked many times about where to locate leadership. This is one of the answers.

When your work is complete, not only will you have the top ten members of your community power structure identified, but you also probably will have a file of as many as 200 to 400 individuals in the community who are already demonstrating leadership! In addition, both of these approaches can be tailored to varying communities or sub-communities, regardless of size, ethnic or racial makeup.

Final Note

With all of the data accumulated, there is a need to remember that it should be kept confidential. It is for a specific use. Do not post it! Do not publish it! Do not pass out copies at board meetings! Keep it confidential!

Remember that most people probably do not like having their names on lists. Some get mad if their name is on the list, and others get mad if their name is not on the list. Also, when you conducted the interviews with key individuals, the information they provided probably was given on a confidential basis.

Now that you have identified the members of the community power structure, it is time to go out and get some of them recruited. It will not be an easy task, but at least now the membership and nominations committees can target the recruitment approach!

RE-ENTRY THROUGH VOLUNTEERING:

The Best Jobs That Money Can't Buy

By Esther O'Donald

Update your experience and resume, gain new skills while helping the community. Call for an interview for these and OTHER volunteer opportunities . . .

When Ellen Johnson answered the help wanted ad for a volunteer clerical assistant, she didn't know what an impact one telephone call could have on her life! Recently divorced and the mother of two grown children, Ellen suddenly found herself trying to make her way back into the workforce after an absence of almost 20 years. Answering one newspaper ad after another, she tried to land an entry-level clerical position, only to find that her skills were outdated and that employers were not interested in hiring a 57-year-old woman with no recent experience.

After six months of volunteering, Johnson is now a secretary with a growing educational software company.

Frank Bates spent 11 years as a maintenance worker until a painful back injury forced him to consider a less strenuous

career. His vocational rehabilitation counselor suggested volunteering to build up his stamina and give him a chance to try out his newly learned skills in a less competitive setting.

Almost one year later, Frank has a civil service position as an account clerk, monitoring the purchase of maintenance supplies for a local government agency.

The old adage, "If you can type, you can always find a job" just doesn't ring true any more. Today's employers looking for clerical workers want more than just word processing skills. They want EXPERIENCE—and what better way to gain that experience than through volunteering! But don't think that re-entry volunteering stops at clerical work. There are teachers, health care professionals, craftsmen and others who are finding their way back to work as well. Any marketable skills can be strengthened and brought up to date in a well-structured volunteer setting.

Working with Re-entry Volunteers (REVs)

All re-entry volunteers, whatever their field, are looking for new opportunities. Before they've called you or come in for their initial interview, these volunteers already have decided to take an active part in their own success stories. Many have gone back to school for additional training before trying to find work and now, armed with new skills, lack the confidence to take the next step.

If you ask your REV why she has decided to volunteer, she will probably say she is looking for one or all of the following:

- The opportunity to build new skills or refresh skills she already has
- A chance to meet new people
- A position where she can prove her worth, to you and to herself
- An opportunity to receive credit for her work and to realize that she can make a meaningful contribution
- The chance to feel that she is part of a team effort

Working effectively with re-entry volunteers means identifying and understanding their special needs. More than half of all re-entry volunteers have been through one or more recent traumatic events in their lives. Divorce or other loss of a spouse or child, accident or illness, any sudden reversal of financial or emotional security, can send an individual back to work. Even if finances are not the issue, there is an excellent probability that your new volunteer is in great need of added self-esteem and confidence.

Are you able to offer your volunteer flexibility in her work schedule? She may be dealing with transportation or childcare problems that require her to adjust her schedule at a moment's notice. Can you offer transportation assistance (free bus passes, etc.) in case of an emergency?

Chances are, your REV needs to be able to talk out the issues that have brought her to this point in her life. Ongo-

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ing conversation which might, under other circumstances, be considered disruptive in an office setting, is essential to the volunteer's development. It is important to address this need in developing an appropriate volunteer placement.

Re-entry volunteers bring with them all the fears that are part of their new life. In many instances, this will be evident only as the volunteer begins to feel "at home" in the placement. It is very possible that you may never see the fear. Rest assured that *it is there!* A nurturing, supportive environment will go a long way in easing the transition back to work.

Starting Up a Re-entry Program

Before beginning your re-entry program, you will need to determine your level of involvement by evaluating how much time and energy you are willing to commit. Your program may be as fundamental as simply understanding and being sensitive to the volunteer's needs or as complex as developing a formal, comprehensive program, complete with workshops and job placement assistance.

Every REV position must have a clear job description/plan for achievement. The job description should clearly state:

- The position title (your REV will need this later for her resume)
- Name and position of the person to whom REV will report
- Skills required before starting the placement
- Minimum performance standards (realistic standards based on workforce expectations)
- Hours required/amount of flexibility available
- Length of commitment (in weeks or months, keeping in mind that the goal is to push the volunteer out of the nest)
- Level of autonomy. (Will the volunteer make decisions and will you back the decisions she makes?)
- What specific training will be provided
- What will be the volunteer's tangible reward on completion? (Important: certificate, job placement assistance or ???)

As you develop positions that are specifically geared to re-entry workers, ask yourself:

1. Has a volunteer succeeded in this position before? If not, you will need to make sure that your expectations are reasonable and that success is really possible. Ideally, the position will allow for a series of regular (daily or weekly) identifiable successes.

2. What type of REV motivation best

VOLUNTEER INITIATIVE PROGRAM RE-ENTRY PLAN

The Volunteer Initiative Program, which provides volunteers to the Santa Cruz County (CA) government, follows the plan outlined below in orienting its re-entry volunteers.

1. INFORMATIONAL APPOINTMENT

- Identify current goals.
- Find appropriate volunteer placement.
 1. Interview with potential supervisor.
 2. Accept placement, sign contract.

2. FIRST WORKSHOP (approx. 2 weeks after placement begins)

- "Finding a Job/Career You'll Love"
- "The Need for Accurate Self-Assessment"
- Homework: Read and complete first section of packet: Job Awareness and Development. (Packet includes skill and interest evaluation, goal setting exercises, discussion of work values, preliminary job search planning, elementary time management.)

3. SECOND WORKSHOP (approx. 1 week later)

- Review homework assignment.
- Reassess goals.
- Evaluate plan to attain goals.
- Discuss types of resumes.
- Homework: Read and complete second section of packet: Techniques and Strategies of Job Seeking Skills. (These materials include assistance in writing effective resumes, tips on completing job applications, surviving job interviews.)

4. THIRD WORKSHOP (approx. 1 week later)

- Prepare resume.
- Discuss interview skills.
- Homework: List possible employment to meet job objective; review balance of packet materials: Skill Enrichment Through Volunteer Participation. (Materials include information on succeeding as a volunteer, listening skills, additional topics specific to the individual situation.)

5. FOURTH WORKSHOP (approx. 1 week later)

- Review materials.
- Plan job seeking strategy.
- Homework: Begin search, prepare information for report back.

6. FIFTH WORKSHOP (2 weeks later—repeated as necessary)

- Review job search.
- Evaluate.
- Additional assistance as needed.
- Homework: Continuation of job search.

suits this position? Will the position allow the volunteer to *earn* increasing responsibility? Is the position oriented to technical skills or socialization? Recognizing the potential in the placement is the first step to a great match.

3. What technical skills will REV build in this position? Every re-entry position should build specific skills. If you cannot

identify precisely what skills will be acquired, proper placement is unlikely. Develop a list of skills relevant to each position to help you determine if the REV is progressing toward her goals. Keep this checklist in the volunteer's file and review it at regular intervals with the volunteer.

4. What social skills will REV gain by successfully completing this job? For

some volunteers, acquisition of social skills may be just as important as learning to operate a computer. For example, if your REV is a young mother who hasn't worked in four or five years, her first priority may well be to regain her interpersonal communication skills.

5. Who is the appropriate buddy or trainer? Assigning a staff member to work one-on-one with your REV greatly increases the probability of success. Don't be afraid to switch trainers if your first match isn't effective. You may want to change trainers regularly as the volunteer's responsibilities increase.

6. What is the next level REV can attain? Earning increased responsibility will help your volunteer see the progress she is making. Honest feedback about her successes will do a great deal to increase your REV's self-esteem and will help her to view her abilities more objectively.

7. How will this position challenge the volunteer? Challenges are necessary to test your volunteer's abilities. If no challenge exists, determine what duties can be added to build in meaningful growth opportunities.

8. Will REV be expected to handle crisis situations? This question must be addressed *before* a re-entry volunteer is placed. The volunteer may already be handling more than her share of crises every time she enters her home.

9. When finished with this placement, will REV be ready for paid employment? This is often the most difficult question to answer honestly. Your REV may need encouragement to seek counseling and/or additional educational opportunities. Occasionally a change in tasks is all that's needed to prepare the volunteer for work.

10. Is paid (or other volunteer) staff prepared to help REV succeed? Each staff member is an integral part of your "re-entry team" and should be well prepared to work with the new volunteer before the placement begins. While it is not necessary to share details of the REV's personal situation, general training in your agency's re-entry plan should prepare staff to be of assistance and enlist their commitment to the success of the program.

Recruiting: The Next Step

Re-entry volunteer recruiting can be summed up in one four-letter word: MORE! The *more* variety in the positions available, the *more* assistance you give the job seeker, the *more* information you provide about your services—the *more*

GUIDE TO GOAL-SETTING FOR RE-ENTRY VOLUNTEERS

Everyone has a different set of priorities—different values that are important in making your life happy and complete. Some of your neighbor's values may be similar to yours, but others would be completely opposite. The priorities you decide on for your life should be important enough for you to build a goal around.

Think about your everyday activities. Which ones are most important to you? They might include things like spending more time with the kids, raising your income, exercising, or taking a long-awaited vacation. The activities that are the most important to you are the things that you will want to spend most of your time trying to fulfill. It may be that part-time or temporary employment would best meet your needs.

As you complete the following statements, think about the underlying meanings of your answers. You may want to repeat this exercise again in six months if you are currently in a transitional stage of your life.

1. I enjoy the time I spend alone when I _____

2. I spend the majority of my day _____

3. I feel most relaxed when _____

4. If I didn't have to worry about money, I would _____

5. I expend the greatest part of my energy _____

6. I waste my energy most often by _____

7. When I am tired or depressed, I recharge my battery by _____

8. To me, success means _____

9. The one thing that would make me feel more successful is _____

10. The aspect I most enjoyed about my past jobs was _____

11. To get what I want out of life, I am willing to sacrifice _____

Looking back on your statements above, ask yourself what the priorities are in your life at this time. Think of whatever you feel is important to you now, and write it down.

Consider your priorities and rank them from 1 to 10 according to their importance to you (1 being most important).

List these priorities by rank in the space below. To the right of each, indicate the last action you took toward this priority.

Priorities	Action Taken
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____
6. _____	_____
7. _____	_____
8. _____	_____
9. _____	_____
10. _____	_____

It is important that your priorities harmonize with the goals you set or you will become frustrated. List three or more characteristics which should be present in the position you are seeking to ensure that you will be happy in the job.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

volunteers you'll have eager to participate.

Word of mouth from happy re-entry volunteers is, of course, your best advertisement. After that, the following aids have proven themselves time and time again:

■ **Help wanted classifieds** are an excellent place to begin as you are targeting the exact market you want to reach. Often, a re-entry candidate will scan the help wanted section in the daily newspaper to determine what skills are needed before actually applying for a position. By establishing a regular pattern of advertising (first Sunday of each month, every other weekend, every Sunday, etc.), volunteers will quickly learn to look for your ads. Sunday and Monday editions will probably bring you the largest return for your dollar.

■ **Display advertising** attracts "professional" re-entry candidates: college graduates with degrees ranging from Advertising to Zoology. If you have a special project that requires a high-level volunteer, by all means try this approach.

■ Contact **local career and vocational rehabilitation counselors** to discuss your re-entry program. You may want to provide them with regular updates about specific positions for which you are recruiting, including time commitment and skill-building opportunities.

■ Send this same information to **agencies serving special needs**, such as community service organizations and independent living centers for the disabled. These groups may want to see proof of your success before referring their clients to you for assistance.

■ **Colleges and universities** frequently have re-entry programs of their own and can refer many motivated volunteers. **Private business schools** can provide excellent candidates with newly learned skills. Depending on the structure of their programs, a REV position might be an acceptable replacement for some of the students' required lab time. Most schools will be happy to post a listing of your available positions.

■ Even the simplest, photocopied **recruitment flyers** posted on community bulletin boards in laundromats and grocery stores throughout your community will bring good results.

Developing a re-entry volunteer program is perhaps one of the most complete forms of volunteer recognition imaginable. You won't think about that, though. As soon as your first re-entry volunteer leaves for paid employment, you'll be ready to start the cycle all over again.

THE BEST JOBS MONEY CAN'T BUY!

As a VIP Volunteer, you'll —

- Participate in SC Co. government
- Update your resume with recent job-related experience
- Improve your job-search with our unique reentry program.
- Enjoy Meaningful, personalized volunteer opportunities.

*Become a Volunteer Initiative Program
Volunteer!*



CALL
425-2316

*A program of the Volunteer Center of SC County.
Supported by the Board of Supervisors*

A sample of the display and classified advertising the VIP re-entry program found most successful.



The logo of the Volunteer Initiative Program's re-entry program, developed by a young mother of three who volunteered in preparation for paid employment as a graphic artist. The program specifically asked for a design that would be "friendly" and non-threatening to even the most fragile REV.



Getting a good job
starts with
DOING A GOOD JOB!

We Can Help!

Gain job skills by
volunteering for the County

For more information, call

425-2316

Volunteer Initiative Program

Sample of a re-entry recruitment flyer produced from Print Shop software.

STOP

PLAYING GAMES WITH YOUR FUTURE!

Classified

Employment	SECRETARY	SALES ASSISTANT
TECHNICIANS: We are seeking individuals who are interested in a career in the technical field. They need good communication skills and a strong sense of responsibility.	CREATIVITY We are seeking individuals who are creative and have a strong sense of responsibility. They need good communication skills and a strong sense of responsibility.	SALES ASSISTANT We are seeking individuals who are interested in a career in the sales field. They need good communication skills and a strong sense of responsibility.
CONSTRUCTION We are seeking individuals who are interested in a career in the construction field. They need good communication skills and a strong sense of responsibility.	UP TO \$8.25 We are seeking individuals who are interested in a career in the retail field. They need good communication skills and a strong sense of responsibility.	SCHOOL PRINCIPAL We are seeking individuals who are interested in a career in the education field. They need good communication skills and a strong sense of responsibility.
JEWELRY We are seeking individuals who are interested in a career in the jewelry field. They need good communication skills and a strong sense of responsibility.	RESTAURANT We are seeking individuals who are interested in a career in the restaurant field. They need good communication skills and a strong sense of responsibility.	

GETTING a Good Job Starts with DOING a Good Job!

A re-entry brochure developed by a REV graphic artist.

As I See It

(Continued from page 2)

Unlike the 1989 French Bicentennial planners, the Commission decided against producing a \$67 million extravaganza. Instead, we aimed "to foster among the people . . . a just appreciation and a clearer understanding of their constitutional heritage."

This difficult task—to mobilize both private and public agencies—produced remarkable results. As just a few examples:

- Despite the absence of federal grants, federal agencies, the states and 2,500 local governments created Bicentennial organizations to design and carry out an array of programs. Early leaders included the National Endowment for the Humanities, which awarded \$24 million to Constitutional research, media and library projects. The U.S. Park Service presented Constitutional musicals and themes to millions of park visitors. In addition to showing the Constitution itself, the Archives had excellent exhibits. The Defense Department educated enlistees about the Constitution they swear to defend.
- Many interdisciplinary conferences, which involved community leaders, were held. The research, conferences and the periodical *This Constitution* of Project '87, created by the American Political Science and Historical Associations, were notable. Many association conferences had constitutional themes. Thousands of religious congregations and dinner clubs heard presentations about the Constitution.
- Disney World made the Constitution the theme of its fifteenth birthday with speeches to about 5,000 journalists (perhaps the largest number ever gathered) by Nick Daniloff in his first appearance after release from a Soviet prison, Disney President Frank Wells and Chairman Warren E. Burger, who also held a press conference.
- About 13 million copies of the Constitution were distributed by the Commission, Phillips Petroleum, Citibank and others.
- American Express and others, including Ryder, funded a tour of a remarkable exhibit, including the Magna Carta and a late draft of the Constitution, to 100 cities in 26 states.
- From the West steps of the Capitol, ABC telecast live a 40-minute celebration on September 16, 1987 with educational speeches by our top leaders. Funded by Xerox and RJR Nabisco, this event attracted 125,000 people.
- The Advertising Council worked with the Commission to produce engaging ads, for which television, radio and periodicals gave an estimated \$35 million of free time and space.
- General Mills placed 15 vignettes on 100 million cereal boxes.
- McDonalds printed four artistic tray mats with history and quizzes; Marriott's Roy Rogers also made mats.
- Merrill Lynch contributed \$6 million to help finance state ratification commemorations, Philadelphia events and an American Bar Association television series.

Commission Chairman Burger's goal of "a history and civics lesson" for all of us led him to give speeches to such educational groups as the Elementary School Principals Association, the National Council for the Social Studies, and the American Federation of Teachers. The Commission was advised by a volunteer committee, representing major educational organizations, chaired by Elliot Richardson.

The Commission sent hundreds of thousands of packets to schools. A high school writing competition on "How the Separation of Powers Helps Make the Constitution Work" was co-sponsored by *USA Today*. They prepared a special section of interesting news stories about the original convention and contemporary constitutional issues and distributed it to half a million young people.

Most significant for the educational goal, the Center for Civic Education and the Commission teamed to undertake a near impossible task—to revolutionize pre-university education about the Constitution. A six-week curriculum was prepared on the ideas and history that went into the Constitution, its writing, the establishment of the government and fundamental rights and responsibilities.

Through sales and Congressional funding of ten classroom sets for model teachers in each Congressional District, half a million students took the course in 1987-88. A study of the Educational Testing Service showed markedly greater understanding of the Constitution among students who used these materials than among other students. With the production and donation of simplified materials for middle and elementary schools, more than 1.8 million students studied the material in 1988-89.

Enrollments will exceed 2 million this coming year. A high school national competition is conducted that requires presentations by every student in a class with cross-examination. One law professor commented that these high schoolers knew more about the Constitution than his law students. The Disney Channel has shown the vitality of the students' interest in the Constitution at the National Competition several times. Former Secretary of Education Ted Bell says he is not aware of any curricular innovation in our history that has spread that widely so rapidly.

Government agencies tend to regard volunteer efforts as uncontrolled and unreliable or as rivals rather than as allies. The Commission, however, comprising leaders of experience and imagination, saw volunteer efforts as the only way to succeed. All 23 members were uncompensated.

The program is implemented in every Congressional District through a network of volunteers. The value of personal contributions and school materials, time and facilities multiplies, by about ten times, the impact of the \$8.5 million appropriated by Congress thus far.

Effect of Bicentennial Experience on Volunteer Leaders

What effect did the Bicentennial have on volunteers? I sent

questionnaires to particularly active state, local, educational and private association Bicentennial leaders around the country.⁶ One third, 482, responded to a single mailing. Many of these people were invited to these positions by state and local officials without resources or support. About half reported that certain negative images had increased.

	decreased	increased or reinforced
My belief that our system of government sometimes operates poorly.	38	62
My discouragement because of the difficulty of raising volunteer support.	53	47
My belief that it is difficult to interest people in the Constitution.	51	49

Despite this frustration, their experience with the Constitution led to increased love for it. Following are some assertions with the percentage of respondents who said the Commemoration increased or reinforced them in that regard:

My commitment to support the Constitution	99
My commitment to learn more about the Constitution	97
My commitment to teach family, friends and other about the Constitution	97

A majority of these respondents chose “strongly” to describe the increase or reinforcement of these commitments, and most wanted a national effort “each year to fill Constitution Week” with media features and programs.

The one third of the recipients that responded to this survey gave a ringing endorsement to the importance of history. Asked “On a scale of 1 (unimportant) to 10 (essential), how important in assuring continuous protections of personal freedoms is it for citizens to understand (a) the origins, founding and history of our Constitution?” 62 percent rated it 10. By contrast, on (b) “Current judicial interpretations of the Constitution?” only 47 percent rated 10.

About half rated history and current interpretations equally. Of the rest, twice as many gave the higher rating to history rather than current interpretations. This was not a “conservative” group who tended to exalt the Founding. These respondents, heavily appointed by local and state officeholders, identified themselves as slightly more liberal and Democratic than the country as a whole. Furthermore, a telephone survey of 22 respondents indicated that Bicentennial activities had strengthened their views in each of six questions. The only question, however, in which every respondent indicated a strengthening or reinforcement was the importance of the “origins, founding and history of the Constitution.” The majority believed they would have given it a lower rating, 5.8, had there been no Bicentennial. Their actual rating was a 70 percent increase over how they think they would have rated history had they not experienced the Bicentennial.

This group of Bicentennial leaders believed that a free economy and political system are integrally related. They believed that “free enterprise and the rights of private proper-

ty are critically important both for political freedom as well as for prosperity” (93-7); also, “the U.S. Constitution was very important to the development of an inventive, creative nation with rapid economic growth” (96-4).

An intriguing finding was that the respondents split 50-50 on whether “The ‘free exercise’ of religion allows religious groups to seek to enact into law their public policy views without violating the Constitutional clause against ‘an establishment of religion.’” The educators responded negatively by 58 to 42 percent. The rest of the respondents, state and

Volunteers internalize the subject being promoted. The commitment to supporting and teaching about the Constitution that derived from involvement with its commemoration was extraordinary. This is one of the least recognized aspects of volunteer programs. Well constructed, they may convert sympathetic bystanders into persuasive advocates.

local Bicentennial leaders and private (largely nonprofit) leaders were in agreement by 53 to 47 percent.

Many in this survey, particularly educators, had a remarkable conclusion that would make unconstitutional Black churches’ struggles for civil rights legislation, and various church groups’ efforts to outlaw the death penalty or win legislation to help infants or the handicapped. Such a position would allow every group from drug dealers to the organized greedy to have the Constitutional right of legislative advocacy, but religious groups that believe they aim to better society would be prohibited from legislative advocacy.

Lessons Learned from the Voluntary Initiatives

What lessons came from the voluntary initiatives that produced the lasting “Miracle at Philadelphia” and its commemoration?

First, undaunted initiative is alive and well. Innumerable stories of people creating their own ways to honor the Constitution inspired us—Cheryl Niro had the Constitution read to thousands during lunch hour at Daley Square, Chicago; Jeanie Piazza-Zuniga produced a puppet show on the Founders and entertained some 20,000 children in Miami schools; and James Algernon Johnson, of London, Arkansas, became the first person to fly to all 48 contiguous states in a single trip and spoke about the Constitution throughout.

Second, though productive, volunteer programs are difficult to manage. Effective promotion of these programs requires personnel as different from normal government functionaries as entrepreneurs are from bookkeepers. They must be imaginative, skilled in working with groups in a non-

threatening way, and knowledgeable (in this case about the Constitution and the varied appropriate ways it can be commemorated). They must have patience and staying power. They must be able to persuade people and generate enthusiasm, design assignments that are important but doable, and follow up with frequent personal encouragement.

Third, when volunteering calls for celebration more than celebration, volunteers internalize the subject being promoted. The commitment to supporting and teaching about the Constitution that derived from involvement with its commemoration was extraordinary. This is one of the least recognized aspects of volunteer programs. Well constructed, they may convert sympathetic bystanders into persuasive advocates.

Fourth, maintenance of freedom should be a top priority. People need reminders that freedom is a rare gem—one that is easily crushed by the grinding force of a mortar striking a pestle. Freedom produces a cascade of creativity and benefits, but once lost is costly—or impossible—to regain.

Fifth, freedom brings a multitude of problems that only the free people can resolve. In contrast, a dictator's will can focus enormous force on a problem. Many of us were angry over deaths caused by drunk drivers, which dwarfs the number of Vietnam War deaths, but we turned a corner when Candy Lightner originated Mothers Against Drunk Driving to honor her victimized daughter.

Direction for the Future

For freedom to succeed, opinion leaders must urge responsible values and behavior by example and precept, particularly in the following five areas:

One. Let us recognize the conditions of freedom. Since the United States has the longest period of expanding freedom with popular sovereignty, this suggests the importance of dispersing power among independent branches of government, the states, and private organizations, such as a free press. This allows public and private checks to stop abuses of power.

Two. Another direction from the Founders is to anticipate the future. In defending their actions, they referred to their posterity and future generations. They saw their creation changing history.

Three. As Tocqueville said, our first duty is to “educate democracy.” A remarkable Bicentennial initiative united such disparate people as the National Association of Evangelicals and their frequent critic, People for the American Way, along with Gerald Ford and Jimmy Carter. The document, *Education for Democracy*, was signed by 150 leaders. It urged moving beyond the self-condemnation of the Vietnam era and called for a curriculum that would extol democracy as “the worthiest form of government ever conceived.” They recognized that “any number of popular curriculum materials deprecate the open preference for liberal democratic values as ‘ethnocentric.’” Scornful of value-free education, they declared, “It is hardly necessary to be neutral in regard to freedom over bondage, or the rule of law over the rule of the mob.”⁷

Four. We must nurture the unique American willingness to serve others. We must cultivate these qualities in an on-coming generation that is decreasingly trained in them. Yet youth seek practical ideals. They need to understand the reasoning of the Founders that we can only survive through

widespread public virtue—which they can exemplify. There is an appeal to President George Bush's insistence that “from now on in America, any definition of a successful life must include serving others.”

Peter Drucker's forthcoming book on volunteerism is just one example of new literature available on the freshly discovered voluntary sector. Over 20 universities have set up teaching and research programs about the independent sector.

We must nurture the unique American willingness to serve others. We must cultivate these qualities in an on-coming generation that is decreasingly trained in them. Yet youth seek practical ideals. They need to understand that we can only survive through widespread public virtue—which they can exemplify.

Last year, around \$87 billion was contributed by individuals to charitable organizations. This amounts to 2.1 percent of household income. INDEPENDENT SECTOR's “Give Five” program urges all people to contribute five percent of their income and five hours a week. William J. Byron, S.J., president of Catholic University, suggested, tongue in cheek, that by adding the two fives together, this could be a modern interpretation of tithing. If achieved, this could produce another \$116 billion and 45 billion hours of volunteer time. Even if much less were achieved it could vastly help people.

Five. Religious faith should be perceived as an ally in nurturing the same type of volunteerism that created, developed and commemorated this nation's founding. Since some people judge religion on the basis of a particular doctrine, policy or evangelistic style, this broader concept of religion needs elaboration.

The Founders widely believed that the public virtue essential for the survival of the republic would derive largely from religious faith. This is documented in scholarly works such as *Religion In American Public Life*, published by the Brookings Institution, and Richard Vetterli and Gary Bryner's *In Search of the Republic*. In George Washington's *Farewell Address* he declared, “Of all the dispositions and habits, which lead to political prosperity, religion and morality are indispensable supports.”⁸ Madison declared that a “belief in a God all Powerful wise and good is . . . essential to the moral order of the world and to . . . happiness . . .”⁹ Benjamin Franklin believed most people need religion “to restrain them from Vice, to support their Virtue . . . until it becomes habitual.”¹⁰ Even Founders who were dubious about organized religion believed they would be held accountable for their acts by a divine system of rewards and punishments in an afterlife.¹¹

Could their wisdom be irrelevant for today's problems which may exceed our early ones? Arianna Stassinopoulous,

former president of the Cambridge Union, concluded, "The relegation of religion and spirituality to the irrational has been one of the most tragic perversions of the great achievements of Western Rationality, and the main reason for the disintegration of Western Culture."¹²

Contemporary survey research demonstrates the validity of the Founders' belief that religious people would likely take their civic duty seriously. A study on American values by Connecticut Mutual Life concludes that the 45 million "intensely religious" Americans are likely "to vote often and to become highly involved in their local communities."¹³ George Gallup found that the highly spiritually committed rank high in being "very happy," in placing importance on family life, and in being more tolerant of persons of different races and religions. They are also concerned about the betterment of society. Forty-six percent of the highly spiritually committed say they are presently working among the poor, the infirm, and the elderly—almost twice as high as the uncommitted.¹⁴

My survey indicates that the value of personal contributions other than time estimated to have been given to the Bicentennial was on average 85 percent higher for respondents for whom religion is "very important" than those for whom religion was "not very important." Estimates of hours contributed to the Bicentennial were also 14 percent higher for religious than nonreligious respondents.

Conclusion

Volunteerism is exemplified by George Washington, the launching of whose Presidency we commemorate this year. To create a free nation, he served as Commander-in-Chief of the Continental Army, foregoing, in advance, any compensation. For the benefit of America he rebuked proposals that he become king. Washington served as chairman of the Constitutional Convention without compensation. He also refused a salary as President.

America faces herculean challenges, but all is not lost. Washington's example still informs America. International polling shows that Americans stand out in doing volunteer work, in valuing science, in saying that a "feeling of accomplishment" is the most important aspect of their work, in religious faith, in confidence in their institutions, and in pride in their country—80 percent of Americans compared with 38 percent of Europeans.¹⁵

Let us keep Washington's image bright. Let us exemplify and teach others to cherish our Constitution and the free system it undergirds, to carry out the responsibilities that will sustain it, to gain the joys of giving of our selves to help others, so that "We the People" are solving some of the most difficult problems we have ever faced. Only this prescription can counter corrosive greed and cynicism. Our individual challenges are of lesser magnitude than George Washington's, but as he changed history, so can each of us make a difference.

NOTES

¹ As quoted in Richard Vetterli and Gary Bryner, *In Search of the Republic: Public Virtue and the Roots of American Government* (Totowa, New Jersey: Rowman and Littlefield, 1987), 77.

² John J. Patrick, Richard C. Remy and Mary Jane Turner, *Education on the Constitution in Secondary Schools: Teaching Strategies and Materials for the Bicentennial and Beyond* (Bloomington, Indiana: ERIC Clearinghouse for Social Studies/Social Science Education, 1986), 4-7.

³ Chester E. Finn, Jr. and Diane Ravitch, "Survey Results: U.S. 17-year-olds Know Shockingly Little about History and Literature," *The American School Board Journal* (Oct. 1987): 31-33.

⁴ Center for Civic Education, *Preliminary Report on High School Students' Knowledge and Understanding of the History and Principles of the United States Constitution and Bill of Rights* (Calabasas, California: Center for Civic Education, 1987) executive summary.

⁵ The Hearst Corporation, *The American Public's Knowledge of the U.S. Constitution: A National Survey of Public Awareness and Personal Opinion* (New York: The Hearst Corporation, 1987) 12.

⁶ The original six-page questionnaire was sent to four groups: state Bicentennial leaders, local Bicentennial leaders, educational Bicentennial leaders and leaders of private (largely nonprofit) organizations that undertook Bicentennial projects on top of their regular work. All leaders with general responsibility as well as leaders who were among the more accomplished were selected. For example, state leaders were asked to identify some of the more active communities in their states, and their Designated Bicentennial Community Chairmen were sent questionnaires. It was thought that people who were among the more active would be more likely to fill out the questionnaire and would have more significant experience on which to make comments.

⁷ American Federation of Teachers, *The Educational Excellence Network, and Freedom House, Education for Democracy: A Statement of Principles* (Washington, D.C.: American Federation of Teachers, 1987) 7, 10, 12. See also Barbara Vobejda, "Teaching of Democratic Values Urged," *Washington Post* 20 May 1987.

⁸ George de Huszar, et al., *Basic American Documents* (Ames, Iowa: Littlefield, Adams, 1953) 2: 108-9, as cited in R. Vetterli and G. Bryner *In Search of the Republic* 69.

⁹ Galliard Hunt, ed., *The Writings of James Madison* (New York: G.P. Putnam, 1902) 9: 230, as cited in R. Vetterli and G. Bryner, *In Search of the Republic* 69. See also Irving Brant, *James Madison: The Virginia Revolutionist* (Indianapolis: Bobbs-Merrill, 1941) 1: 118-20.

¹⁰ Albert Henry Smyth, ed., *The Writings of Benjamin Franklin* (New York: Haskell, 1970) 9: 521-22, as cited in R. Vetterli and G. Bryner, *In Search of the Republic* 69.

¹¹ Thomas Jefferson, though anticlerical, declared his own belief in "one only God" who is "all perfect," and "that there is a future state of rewards and punishments." Found in A.A. Lipscomb and E.A. Bergh, eds., *The Writings of Thomas Jefferson* (Washington, D.C.: Jefferson Memorial Association, 1903-4) 15: 384-85, as cited in R. Vetterli and G. Bryner, *In Search of the Republic* 102. Similarly Benjamin Franklin stated, "I never doubted . . . the existence of the Deity; that he made the world and govern'd it by his Providence; . . . that our souls are immortal; and that all crime will be punished, and virtue rewarded either here or hereafter." Found in Benjamin Franklin, *Autobiography* (New York: G.P. Putnam, n.d.) 186, as cited in A. James Reichley, *Religion in American Public Life* (Washington, D.C.: The Brookings Institution, 1985) 102.

¹² Arianna Stassinopoulous, "The Inflation of Politics and the Disintegration of Culture," *Imprimis* 7.3 (1978): 5.

¹³ Connecticut Mutual Life Insurance Company, *The Connecticut Mutual Life Report on American Values in the '80s: The Impact of Belief* (Hartford, Connecticut: Connecticut Mutual Life Insurance Company, 1981) 7.

¹⁴ George Gallup, Jr., "Religion in America," *The Annals of the American Academy of Political and Social Science* 480 (July 1985): 169-70.

¹⁵ Ben J. Wattenberg, "The Attitudes Behind American Exceptionalism," *U.S. News & World Report* 7 Aug. 1989: 25.

Appreciation is expressed to the Woodrow Wilson International Center for Scholars for a Guest Scholarship permitting time to reflect on this subject, to Geneva Steel for support to survey lay Bicentennial leaders, to Dr. Susan Eberley of the Brigham Young Sociology Department for computerizing the analysis of the questionnaire responses, and to Calvin Harper, Ariel Clark, John Armstrong, and Ben Amini for assistance with the survey and research.

Tool Box

Volunteer Readership 1990. VOLUNTEER—The National Center. 1111 N. 19th St., Suite 500, Arlington, VA 22209, (703) 276-0542. 16 pp. Free.

VOLUNTEER's annual catalog of books, videos and audiotapes on topics of keen interest to the volunteer field. This edition carries more than 30 new selections, organized under the following headings: applying volunteering, managing organizations, marketing/fundraising/fund management, board development and personal development. A separate catalog of volunteer recognition items will follow in early 1990.

Simple Acts of Kindness: Volunteering in the Age of AIDS. United Hospital Fund, 55 Fifth Avenue, New York, NY 10003-4392 (ATTN: Publications Program), (212) 645-2500. 1989. 122 pp. \$5.00 + \$2.50 shipping. Bulk rates available.

Provides first-hand accounts by volunteers who have worked with people with AIDS and presents detailed presentations of model volunteer programs. "Many readers should be inspired by this book to join the growing ranks of volunteers."

The Good Heart Book: A Guide to Volunteering. David Driver. The Noble Press, Inc., 111 E. Chestnut, Suite 48A, Chicago, IL 60611, (312) 642-1168. 1989. 290 pp. \$18.95.

The Good Heart Book contains a step-by-step plan for becoming an effective volunteer; overviews of seven major social problems; dozens of profiles of volunteers, agency professionals and volunteer programs; and a selected directory of local and national human care agencies. Recognizing that many books on volunteering are written for the volunteer administrator, the author directed this one at the "would-be volunteer, the enthusiastic novice, and the dedicated veteran [volunteer]."

Reaching Out: School-Based Community Service Programs. National Crime Prevention Council, 733 15th St., NW, Suite 540, Washington, DC 20005, (202) 393-7141. 1988. 109 pp. \$15. Bulk rates available.

A how-to book on setting up a community service program for students, *Reaching Out* explains what it takes to be a program advocate based on interviews with those who have done it, states the issues to be addressed in gathering community and school system support, and puts the options (mandatory or voluntary, credit or non-credit, during or outside school hours) into a useful decision-making framework. It profiles 33 current programs in various school settings—urban, suburban, small town—run by faculty, students or staff; with aims ranging from straight service (240 hours requirement for graduation) to totally voluntary activities. Also includes forms that can be photocopied and an exercise for students to develop ideas about the kinds of work they would like to do.

Kids Today Don't Think About Anyone But Themselves . . . and A Lot of Other People. Poster. National Crime Prevention Council, 733 15th St., NW, Suite 540, Washington, DC 20005, (202) 393-7141. 18" x 22". \$2.50 each (min. order 2). Bulk rates available.

This colorful poster (bright pink, jade green and purple) is based on a teen's award-winning design and is illustrated with sketches of teens tutoring younger children, helping senior citizens, removing graffiti and building housing.

The Third America: The Emergence of the Nonprofit Sector in the United States. Michael O'Neill. Jossey-Bass Inc., Publishers, P.O. Box 44305, San Francisco, CA 94144-4305. 1989. 182 pp. \$22.95.

Part of the publisher's Nonprofit Sector Series, *The Third America* identifies and explores the major nonprofit sectors—religion, private education and research, arts, social services, health care and others—and describes the concerns, trends, funding issues, policy questions and historical development of each.



To have your resource listed, send information to VAL Tool Box Editor at VOLUNTEER.

The Future of the Nonprofit Sector. Virginia A. Hodgkinson, Richard W. Lyman and Associates. Jossey-Bass Inc., Publishers, P.O. Box 44305, San Francisco, CA 94144-4305. 1989. 481 pp. \$35.00.

Sponsored by INDEPENDENT SECTOR, this new book addresses such questions as Who—if not the government—should pay for the many vital services nonprofits provide? Should all nonprofits be granted tax-exempt status—in spite of the increasing reliance of many on user fees? How can a nonprofit in 1989 obtain funding for services to the needy? Divided into seven parts, the book covers changing roles and responsibilities of nonprofits, commercialization, trends, future directions and more.

Disclosure of Information by Tax-Exempt Organizations—IT'S THE LAW. INDEPENDENT SECTOR, 1828 L Street, NW, Washington, DC 20036, (202) 223-8100. 1989. \$3.00.

As of January 1, 1989, all public charities have been required to make available to the public specific tax return information. This guide for volunteer and staff of nonprofits describes the new legal requirements. With guidance from the Internal Revenue Service, IS developed this booklet to help nonprofits understand how to comply with this new requirement. It outlines what must be included in the disclosure process; presents guidelines regarding method, place and time of the document inspection; and outlines penalties for noncompliance.

Government Assistance Almanac 1989-90. Foggy Bottom Publications and Omnigraphics, Inc., Penobscot Building, Detroit, MI 48226, (800) 234-1340 or (313) 961-1340. 759 pp. 1989. \$55 + \$2 shipping. Brochure available.

Newly revised edition of the “no. 1 guide to government benefits”—all 1,117 federal financial and other domestic assistance programs. Also features a 130-page user-friendly subject index, approximately 4,000 federal addresses and phone numbers, tables showing funding for the last four federal fiscal years, and a how-to-apply chapter.

Nonprofit Organizations and the FY1990 Federal Budget. INDEPENDENT SECTOR, 1828 L Street, NW, Washington, DC 20036, (202) 223-8100. 1989. Free.

This report addresses the question, “Will private giving be able to compensate for this decline” [in federal spending for social services]? The growth in private giving between 1982 and 1987 was only enough to make up for about 22 percent of the reductions in federal spending and the growth rate of private giving is slowing, in large measure because of changes in the 1986 Tax Act that had negative impacts on contributions.

Routes into the Mainstream: Career Choices of Women and Minorities. Sue E. Berryman. National Center for Research in Vocational Education, Ohio State University, Publications Office, Box N, 1960 Kenny Road, Columbus, OH 43210-1090, (800) 848-4815 or (614) 486-3655. 1988. 11 pp. \$2.75.

This paper examines the joint implications of several studies conducted over the past three years on occupational choices of women and minorities. Also addresses a number of questions concerning occupational decision-making.

Building Productive Teams. Glenn H. Varney. Jossey-Bass Inc., Publishers, P.O. Box 44305, San Francisco, CA 94144-4305. 1989. 142 pp. \$20.95.

Part of the Jossey-Bass Management Series, this new book provides practical step-by-step guidance on how to improve teamwork and so increase the efficiency and productivity of groups within any organization. Also offers in-depth advice for effectively managing teams, showing how to recognize symptoms of unproductive teams, plan for team improvement, advance team member relations, and clarify a team's role and goals.

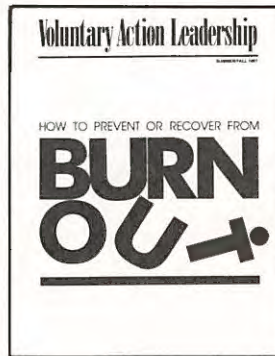
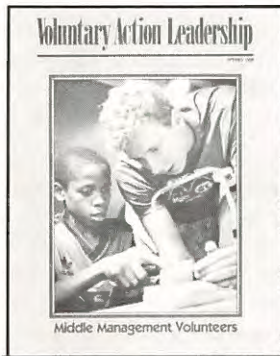
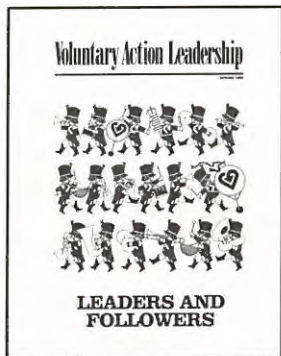
Directory of Building and Equipment Grants. Research Grant Guides. Dept. 3A, PO Box 4970, Margate, FL 33063, (305) 753-1754. 1989. \$28.50 + \$3.00 handling.

The *Directory* lists 538 funding sources for equipment, building and renovation grants, providing extensive profiles on foundations, corporations, federal programs and associations. Also includes six informative essays on grantsmanship and a special feature to help nonprofits secure funding for computers and free computer software. Listings are by area of service such as arts/humanities, community funds, disabled, education, elderly, health services, hospitals, medical research, mental health, minorities, recreation, religion, science, scientific equipment, social welfare, universities, youth programs.

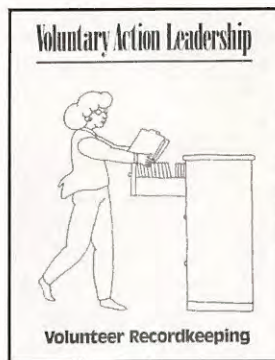
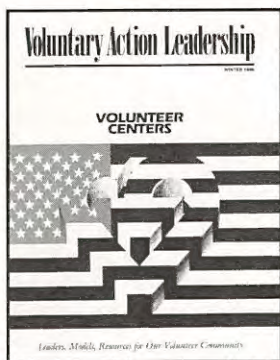
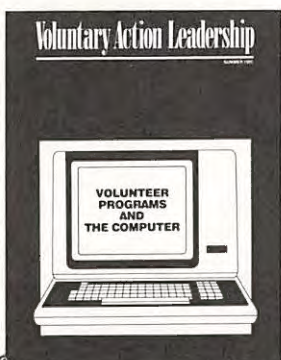
The Article Source Directory. Professional Speakers Marketing Group, 4280 Quapaw Ave, San Diego, CA 92117, (619) 274-3744. September 1989. 32 pp. Free.

A list of more than 250 articles by 27 speakers and/or authors who are experts on assorted business and personal development topics. Articles are listed alphabetically by topic and title, with a brief description and word count. The directory also lists authors' names, addresses and phone numbers for contacting with article requests. Topics: Career and Self-Marketing, Communications, Human Relations, Image, Management, Marketing, Negotiation, Planning and Strategy, Sales and Sales Management, Self-Development, Self-Improvement, Self-Management, Time Management, Women's Issues and more.

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Calendar

- Nov. 5-10 **Boulder, CO: Volunteer Management Program Third Level Workshop**
The 42nd national conference for volunteer administrators sponsored by the University of Colorado, this creative and unusual learning experience features a faculty of Marlene Wilson, Michael King, Arlene Schindler and Elaine Yarbrough and four subject tracks: Creative Problem Solving, Managing Conflict, Marketing Magic for Volunteer Programs and Training Trainers. (Next Second Level: February 19-23, 1990; First Level: July 9-13, 1990.)
Fees: \$285-\$300 for course; \$219-\$339 for lodging at The College Inn Conference Ctr.
Contact: Office of Conference Services, Campus Box 454, University of Colorado at Boulder, CO 80309-0454, (303) 492-5151.
- 1990**
- Jan. 8-12 **St. Petersburg Beach, FL: National Conference on Foster Care for Children and Youth Service Providers**
This third annual conference will address the theme, "The Foster Care Professional: Confronting the Challenge of 1990 . . . and Beyond." Displays and 48 workshops are planned for foster parents, managers and direct service workers in the field of foster care. CEUs can be obtained from Eastern Michigan University.
Contact: Vicki Yaney, Conference Coordinator, 10100 Elida Road, Delphos, OH 45833, 1-800-532-7239.
- Feb. 5-8 **Washington, DC: National Council for International Visitors National Conference**
"Challenge, Change, and Partnership in the New World Community" is the theme of this ninth triennial meeting, which will feature an issues symposium, workshops for information sharing and audience participation, skill-building clinics, internationally and nationally distinguished guest speakers, embassy receptions, visits to Capitol Hill, USIA, AID and program agencies.
Contact: Mary Seng, NCIV Conference Coordinator, 1623 Belmont St., NW, Washington, DC 20009, 1-800-523-8101 or (202) 939-5579.
- April 5-6 **Rochester, NY: National Compeer Training Conference**
This conference is intended to generate interest in establishing a Compeer-type program in local communities with start-up information and ongoing program management procedures. Compeer is a cost-effective program, which matches community volunteers in one-to-one friendship relationships with children and adults who are recovering from mental illness as an adjunct to their therapy.
Contact: Bernice Skirboll, Executive Director, Compeer, Inc., Monroe Square, Suite B-1, 259 Monroe Avenue, Rochester, NY 14607, (716) 546-8280.
- April 22-28 **Nationwide: National Volunteer Week**
Sponsored by VOLUNTEER—The National Center.
- June 24-27 **San Diego, CA: The 1990 National VOLUNTEER Conference**
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