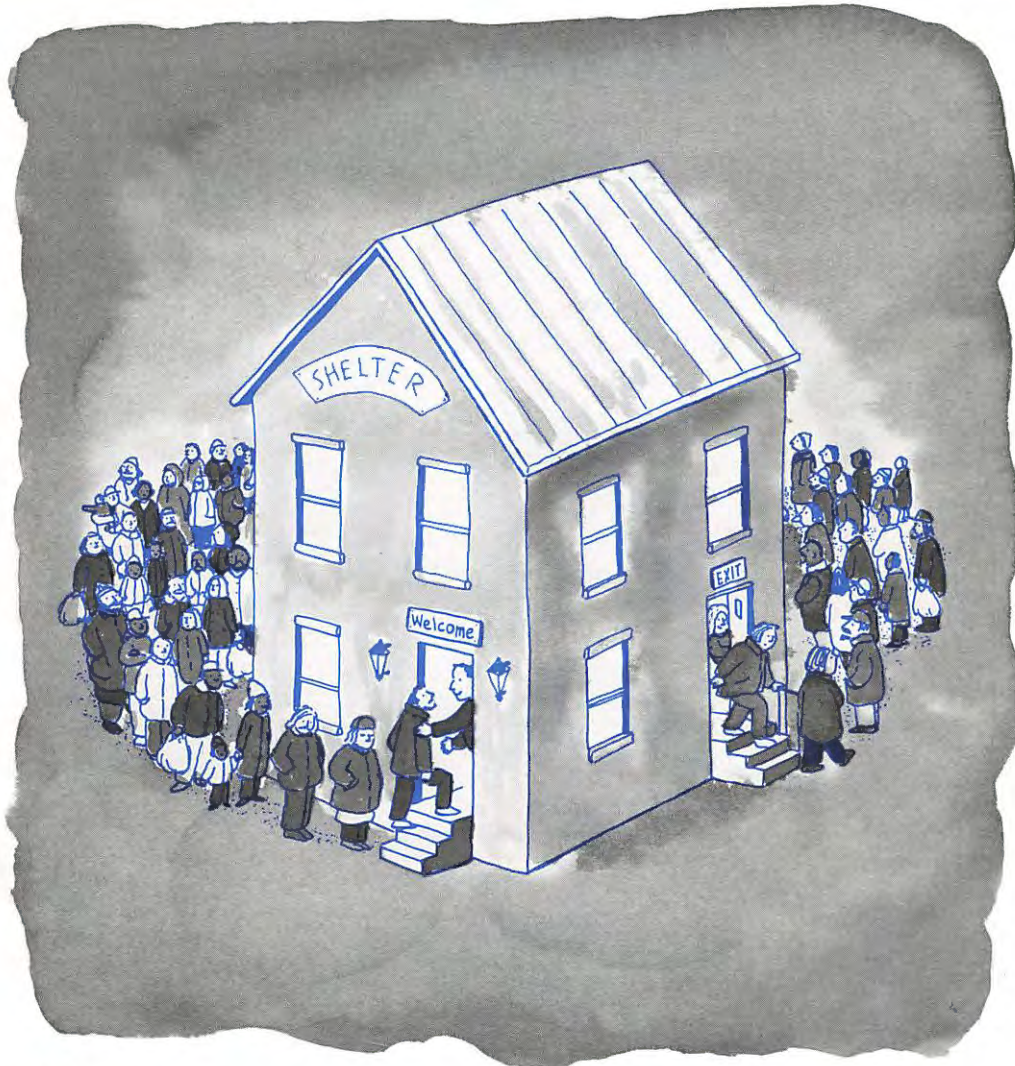


Leadership

formerly
Voluntary Action
Leadership magazine

JAN-MAR
1993



First in a Series

The Homeless and The Caring

Changes, Changes: Our New *Leadership* Magazine

A Volunteer's View: Advice to Administrators

Leadership Issues for the '90s

Leadership

Formerly
Voluntary Action Leadership

January-March 1993

Published by The Points of Light Foundation

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

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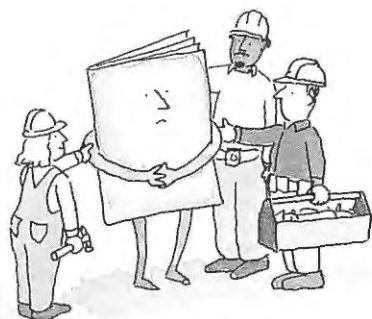
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Changes, Changes



Change is in the air. The voters asked for it November 3. Business follows it into the world's remotest regions. Perhaps the greatest compliment one can get these days is to be known as a "change agent."

Here in The Points of Light Foundation communications department we're not big earth-shakers, but we do like changes that make things better. And it seemed to us that with a new editor, Maury Flagg, on board, it was a good time to spiff up *Voluntary Action Leadership* a little. Well, maybe a little more than a little.

As you see from this issue, we've reformatted the magazine, hoping to make your reading easier, more pleasant, more interesting. (Previous editor Brenda Hanlon is now concentrating on the magazine's production.) We've also modified the magazine's name to *Leadership*, focusing in on the topic we're all about. It's a generic word, so it's no problem that others may be using it, too.

We hope you like our new look and name. We also hope you will want your organization's news and comment on experience to appear in *Leadership*. Send both to the *Leadership* editor at the Foundation's address: 736 Jackson Pl., NW, Washington DC 20503. Don't sit there and tell yourself they wouldn't be interested in what us little folks are doing out here; send it and let us be the judge. And no need to be fancy: jot it on the back of an old envelope (remember Lincoln at Gettysburg) or whatever, just so it's legible and says how we can get in touch with you.

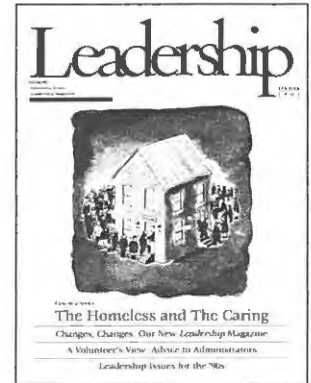
Query us first on articles that will take a significant piece of your time to develop (editor's direct phone is 703-525-6576).

Always welcome: your thoughts about and suggestions for *Leadership*.

Barbara L. Lohman
Vice President, Communications

Survey Results

VAL Readers Like How-Tos, Have Wide Wish List



A postcard response survey conducted early last year garnered 134 responses, 87 percent of them from volunteer administrators.

If this sample can be extrapolated to the full *Leadership* readership, here's what it says:

Sixty-two percent of the respondents work for nonprofit organizations, 19 percent for volunteer centers, 16 percent for government agencies.

Forty-seven percent were 1- to 3-year subscribers, 25 percent had subscribed for more than 5 years, 20 percent were 4- to 5-year subscribers, 8 percent were new subscribers.

Sixty percent said the magazine section they read first is how-to feature articles. Fifteen percent read Voluntary Action News first.

Sections considered most valuable were how-to features and communications. Considered least valuable by respondents was the Tool Box section. But no section was a bust, as the cumulative rankings reveal.

In a potential range of 1.00 (highest) to 9.38, the lowest score was 2.69. Ranking in order from 2.04 to 2.59 were Voluntary Action News, Research, Advocacy and As I See It.

An incredible 96 percent of respondents said they save back issues, 67 percent of these with no limit on how long they keep them. (We didn't ask whether, once in a file cabinet, they ever come out again.)

Ninety-seven percent of respondents said they copy specific articles and share them with colleagues, 65 percent of these occasionally and 28 percent regularly.

Of the 74 percent who said they conduct any type of volunteer management training, 66 percent said they use copies of LEADERSHIP articles as handouts.

Asked if a change in publication schedule would be useful, 54 percent would like the magazine to appear bimonthly, while 28 percent opted for monthly. Ten percent preferred the present quarterly.

Specific management subjects suggested for coverage in upcoming issues included: Job-sharing; agency readiness; off-site volunteers; dealing with a difficult volunteer; marketing minority volunteers; more public relations materials, including humorous quotes.

Also: marketing to upper management; systems to record volunteer hours in unstructured environments; how to write monthly newsletters; conflict management.

Also: low-cost recognition; volunteer management as a profession; demographic/futuring issues; university involvement; team-building; training staff to deal effectively with volunteers.

Also: organizing and delivering a management system geared to volunteers; problem-solving; court-referred volunteers; career mobility; short-term volunteer issues.

Also: corporate recruitment; government volunteer administration; handling people with disabilities in volunteer jobs; motivating and retaining board members; managing youth volunteers.

Also: supervising staff who supervise volunteers; finding, care and feeding of male volunteers; how to terminate a volunteer; developing group short-term volunteer opportunities.

(Anyone who wants to take a whack at any of these excellent topics, let us know.)

Among suggestions for regular coverage were: a legislative update; innovative volunteer programs; horizon trends; topics for volunteer speakers; what little guys do; supervision notes; volunteer recognition ideas; training ideas; self-care for managers; information management; keeping statistics; keeping a sense of humor in the workplace; best of the national conference for those who can't afford to attend; a Dear Abby-like ask-them column; Volunteer Center success stories; clip art. ■

Points of View

The Need and We Continue On

President-elect Bill Clinton has made it clear that community service, volunteerism and partnership between the public and private sectors are critical ingredients in rebuilding America. They are every American's concern.

Marshalling human resources to help alleviate serious social problems and strengthen the American community is the specific purpose for which the nonpartisan Points of Light Foundation was founded two and a half years ago.

Established by private citizens, the Foundation mobilizes nonprofit and business leaders to engage others in volunteer efforts to solve social problems at the community level. Through its 1991 merger with the National VOLUNTEER Center, the Foundation has access to a nationwide system of 400 experienced local community volunteer organizations which support local leaders in the development of community service projects and the recruitment of volunteers. Complementing the volunteer center effort are some 60 local corporate volunteer councils that work with 1,200 businesses to promote community service.

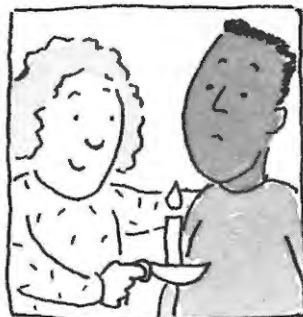
There is no other national organization dedicated to tapping the "people power" of the private sector through such national-local synergy. At a time of unprecedented social ills, the Foundation's broad-based approach has much to recommend it as a complement to the work that government and other organizations in the private voluntary sector can and must do to meet social need.

Working with national partners, the Foundation has launched major initiatives to improve the readiness of nonprofit organizations to recruit and deploy more volunteers (including youth), to promote youth leadership for community service, and to multiply the number of businesses with effective employee community service programs. The Foundation has also worked to improve public understanding of community service through an award-winning media campaign under the auspices of The Advertising Council.

The Foundation looks forward to working with President Clinton in defining the leadership role he feels is most appropriate in sustaining Presidential leadership for America's Community Service movement. Part of that leadership, we hope, will be the President's continued association with the President's community service leadership awards, a program organized by the Foundation in cooperation with the White House and ACTION. The program is now entering its twelfth year and represents the highest honor the nation can bestow for community service excellence of achievement.

J. Richard Munro
Chairman of Board

Richard F. Schubert
President & CEO



Leadership Issues for the '90s

By Gail Moore

While preparing for a recent leadership workshop, I found myself reflecting on the challenges facing voluntary sector leaders in this final decade of the 20th century. Executive directors, volunteer administrators and leadership volunteers are the pivotal people dealing with the leadership issues impacting the future of our organizations. I believe that five leadership challenges have particular significance for us as we move towards the year 2000.

1. Leadership that is visionary

Several excellent publications in recent years have enhanced our understanding of leadership. Stephen Covey's books, *7 Habits of Highly Effective People* and *Principle-Centered Leadership*, Kouzes and Posner's *The Leadership Challenge*, John Carver's *Boards That Make a Difference* and the recent series of articles on extraordinary organizations published by *Nonprofit World* all provide thoughtful insights into this important topic. These perspectives have influenced my own beliefs about personal and organizational leadership.

Visionary leadership is essential to attract and maintain commitment on the part of staff, volunteers, clients and funders. While the trend is clearly to shorter term volunteers and staff, research suggests that organizational excellence results from sustained commitment at the top. This leads to competence, consistency and continuity.

What are we doing, then, to attract visionary people? Is our mission itself visionary and driving our activities? Is there a comprehensive plan in place to reach that vision? Are we on the cutting edge of our particular sector of service? It is interesting to note the very positive response to Carver's view of board

leadership in which he espouses the notion that the board's primary role should be to articulate a vision for the organization and determine the code of ethics or standards of behavior by which the organization's staff and volunteers should work towards that vision.

To provide visionary leadership requires that we not only dream dreams, but achieve them. To do this we must encourage others to share our dream. Leadership today must go beyond the traditional management theory of directing and controlling. People respond to a vision when leaders encourage member initiative, judgment and personal contribution.

2. Inclusiveness

A significant leadership issue for the voluntary sector is our ability to be inclusive rather than exclusive. In his keynote address to the 1989 AVA International Conference in Washington, D.C., Stephen Lewis

proposed that "issues and causes in the 90's must reflect the changed cultural and ethnic fabric of our land. Otherwise, the volunteer movement will be increasingly insular and narrow... organizations which rely on the traditional catchment area will be limited in their scope and relevance. In the last ten years of the 20th century the quality of leadership which will be most honored is that which sees the volunteer movement as being empowered to effect social change."

Our ability to welcome cultural diversity and be responsive to people with diverse needs will be a measure of our leadership role. An important step will be the evolution of boards and committees to more accurately reflect our changed demographics. Of special consideration for many organizations is the importance of encouraging the involvement and support of people beyond those directly affected by the specific cause.



HE DEFINITELY HAS LEADERSHIP QUALITIES
BUT I THINK HE LACKS VISION.

3. Collaboration

We are in a time of limited and even decreasing financial and human resources. The sad result of this reality is ever increasing competition and turf protecting in the sector. The leadership challenge for us is to turn that response around and make these current financial realities a window of opportunity to collaborate our efforts with other organizations sharing common goals. Collaborations with similar organizations at the local level, policy-makers at state and national levels, as well as government are some of the options open to us.

As leaders we should be initiating and seeking out collaborative efforts rather than waiting for government and other funders to require us to do so on their terms. In addition to joint service ventures and global issues meriting collective advocacy, alliances with groups such as national service clubs and community-based coalitions offer exciting opportunities to attain mutually supportive goals... In addition to service and religious groups, there are especially exciting possibilities today for building collaborative partnerships with business and industry.

4. Quality Service

While the buzz word in business and industry seems to be quality service, my observation is that for many this emphasis is given lip service only. Nevertheless, we have reached a point in our society where consumers insist on quality service or simply take their business elsewhere. Loyalty to products and services lasts only as long as consumer satisfaction. The voluntary sector is no different. Today clients and consumers are not only demanding services that meet their needs but also have higher expectations about the quality of the services delivered.

The issue for us as leaders will be to ensure that our organizations are focused on the needs of patients, clients and consumers and that service is built on a true respect for all people served. This means rising above the bureaucracy of our organizations and not being so rule bound that we discourage initiative, an element so crucial to being truly responsive. Staff and volunteers need the freedom to be flexible and creative, focusing on responding to real needs with quality service.

5. Supportive organizational environment

A supportive organizational environment recognizes and supports individuals as key members of the team. By building trust we develop a climate that encourages creativity and innovation, both important ingredients for individual and organizational success.

We can no longer afford an adversarial relationship between board and staff or a hierarchical staffing structure that is autocratic in nature. The day has gone when staff can simply assign the "joe jobs" to volunteers or when senior volunteers can "dump" on the staff person. The time has come for an honest acknowledgment of the skills and talents that volunteers and staff at all levels bring to furthering the mission of the organization. Building volunteer/staff partnerships through the candid discussion of expectations

and systems that encourage active listening and supportive feedback are important components in creating this environment. We empower others when we ourselves model respect for individual differences, nurture people's potential, encourage risk-taking and celebrate small successes.

A tall task? Maybe so. By making a commitment to action, however, it is possible to take the first small steps in addressing these issues. Those who step up to today's leadership challenges will go far in shaping the future and ensuring that we reach our dreams for the years ahead.

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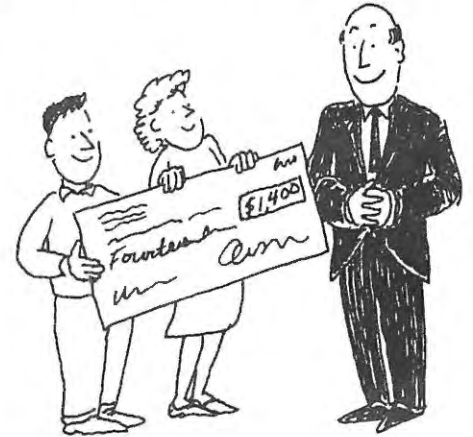
Communities as Places of Learning

By Chuck J. Supple

The critical need to improve U.S. education has reached a level of national awareness and action that could change significantly the structure of our schools and the manner in which we teach our youth well into the next century.

This represents a tremendous opportunity to affect the future of American education, including involving all students in community service. In order to take advantage of this opportunity, a strong case must be made for how youth service can positively impact education reform.

There is great risk that youth service will remain on the margins as an extracurricular activity, such as athletics and drama, as reform unfolds over the next few years. As an extracurricular activity, service generally involves students who are



already inclined to volunteer and often are the more academically able.

There also is the potential that school districts increasingly will seek to prepare students for citizenship through service mandates. Mandates present an often unmeetable challenge for schools to develop opportunities which not only allow students to accumulate the requisite number of performance hours but also provide the greatest learning experiences.

Impacts of Change

The world has changed during the past two decades. The base of our

Chuck J. Supple is Vice President, Youth Engaged in Service, at The Points of Light Foundation.



that generally cannot be acquired through classroom and textbook exercises alone.

Evidence suggests that this type of learning has the potential to contribute significantly to the personal and social development and the academic performance of young people. By serving others, a student's self-esteem and self-confidence is increased; social skills and values are developed such as the ability to work well with others, appreciate people from different backgrounds, and understand civic responsibility and democratic participation. Academic achievement and acquisition of higher order skills also may increase when students apply skills and knowledge gained in the classroom to real world problems through their service work.

A forceful case must be made that student community service is not something added on once enthusiasm has been reformed and schools restructured, but is an essential element in achieving those ends. All audiences in education reform, including teachers, administrators, parents, business, policy makers, and young people, must be convinced that this concept addresses a number of their concerns for education.

Service as Part of Education

The Points of Light Foundation is aggressively advocating community service for students through its Communities as Places of Learning program. The Foundation is working toward the overall goal that by 1995, youth engaged in community service as part of their regular education will have become the cutting edge in education reform. Education, business, and nonprofit leaders will be either actively promoting or interested in learning more about this exciting educational approach.

The program's strategy is divided into three components—building support, developing capacity, and creating local partnerships. Initial communication activities to a broad audience of stakeholders in education at national and state levels will help generate interest and support, creating receptivity

for further communications about the results of our local partnerships and a fertile ground for experimentation and replication. Over the first year, capacity building activities will be focused specifically on developing the ability of Volunteer Centers to assist nonprofit and public agencies to create educational service opportunities for young people. Over the course of three years, the Foundation will establish local places of learning partnerships which build on local reform initiatives by helping communities with creating and supporting opportunities for youth participation and schools in linking the community learning to the classroom.

Service Learning

"Service learning" is the term used to describe the type of youth service which yields the greatest educational benefits. Service-learning placements for youth in community organizations such as hospitals, homeless shelters, and senior citizen homes, require skillful development in order for students to derive these benefits.

Essential to the program's strategy is developing an intermediary role for an agency in the community to work with nonprofit and public agencies in creating opportunities for student participation which complement the school's effort to link service with the classroom. In addition, this agency should have the ability to recruit and train community volunteers who can assist schools and agencies in working with students in this unique learning environment.

The intermediary role will be developed in selected agencies from the Foundation's network of nearly 400 Volunteer Centers throughout the

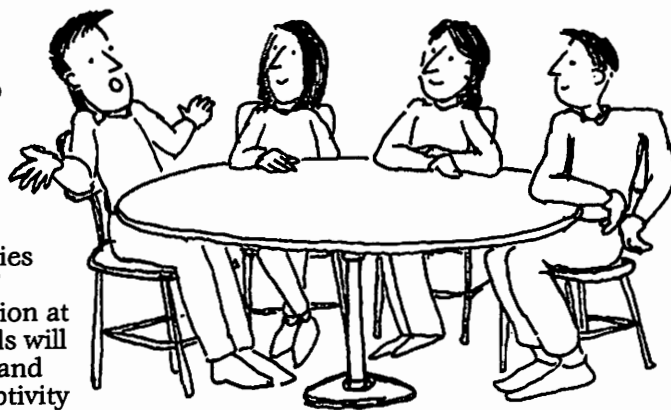
economy has shifted from industrial to service oriented, creating demand for skills and abilities not readily provided by traditional education. The largely homogeneous classrooms of the past are now filled with young people representing a diversity of ethnic and cultural backgrounds. Business leaders are coming to the realization that our schools today must develop a student's ability to solve problems, integrate and apply knowledge, and work cooperatively with others to achieve goals, in addition to equipping them with the traditional basics.

The relevance of today's education continues to be questioned. The increasing numbers of high school dropouts and those who graduate inadequately educated would indicate that a large percentage of youth find little meaning in what schools have to offer. And some wonder if students who already excel in the basic subject matter are being sold short by the lack of opportunity to develop "higher order" skills valued by business. With the limited horizon inherent in a return to the basics, perhaps youth service is much more than a beneficial adjunct to reform, but actually offers a way to redefine it.

Service Becomes Essential

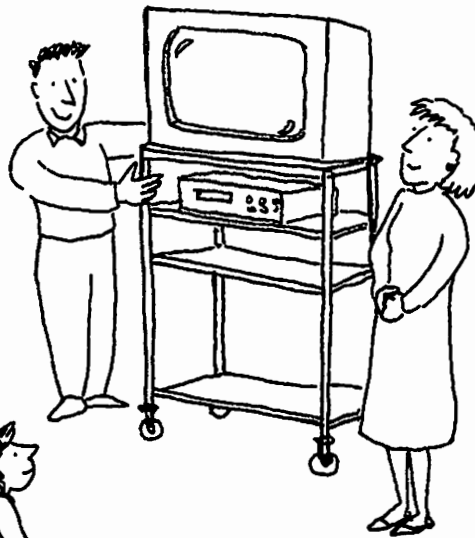
In this ambitious context, service is not a desired outcome in and of itself, but becomes essential to what is being learned. It provides a purposeful framework for education, a greatly needed opportunity for students to discover the relevance of what they learn by applying it to very real concerns within their community.

Students not only find meaning and significance in their studies, but also develop new skills and abilities



country. The decades of experience in placing volunteers in community agencies which these Centers represent form the basis upon which the program will build their central role in supporting youth service as a part of education.

The Points of Light Foundation is



organizing, and fund-raising activities will take place over the current school year, and actual implementation will begin in the fall of 1993. The William and Flora Hewlett Foundation has provided support for planning and organizing places of learning partnerships in California.

Through this ambitious effort, and with the work of many other organizations in the community



creating a training program for Volunteer Centers to utilize in developing the capacity of community agencies to provide service learning opportunities for youth and to benefit from the involvement of adult volunteers and business in support of youth participation.

Representatives of Centers with exemplary youth service programs and businesses with education-related employee volunteer programs, service learning experts, educators, nonprofit and public agency volunteer coordinators from throughout the nation will assist with the creation of this "state of the art" training. In particular, the training program will be an essential tool for the Volunteer Centers participating in the places of learning partnerships. The Luke B. Hancock Foundation has provided financial support for this component,

as has the Johnson Foundation through its Wingspread facilities.

The Foundation also is supporting full-time Youth Engaged in Service (YES) Ambassadors in nine states (see story). The role of these recent college graduates is to provide training to youth on leadership and service learning skills. The leadership training will allow young people to play active roles in local service initiatives.

The Ambassadors also will recruit and train college students to assist students and teachers in developing service learning activities. The Ambassadors will assist the selected partnerships and prepare youth to be full participants. In addition, Ambassadors will be trained in delivering the community agency training program and will assist Volunteer Centers with its implementation.

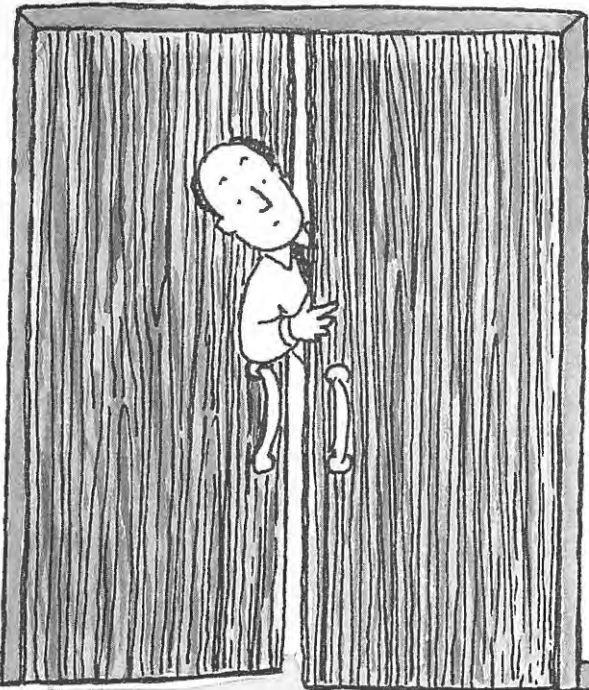


Local Partnerships

The Foundation will create local community and school partnerships which will bring the concept of communities as places of learning to education reform and its potential for improving education, as well as the role of Volunteer Centers in support of these outcomes. Planning,

service arena, communities of the future will become truly places of learning where citizens and institutions will actively involve young people in addressing social problems, and these experiences will become core values in their education. ■

OFFICE OF THE EXECUTIVE ADMINISTRATOR



A Volunteer's View

Advice to Administrators: Get Out of Your Office

By Rianna M. Williams

You should observe and know first hand what goes on in your entire establishment. Not what is supposed to be going on, but what is actually going on. You might periodically work in areas not easy to observe.

Know your staff. Periodically sit down with each privately and discuss his or her job. Find out what the volunteer head and the volunteers are actually doing. Ask for suggestions and observations. FOLLOW UP.

Pay extra attention to what any full-time volunteer has to say. And listen well to frontline volunteers. They know what's going on and are more willing to tell you what is as distinguished from what you might prefer to hear.

Make all job positions clear.

If taking over from another administrator, don't automatically accept that person's opinions of staff and volunteers. Get to know them yourself.

If a volunteer comes to you with a problem, take it seriously, explore it, and follow up on it.

Volunteers are often more aware of what is going on in the organization than is the staff, who either never leave their offices or concentrate on only their specific area.

Foster camaraderie in the organization (as long as you mean it and follow up).

Be as open as possible to your volunteers about your organization's goals, plans, etc., by newsletter, meetings or bulletin board notices.

You will have more dedicated and caring volunteers if you let them feel a part of the organization.

Administration should desire and continually express the need for high standards. If administration doesn't set the tone for standards, there won't be any.

Meet periodically, at your initiative, with your volunteer coordinator in order to keep aware of the total volunteer situation. If you don't, you'll hear only problems, creating generally negative encounters. If the coordinator never has anything to report or question, wonder why.

Your volunteer coordinator needs to know exactly how much authority he/she has in decision-making, and how much back-up support administration will give in difficult cases.

A retirement policy for volunteers should be faced and considered. Not facing the problem of an older volunteer who is becoming crotchety or hard of hearing, for example, does a disservice to everyone involved.

Unhappy volunteers are less caring and less productive volunteers. And they often air their complaints whenever and wherever they are, giving a negative impression of the organization.

Consider what routine administrative decisions may mean to volunteers. Saving \$100 to \$150 by sending one staff member to a seminar on a volunteer work-related topic instead of paying the \$5 registration fee for 20 to 25 volunteers may send the message that the organization will accept the volunteers' time and work but won't spend \$5 to further their professional education. ■

Rianna M. Williams is a 20-year fulltime volunteer who lives in Honolulu, HI. This article is condensed from a longer work titled, The Care and Feeding of Volunteers: A Guide for Administrators, Volunteer Trainers, Volunteer Coordinators and Volunteers From the Perspective of a Fulltime Volunteer. Leadership will carry additional excerpts in forthcoming issues. A copy of the full article may be obtained by sending a stamped (52 cents), addressed business-size envelope to Ms. Williams at 1121 Kaimoku Pl., Honolulu HI 96821.

Conversations

Nine New YES Ambassadors Chosen

Nine new Youth Engaged in Service (YES) Ambassadors are working through Volunteer Centers and their host organizations during the 1992-93 year to encourage the development of youth leadership and youth service opportunities. The new ambassadors were in Washington, D.C., October 22-28 for training and orientation sessions. *Leadership* spoke briefly with each one.

Darin Day, Michigan Community Service Commission, Lansing: Aims to be a social worker. Spent 2 years as a volunteer and staff member at a crisis center, did much community outreach work. While a student at Michigan State, founded a coalition of some 30 campus organizations for service, started a Habitat for Humanity chapter, headed an Into the Streets initiative in which 1,000 MSU students worked on 15 service projects around East Lansing. After graduation in March 1992, went on a 4H project to Belize, Central America; on return was appointed to the Michigan Community Service Commission.

Keisha Fykes, Youth Service California/Constitutional Rights Foundation, Los Angeles: Major in Applied Behavioral Science, with focus on law and society, at the University of California at Davis. Began community service in high school, in college pledged a sorority dedicated to public service. Campus program to mentor incoming female African-American students to keep them in school and off probation. Inner city schools' program in Sacramento: safe Halloween. Campus programs she led hosted money management and stress management workshops; an annual series on celebrated women of color brought in prominent persons to talk with students about their experience, heritage and accomplishments. Has "a lifetime commitment to service."

Nicole Tembrock, Colorado Department of Education, Denver: Grew up in a small, service-oriented community on Colorado's west slope. Involved in community service from 9 years of age ("it's a value important to my parents"). Worked with elderly and children in child care, reading encouragement, hospital visiting, garden-farming programs. Student council



1992-93 YES Ambassadors, left row (top to bottom): Trisha Odoms, David Crowley, Pearl Moore, Eyenga Bokamba, Sonja Garland; right row (top to bottom): Kiesha Fykes, Nicole Tembrock, Darin Day, Jared Genser.

leader, Outward Bound course participant, Super Camp staff team leader in high school. In college, resident manager of a 50-student apartment, worked through campus groups in therapy for an autistic child, classroom volunteer with special needs children; also volunteered in hospital service, soup kitchens and through church youth groups. June 1992 graduate of University of Denver in psychology and speech communications.

Jared Genser, Maryland Student Service Alliance, Baltimore: Volunteer from age 13 in feeding homeless, with mentally retarded and terminally ill. Has "done a whole bunch of one-shot programs" like food collection and fund-raising. In college, taught an experimental program in working with the homeless, led a Best Buddies of America program working with the developmentally disabled. Major at Cornell University in Human Service Studies and Policy Analysis. Plans to focus as Ambassador on helping implement the Maryland mandatory voluntary service law for high school students. The law, he says, has "great flexibility—the 75 hours of community volunteer service it requires for graduation is a guideline. With lots of exciting possibilities, the law could be a model for the entire country."

Trisha Odoms, PennSERVE, Harrisburg, PA: Raised in a politically involved family in Philadelphia, she volunteered in the Police Athletic League in high school. In college spearheaded mentoring, tutoring and literacy programs for high school students, worked for a cable network and gave leadership to community service communications. Temple University graduate in communications and psychology.

Sonja Garland, D.C. Service Corps, Washington: Began in high school with "little projects"—fund-raising for various causes, a cemetery cleanup project. In college returned often to her high school as a mentor. Active in a church tutoring program. Graduate of American University in public communications and psychology. Wants to have "some impact in education reform; I see community service as a way to do that."

Pearl Moore, Atlanta Project, Cluster 6, Atlanta, GA: "Just by being from a small town (Candor, NC), I was encouraged to take part in community service activities; it was something expected." Various service clubs and groups in high school. Involved in community service projects at Spelman College, took courses that had a service learning component: 110 hours with Head Start program, worked one-to-one with teachers in education classes ("a sobering look at the problems today's kids have"). Spelman graduate in psychology. "People helping people is the only way."

Eyenga Bokamba, National Youth Leadership Council, Roseville, MN: Of Zairian heritage (her surname means "leader of the people"), she has four languages (English, Lingala, French, Portuguese) and hopes that in her lifetime "every U.S. child will get a chance to travel." Her community service has included helping children learn to read and write, camp counseling, nonprofit organization internships in which she has researched homeless youth and fetal alcohol syndrome as an aspect of teenage pregnancy. University

of Minnesota thesis field: Challenging the American Socialization Process. Eloquent on why serve: "We were taught as Zairians that whatever you have, you give. I am the sum of all the people I have known; now I have an obligation to give back what I can. This isn't work; it's an ethic."

David Crowley, Council on Higher Education, Frankfurt, KY: In high school attended a youth leadership seminar, joined in the organization's work for 6 years. In college (Harvard University) took part in and helped lead a Philips Brooks House student-run volunteer service program that served 10,000 people in the Greater Boston area: homeless programs, student tutoring, fund-raising. In senior year started a program in which Harvard students organized a high school class that included direct service and a weekly seminar session on the meaning of the volunteer service experience. After graduation, got a grant to work through Students for Appalachia at Berea College to organize a "teen power" program to empower at-risk youth in rural areas; "it was extraordinary to see the transformation when kids who viewed themselves as problems suddenly found themselves problem-solvers."

The nine 1992-93 Ambassadors will work through their host organizations to forge links between community service and efforts to improve U.S. education. The Ambassadors' four specific assignments are to:

- Train young people in leadership skills and the development of service learning projects.
- Recruit and train college students to assist school youth and teachers in the development of service learning activities.
- Build and support youth leadership opportunities in policy-setting and governance activities for youth service initiatives.
- Provide on-site consultation about the development of youth service initiatives and connect individuals and programs to local, state and national networks and resources.

The Points of Light Foundation's YES program seeks to challenge every young person, five to twenty-five, to engage in service aimed at meeting important social needs, and to stimulate the creation of opportunities and support necessary to make that service meaningful. ■



Mr. Excellence



Edward Gresham (3rd from left) accepts the 1992 J.C. Penny Golden Rule Volunteer Award for his work with the Opportunities Industrialization Center. Gresham was presented with a Golden Rule Award Sculpture, an awards certificate, and a \$1,000 grant for his organization by (from left) J.C. Penny Representatives Larry Valentine and William Ceglia and The Honorable State Comptroller and keynote speaker Louis L. Goldstein.

Interviewing Ed Gresham, the 80-year-old volunteer executive director of the Opportunities Industrialization Center (OIC) of Anne Arundel County, located in Maryland's capital, Annapolis, is easy. He answers all the questions before you ask them—and a lot more besides. All you have to do is make sure you capture the warmth, wit and wisdom of this remarkable man.

Ed has been at the Anne Arundel County OIC since 1979, when he was asked to lend 3 months' help to get the floundering year-old program—whose aim is to give low-income people the skills and knowledge that enable them to get jobs and build careers—onto a steady course. He was at the time 22 years into one retirement and 6 years into a second.

The center then had only an old trailer, no classroom space and little equipment. "Three months led to six months, and then six months more. And here I am. My wife says I'm married to OIC and just visit her." The center now has some 3,500 square feet of space, with equipment donated by many companies and agencies. It has Ed's overflowing office—full of donated equipment found for a new program, all the placards and other materials he uses in promotional presentations about OIC. It has an 8-member staff, of whom Gresham and one other are volunteers. And it has some 3,000 graduates. Fifty-five to sixty trainees are there daily to work with OIC counselors on the nine steps to job success that the center teaches.

Raised in Birmingham, AL, Gresham joined the U.S. Navy well before World War II. The only assignment open to him at the time was as mess attendant. He resolved to be the best there was, and so succeeded that he became a chief petty officer, was steward to two chiefs of naval operations and to a chairman of the joint chiefs of staff, also doubling in several assignments as a director of special services (among the memento photos on his wall: appreciations from President Dwight D. Eisenhower and world heavyweight champion Joe Louis). Since retirement from the Navy in 1957, he has gone to college and got a degree (in philosophy and history), founded clubs for inner city youth in Washington, become an OIC counselor and then a jobs recruiter for Washington's OIC until he retired again in the early 1970s and, with his wife, a retired dental hygienist, set off for five years of seeing the country.

That's a brief outline of Ed Gresham's life. But the real story of what he is and does is in his words. Here they are:

"Our responsibility (at OIC) is to help people get adjusted to supporting themselves, making a living, feeling proud about themselves. The burden of that is on the people in contact with them every day—the staff. Any success the program has had is due to people in our family in getting people to learn what they came here to learn ... We're not bringing people in here to put them in a mold. We help them find their way with the help of the staff.

"The philosophy I preach to trainees is this: You can succeed. If there's a job there, you can prepare yourself for it and get it ... I think we're all affected by things we see on the way to where we are. I've seen a lot of misery in the world. One thing I've never been able to get out of my mind is what I saw in Shanghai in China (in the late 1930s). It disturbed me what was happening to children. They were running around with no parents, begging. It had a heck of an effect on me, kids abandoned like that. That all came back to me after I finished college in 1962 and was volunteering with a church in the Mount Pleasant section of Washington. I made a full-time commitment to bring kids into the church through various clubs. We had a camera club, a basketball club, a softball club, you name it. And these kids won championships in everything they participated in ... My mission is to convince young people that you don't have to sit and moan and say woe is me. You get out there and do what you can. And if you can't do it, you find someone to teach you how ... It doesn't matter who you are and where you come from. If you have the desire and the push, you can make it.

"My mission is to convince young people that you don't have to sit and moan and say woe is me. You get out there and do what you can." And if you can't do it, you find someone to teach you how."

"This program (OIC again) gives people hope. Many come without confidence in their own ability. They go out thinking they can move the world ... I tell the instructors, Talk to trainees about preparing themselves so well that they'll get jobs in even a tight job market ... Sometimes I spend all day just talking to people, encouraging them so they don't just give up ... You wouldn't believe how much sadness and tragedy there is in the lives of the people we work with. Sometimes I just have to bring a counselor into my office and counsel her not to internalize all she's hearing about before it destroys her. You can easily get burned out in this kind of work.

"We have a hard time with finances. But I tell staff we'll find a little bit here and a little bit there. And we put in our request everywhere. We never get all we ask for, but we get some. I network, network, network. When I came here, nobody knew OIC. Now OIC is a household word ... And everybody here sacrifices to make this program work"

Ed Gresham sums up: "OIC's philosophy is to train for existing need. When the job scene changes, we shift gears and train for a changed situation ... And to get funds and facilities, we do joint projects with other organizations. Just this summer we had one with the schools. Their classroom computers were just sitting there unused all summer. We planned a program with them to involve parents in their children's computer instruction. We had a lucky stroke. A company gave us some laptops which the kids could take home. Out of that we've got excited people who want an evening program at the school, and we also have several women who are now coming in here to continue their computer training"

—Maury Flagg ■



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When it comes to teaching youngsters how to read, General Foods has never been at a loss for words. Or at a loss for inspired literacy programs.

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as a whole. Recognizing the importance of community service in the workplace, General Foods has supported programs like these since 1958.

This is the kind of corporate activism that the Points of Light Foundation hopes to promote. The Foundation is an independent, non-profit organization founded in 1990 to encourage community service. Like General Foods and other businesses that promote public service, we are committed to

solving serious social problems on a local level, with innovative solutions.

And even though employees are often required to give time to these social programs during working hours, companies have reported only positive effects on their businesses, such

as enhanced employee self-esteem and morale, and improved leadership and teamwork.

With the participation and support of our nation's businesses, we know that real progress

can be made in solving local social problems (as General Foods has demonstrated).

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TO READ CAME
NATURALLY TO
GENERAL FOODS.
THEY'VE BEEN
DOING IT FOR YEARS.**



First in a Series

The Homeless & The Caring

This article begins a series on the homeless that will go on as long as it needs to and we have accounts to fill it. We had hoped to do a roundup of significant volunteer programs nationwide with the homeless, with emphasis on effective cold-weather efforts. But we weren't able to track down enough material to do the hoped-for overview article, even though we know there's lots of experience in Volunteer Centers that's worth sharing.

So we are going to start with what we have, and hope to receive more for future pieces on programs for the homeless that work. That is, that take effective steps to move the homeless out of homelessness, illness, indigency and the hazards of living with no place called home.

Target: The Non-Critically Ill Health

Bridge Northwest, in Portland, OR, works to provide accessible health care in a convalescing environment for those not ill enough for hospitalization, who are without family, social or financial support, and who find themselves in a temporary condition of homelessness or poverty, or lack adequate funds for health insurance.

HBN's particular focus is on homeless transients and indigents, including; mothers with children who have no self-support or funds for their health care; homeless

minors ("street kids"), homeless and indigent elderly; the chronically mentally ill and functionally disabled; Native Americans, Eskimos and any indigent minority in need of health care; homeless veterans with non-service connected illnesses.

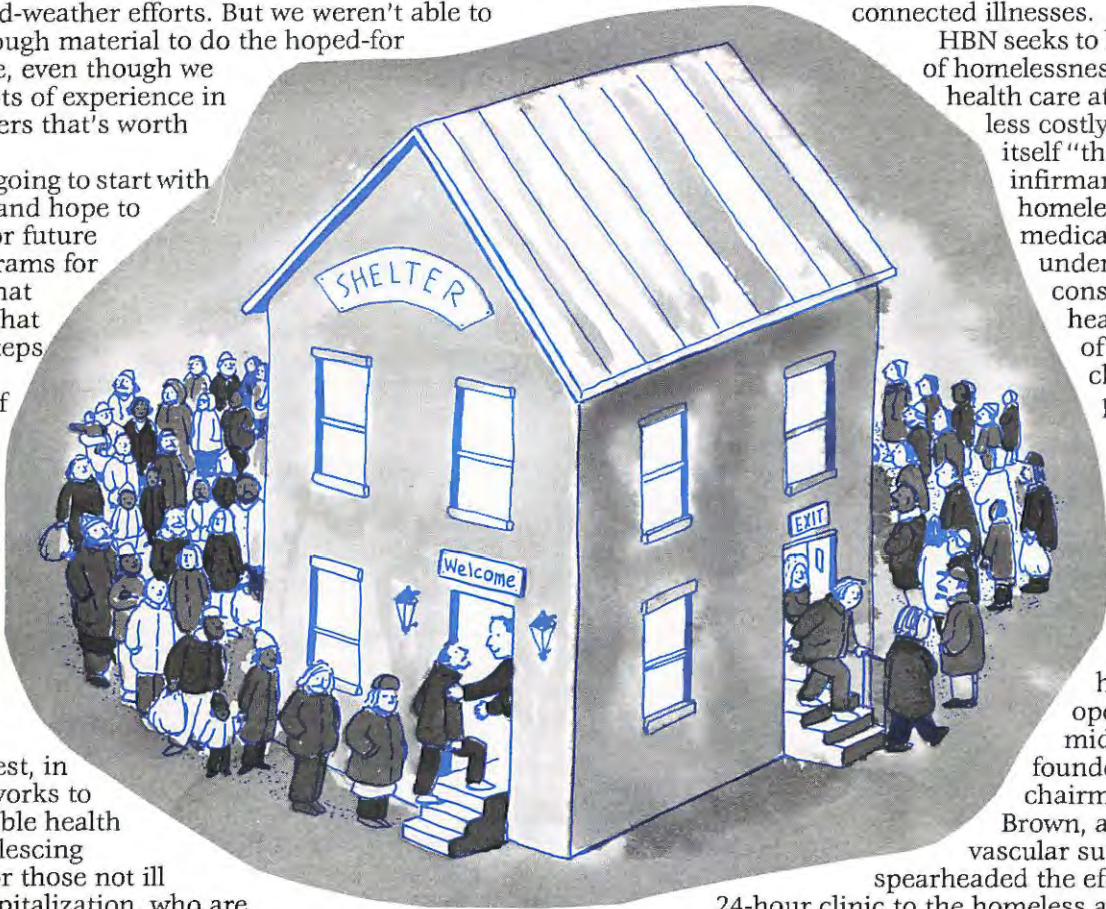
HBN seeks to break the cycle of homelessness by providing health care at an earlier and less costly stage. Calling itself "the community's infirmary for the homeless and the medically

underserved," HBN considers the health care needs of women and children to be a particularly high priority.

Staffed by some 240 volunteer doctors and nurses, Health Bridge Northwest has been in operation since mid-1991. Its founder and chairman, Dr. Paul Brown, a retired vascular surgeon,

spearheaded the effort to bring a 24-hour clinic to the homeless after seeing the medical problems of the homeless population.

"Unique health care needs arise," Dr. Brown said, "when one is constantly exposed to the elements or is in a shelter with hundreds of others. Simple colds become pneumonia, treatable diseases become epidemics, and minor infections become life-threatening."





Until HBN arrived, there were few ways to alleviate these needs. Hospitalization can cost between \$2,000 and \$4,000 a day—unaffordable by any homeless person. HBN helps fill the gap by offering “step-down” treatment at a cost of \$40 a day (no charge to patients).

Brown and his staff deal in more than bandages and medication. Even after patients heal and are ready to be released, the clinic continues to try to help them through referrals and contacts for longer-term assistance such as counseling, vocational rehabilitation and drug and alcohol rehabilitation. “We’re discovering a whole new opportunity we didn’t see before,” says Dr. Brown. “These people are sick, and because they’re sick, they’re scared and become compliant.”

Joanna Mally, head nurse at the clinic, says some 75 percent of the clinic’s patients are assisted into some type of transitional housing from which a patient can get employment and re-integrate into the community. (Health Bridge Northwest, 15 N.W. 3d Avenue, Portland OR 97209. Tel. 503-294-0757.)

Survey of Homelessness Experience Among One City’s Native Americans

In late summer 1991, the American Indian Task Force on Housing and Homelessness conducted a survey in the Minneapolis MN area of the service use and experiences of homeless American Indians. The survey was conducted in collaboration with the Wilder Research Center, St. Paul, MN, and its findings reported by the center’s senior research scientist, Greg Owen, PhD, and data collection associate, June Heineman.

The sample of 247 identified homeless came from 12 tribes and 38 home reservations. Seventy-one percent were men, 29 percent were women. Age range was 15 to 72, with a mean of 37.9 years. Twenty-three percent were armed services veterans.

Among the survey findings: 59 percent of

respondents had not been to their home reservation at all during the preceding 6 months; 84 percent said they preferred to live in the city rather than on the reservation; 60 percent said they had been homeless for 6 months or longer, and more than one-third had been homeless for two years or more. At least 74 percent had used the Hennepin County Detox Center, with two-thirds of these having used it six times or more. Some 72 percent said they sometimes use emergency shelters, and 28 percent said they don’t use shelters. Twelve percent said they were currently married, but 21 percent, primarily women, said they were responsible for the care of their children.

Women in the sample were found to differ in some respects from the men: They were on average slightly younger, generally homeless for shorter periods of time, less likely than men to use a detox center although similar to men in alcohol use, less likely to use shelters, less likely to report physical disabilities and more likely to report having homeless family members. (Wilder Research Center, 1295 Bandana Blvd N (#210), St Paul MN 55108.)

An Emergency Shelter Program for Homeless Women With Children

New York City’s Women in Need, Inc., provides emergency shelter and services for homeless women with children at six shelters in the city’s Bronx, Brooklyn and Manhattan boroughs.

Volunteers care for small children during support group meetings, and work in a day care program that serves children from 6 months to five years of age. Volunteers also teach reading skills to individuals and in small groups, conduct image workshops, conduct a job readiness program, and take part in programs related to housing, drug prevention and treatment, art therapy and family therapy. (Jane Gropp, Volunteer Coordinator, Women in Need, Inc., 323 W. 39th St., New York NY 10018. Tel. 212-695-4758, x12.) ■

On the Andrew Front

Staff from more than twenty Volunteer Centers responded to the Foundation's call to assist local leadership responsible for the coordination of volunteers in the Hurricane Andrew-stricken areas of Dade County, FL, and Southern Louisiana. The Foundation also arranged for 10 Center volunteers to work in the hard-hit areas.

Herewith excerpts from communications received from the disaster area:

Hope Schwartz, Manager, First Call for Help Information and Referral, United Way of Somerset County, NJ, from Homestead, FL: "It was a great experience. The best part about it for me was the time we spent in the [volunteer coordination] trailer. It was a learning place for us, we got the scope of how people come together. The agencies, Red Cross and Salvation Army, United Way Volunteer Center are all working together under difficult conditions... The most amazing individuals have come from the ends of the earth to offer their hearts and their hands to the people of Miami... I felt especially bad for the kids. They had no toys. We saw three little boys playing with sticks, rocks and dirt. They were trying to take turns riding in a broken wagon... People spend the night outside of laundromats to do their laundry... Most don't have detergent so they are washing with only water...."

"Going to Homestead gave Jill (**Jill McConnell, Manager, Volunteer Center, United Way of Somerset County, NJ**) and me an opportunity to really apply our volunteer management and information and referral skills. This was a perfect thing for Points of Light to do...."

Patsy Batson, executive director, Voluntary Action Center of Northwest Georgia, Dalton, GA, from New Iberia, LA: "The Task Force is in a transition stage between meeting the crisis needs and planning for long term needs of the community. Plans are being made for a local Habitat for Humanity, a separate entity to repair homes and a community food bank. Phil (**Phil Suman, Governor's Voluntary Action Program, Indianapolis, IN**) and I offered suggestions concerning organizational planning and development for their consideration... We worked in the office answering the phone, entering data in the computer, researching community resources and also loaded and unloaded food supplies...."

Marcia Streets, director, United Way Volunteer Center, Pinal County, AZ, from Homestead, FL: "I thought myself well informed on the Andrew situation. I was unprepared for the reality of Homestead. The vast numbers of phone calls and walk-ins, and the multitude of needs... (A) few episodes that touched me most:



The Epiphany Task Force, headquartered at the Church of the Epiphany (above) in New Iberia, La., begins relief efforts immediately after the storm.



Victims pick up food, water and other necessities.

Photos: John Daigre Photography



Photos: John Daigre Photography

Hurricane Andrew leveled thousands of homes in Florida and Louisiana.



Volunteers assist hurricane victims checking in to receive relief supplies.



Loaded with supplies, a family heads home to handle the difficult task ahead.

“The tent cities’ youth were showing signs of aggression and boredom. A request came in for sports and recreation equipment to give these children and teens an outlet for their energy. On Friday, after numerous dead-end phone calls, the University of Miami athletic department came through with a pick-up load of baseballs, bats, volley balls, basketballs, etc. The transporting of this equipment fell to United Way, and as luck would have it, we had a married couple in our services file (who) had volunteered to use their pick-up truck for transporting materials into the Homestead area. Everything was finished by 4 p.m. on Friday. There were (1) happier children, (2) happy sponsors, (3) happy volunteer drivers, and (4) one satisfied volunteer director....

“A call came in on Monday from Lancaster, PA. The Council of Churches was sending half a semi truck load of diapers, formula, baby food, and 1,200 Care Bears to Tent City. The other half load was coffee, beans and rice to be delivered to migrant farm workers. They asked United Way to be the liaison and coordinate the drops. I went to the Humanitarian Depot to arrange for the Tent City drop and spoke on the phone with the Centro Campesino Agency for the migrant workers drop. The truck came in on Thursday morning, the deliveries went smoothly. A small project, but one that was crucial to the recipients....

“Ellen (**Ellen Gagliardi, also from the Pinal County United Way Volunteer Center**) and I worked five days with four volunteers from the city of Douglasville, GA. These city employees brought two trucks and equipment and gave a week of their lives to make a difference in Homestead. They took over a dozen back-wrenching cleanup jobs and kept coming back for more. These four men touched people’s lives and gave hope and friendship to strangers in a crisis situation. It is these men and hundreds of people just like them who are Points of Light.

“This experience has changed me. It has changed the way I view the people I see on a daily basis, the service providers, the clients in need. It has renewed my belief in America and her people. And it has strengthened my conviction in volunteerism....” ■

Togetherness Does It

Following are excerpts from the introduction to a funding grant proposal for a Hurricane Andrew disaster recovery program prepared by the Iberia Christian Ministerial Federation, New Iberia, LA. The story told here captures the spirit of volunteer togetherness that is a community's underpinning of strength.

During and immediately following Hurricane Andrew, many residents of Iberia Parish (county) searched for effective ways to help themselves and their neighbors begin the process of assistance/relief/recovery. One group that took action was the Epiphany Task Force, headquartered at the Church of the Epiphany in New Iberia.

Within hours of the end of the storm, the church began to address the needs of hurricane survivors in Iberia Parish with one of the first 60kw Army generators to be placed in operation. On August 27, the church installed additional telephone communications and opened its facilities to become local headquarters for American Red Cross emergency assistance and mass care. The task force was assembled from a group of local volunteers who quickly formed a team of resource and service delivery personnel to the entire parish.

Step 1: Emergency assistance. In the first week after Andrew, the task force located, staffed, stocked and operated two major food, water and personal resources distribution centers. Both locations provided an average of 800 to 900 families a day with the necessities of life. The task force also networked with and supplies seven other parish churches and became a funnel and source of supplies and volunteers. The American Red Cross and other national and local resource providers were also coordinated through these centers. In the period from August 27 to September 10, the network provided 126 tractor trailer loads of

supplies, equal to approximately one-half million pounds, in an orderly and planned distribution system.

In the same week, nurses arrived and the task force set up seven medical triage units to handle injuries and other medical problems throughout the parish. Actual storm injuries were few and minor, but health and medical problems which had not been treated before the storm worsened in the storm's aftermath. At one point, the task force sent teams of one nurse and one "listener" into the field to go house to house to find those unseen victims who may have fallen through the cracks. With 28 medical personnel, it was possible to canvass an entire rural area quickly. As a result of this outreach activity, local public officials activated volunteer fire department personnel and provided a house-to-house search throughout rural areas. Many elderly who had not been seen by an "outside" person for several days were located and groceries or other supplies were delivered to their homes by local church volunteers.

Step 2: Relief efforts. As cleanup, food distribution, homeless shelter, medical services and Red Cross mass care support was provided, a volunteer force of over 200 persons a day from outside the area worked with the local people through assignments by the task force. This level of volunteer effort was a new thing for the people of Iberia Parish, and the non-residents helped teach local survivors to work together across racial, cultural and religious barriers.

As the task force continued to face the daily challenges of emergency relief, it became apparent that a "people-to-people" network was being developed. It became apparent that housing would be the next major obstacle to overcome. On September 8, the task force visited the board of directors of Habitat for Humanity and asked for their assistance in the

development of a chapter for Iberia Parish.

Volunteers were recruited and a group of some 100 Habitat workers was brought together from the area and trained to begin the work of finding those with housing needs. Originally it was planned that Habitat would address perhaps 10 to 20 percent of the damaged or destroyed homes with partnership housing, while the balance would be handled through disaster relief organizations. This has proved to be true.

Through the process of emergency response, the task force discovered that it had developed the foundation for several entities which were needed before the storm and which could address the relief and recovery stages of the next two years. Working out from the Red Cross relief effort in the parish, a fully stocked food bank was developed, a Habitat for Humanity chapter established and an Iberia Parish Resource Directory begun. Some \$45,000 worth of medical supplies were provided to a local free clinic, a local volunteer base and the idea for a future volunteer center was developed, a local unmet needs committee was developed to address those cases that did not receive sufficient FEMA, Red Cross, hurricane damage insurance or other assistance for long-term needs, and volunteer caseworkers to work with individual families were recruited and trained from all areas of the parish.

The next step: Long-term recovery and the evolution of ICAN. As the recovery period began about November 1, the task force was organized into a full service advocacy and volunteer coordination group under the authority of the parish-wide Iberia Christian Ministerial Federation and has become known as ICAN—the Iberia Citizens Action Network. The development of long-term recovery programs is continuing and will be addressed as resources are available. ■

Foundation News

Companion “Principles of Excellence” Publications Released

As part of its mission, The Points of Light Foundation encourages business leaders to mobilize their employees for community service through company-sponsored volunteer programs. Two POLF publications now available are essential guidebooks for corporate volunteer program development.

Principles of Excellence in Community Service: A Message to America's Business Leaders calls on corporate CEOs to create, by example and through workplace policies, an environment that inspires all employees to volunteer in the communities where they live and work.

The Principles of Excellence are guidelines for building volunteer programs. They were developed with the assistance and guidance of leading companies that have made a significant commitment to employee volunteering.

The second publication, *Principles of Excellence in Community Service: A Plan to A.C.T.*, explains the principles in greater detail and sets forth specific implementation steps for senior executives.

The publications feature over 35 companies whose volunteer programs exemplify corporate involvement in community service. Company experience is described, and the benefits of employee volunteer programs are set forth. The booklets are being distributed to CEOs in major business markets through mailings, business trade group distribution, and marketing by Points of Light Foundation constituencies. ■

Family Matters: The First Year

In a brief 64 paperback-size pages, *Family Matters: The First Year* sums up virtually everything known to date about family volunteering.

It lays out the value of family volunteering in Dr. Lee Salk's words: “We are enriched as families when we work as a team and interact with one another in a way that gives us the will to do things that we might not otherwise do.” It has case studies of families making a difference through volunteering. It reports the Family

Matters Forum held during 1992 National Volunteer Week. It reports the results of the Family Matters survey of nonprofit organizations, religious communities, corporations, Volunteer Centers and family service agencies, together with eight conclusions drawn from the survey responses.

In short, *Family Matters: The First Year* is a solid foundation piece for any group purposing to build a community's presence in the fine art of programming that attracts and involves families together in volunteering. It identifies trends, attitudes and barriers that may inhibit family volunteering. And sets forth the benefits and vision for the future of families volunteering together. ■

Coming Soon: Announcement of 1993 President's Points of Light Awards

As we write this, nominations for the Twelfth Annual President's Points of Light Awards are streaming in at the Foundation. The five-category awards are proposed to be presented by President Clinton during National Volunteer Week, April 18-24, 1993.

The awards, created in 1982 as





the President's Volunteer Action Awards, honor outstanding individuals, families, groups, organizations, businesses and labor unions. They are made in the categories of education, substance abuse and community environment, health care, employment assistance, and child care and programs for youth. Two hundred seven winners have been selected from some 26,000 nominations since the program's beginning.

Collaborating in the awards with the Points of Light Foundation are ACTION, the federal domestic volunteer agency, and the White House. ■

Independent Sector Survey Supports POLF Strategic Plan Thrust

Findings in the Independent Sector's recently released survey of giving and volunteering offer strong support to The Points of Light Foundation's strategic planning directions, notes Foundation President & CEO, Richard F. Schubert.

Among the motivations and positive experiences that tend to increase giving and volunteering, the survey found, were earlier volunteering; wanting to make a significant change in society; had earlier belonged to a youth group; had

seen someone admired helping another; has seen someone in their family helping others.

Groups showing a significant increase in percentage of volunteers from 1989 to 1991 were: African-Americans, up 5% to 43% in 1991; the 18- to 24-year-old age group (up 5% to 48% in 1991); the 45- to 54-year-old age group (up 6% to 56% in 1991); single persons (up 4% to 48%).

An overwhelming majority (88%) of respondents to the Independent Sector survey said charities are needed more today than five years ago. And 56% said they thought charities are more effective today than five years ago.

Seventy-three percent of respondents said they believe charitable organizations play a major role in making communities better places to live.

And, in dramatic confirmation of a working principle in the compassion field, the survey found people three times as likely to volunteer when asked than when they weren't. Among the 44% who reported they were asked to volunteer in 1991, 86% actually did so. Among the 55% who weren't asked, only 24% volunteered.

The survey was conducted in 1991 in conjunction with the Gallup organization. Copies of the full report, "Giving and Volunteering in the United States," 1992 edition, are available at \$30 each from the Independent Sector, 1828 L St. NW, Washington DC 20036. (Tel.: 202-223-8100) ■

Foundation Gets Grant To Help At-Risk Elderly

The Points of Light Foundation has received a \$100,000 grant from the U.S. Administration on Aging to pilot a program that will form volunteer teams to address the needs of at-risk elderly persons.

The Seniors in Service to Seniors (SISS) program will engage "Senior Ambassadors" who will work out of participating Volunteer Centers to mobilize and train retirement community residents into volunteer teams. Each team will identify and assist elderly individuals who are at risk because of isolation, abandonment, uncertain health, poverty or poor quality of life. The Volunteer Centers will help the ambassadors and teams by establishing links to agencies and community service organizations that can assist the at-risk elderly identified in the program.

Pilot Volunteer Centers participating in the program are those in Pomona Valley, CA, Tarrant County, TX, and Monmouth County, NJ. All are in states with large populations of elderly retired persons.

The program is funded under Older Americans Act Title IV through December 1993. The Points of Light Foundation is furnishing an additional \$73,673, for a total pilot program budget of \$173,673. The foundation plans to seek other funding to replicate the program. ■



What Should I Know Before Joining the Board?

Questions Prospective Board Members Should Ask

By Maureen K. Robinson

Serving as a board member is a challenging and rewarding volunteer assignment. While appointment to a board is an honor, board members have important legal and fiduciary responsibilities that require a commitment of time, skill and resources. Prospective board members do themselves a service, and show that they are serious about the commitments they make, by asking some basic questions before joining an organization's board. You can learn the answers from the board member who issues the invitation, the chief executive, the board chair, other current or former board members, or written materials. The questions, categorized for convenience, follow.

Questions about programs:

1. What is the organization's mission? How do its current programs relate to the mission?
2. Can I visit the organization to observe a program firsthand?
3. Does the organization have a strategic plan that is reviewed and evaluated on a regular basis?

Questions about financial status:

1. Is the financial condition of the organization sound?
2. Does the board discuss and approve the budget?
3. How often do board members receive financial reports?

Questions about clients or constituencies:

1. Whom does the organization serve?
2. Are the organization's clients or constituencies satisfied with the organization?

Maureen K. Robinson is director of education at the National Center for Nonprofit Boards. She runs the Board Development Program, the Board Information Center, and frequently leads special board training programs for nonprofits throughout the country.





Questions about board structure:

1. How is the board organized?
2. Are there descriptions of the responsibilities of the board as a whole and of individual board members?
3. Are there descriptions of board committee functions and responsibilities?
4. Who are the other board members?
5. Is there a system of checks and balances to prevent conflicts of interest between board members and the organization?
6. Does the organization have directors and officers liability coverage?

Questions about individual board members' responsibilities:

1. What are the ways that you think I can contribute as a board member?
2. How much of my time will be required for meetings and special events?
3. How are committee assignments made?
4. What orientation will I receive to the organization and to the responsibilities of board service?
5. Does the organization provide opportunities for board development and education?
6. What is the board's role in fund raising? Will I be expected to make a specific annual financial contribution? What role will I play in soliciting donors?

Questions about the board's relationship to the staff:

1. Is the board satisfied with the performance of the executive staff?
2. How do board members and senior staff typically work with each other?

Evaluating your interest in serving on the board:

Once you are satisfied with the information you have received, it is time to evaluate your own interest in serving on the board. Ask yourself the following questions:

1. Am I committed to the mission of the organization?
2. Can I contribute the time necessary to be an effective board member?
3. Am I comfortable with the approach and tone of the organization's fundraising efforts?
4. Can I contribute financial support consistent with the organization's expectations of board members and with my own means and priorities?
5. Can I place the organization's purposes and interests above my own professional and personal interests when making decisions as a board member?

Most board assignments involve a minimum commitment of two to three years. Make that time worthwhile—for you and the organization. By asking the questions we suggest, you will assure the board that you are their best choice for the job and you will know this is the best job for you.

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The Initiatives

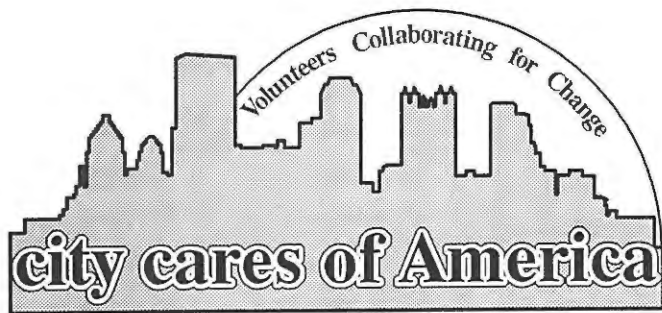
The Foundation's Adopted Colleagues

By Keith R. Johnson

The Points of Light Foundation recognizes six independent, innovative national initiatives. The Initiatives are efforts undertaken by others in cooperation with The Points of Light Foundation that contribute directly to achievement of the Foundation's strategic plan.

The Initiatives generally are broad, national, innovative undertakings with four features: They address serious social problems through community service. They respond to the call for increased community involvement. They benefit from the Foundation's expertise and nonfinancial resources. And they commit to promoting diversity in community service.

Much of the Initiatives' work is done through nationwide coalitions that are interested in encouraging volunteerism by various population groups.



City Cares. Funded by the Coca-Cola Company, City Cares nurtures the start-up and development of local Cares organizations, which meet critical community needs by making volunteer opportunities available to working people. Local Cares offices find and prescreen organizations that need volunteers. Organization and time choices are then offered to working people who wish to volunteer.

Keith R. Johnson is a media consultant to The Points of Light Foundation.

Into the STREETS

Into the Streets. Into the Streets introduces college students to community service. On invitation, students participate for one day in projects of their own choosing. Important social issues such as substance abuse, AIDS, campus safety, domestic violence, education and environment are addressed by Into the Streets projects. At the end of the initial day of service, students get together in groups and discuss what they have learned. They are usually asked to continue working for the remainder of the school year; most do.

Students work as members of teams/coalitions. Each includes four students, one administrator, one faculty member, two community members and one college staff person—a total of nine individuals.



One to One. Founded by prominent Wall Street brokers, One to One asks corporations to match at-risk children with mentors who can make a difference in a young person's life. Mentors provide knowledge, wisdom and companionship, kindling a spark so that children have opportunity to become successful.



Junior Achievement K-6. A new, innovative curriculum developed by Junior Achievement, the K-6 At-Risk Student Program aims to use business and other volunteers to help urban school children during the vulnerable early years of education. The K-6 curriculum emphasizes hands-on learning activities that are designed to help young students understand the connection between education and success.



USA Harvest. An all-volunteer effort, USA Harvest accepts no money, only donations of food. It is one of the fastest growing programs to feed the nation's hungry, operating through chapters in 72 cities. USA Harvest delivers over 45 million pounds of food annually to individuals in need.

USA Harvest also sponsors the annual National Hunger Relief Concert, in which major stars appear.

Recently announced: Mercedes-Benz will donate one million pounds of food to USA Harvest for distribution in 100 cities. That's enough food to fill four 747 aircraft!



StarServe. Funded by the Kraft General Foods Foundation in partnership with the Love Foundation and United Way of America, StarServe offers free resources to America's teachers and students to plan and implement community service projects. The participating students and teachers are encouraged to develop their own project ideas. StarServe also suggests, when needed, program ideas proved successful at other schools locally or nationally.

Initiatives grow out of the ongoing interaction of Foundation board members and staff with organizations and individual leaders engaged in community service. Further information on the Initiatives is available from the Foundation. ■



ASSOCIATE MEMBERSHIP

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

Associate membership offers these benefits:

- Subscription to *Leadership* magazine
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- Discounts on National Community Service Conference registration and other special discounts

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JOIN TODAY!

Call Gina Hayes, Membership Administrator, at (202) 408-5162.

The Points of Light Foundation's Associate Membership program is a continuation of the former National VOLUNTEER Center's Associate Membership program.

The Foundation offers a Corporate Membership plan. For information on membership in the Foundation's National Council on Corporate Volunteerism, please contact the Corporate Outreach Department at 202-408-5162.

Contract Volunteer Services: A Model for Successful Partnership

By Loyce Haran, Siobhan Kenney and Mark Vermilion

Today's workplace has become one of the primary volunteer resources for nonprofit organizations. But hectic employee schedules and lean budgets are often daunting. Sun Microsystems*, a manufacturer of computer workstations based in Mountain View, CA, has found contracts with local Volunteer Centers a valuable way to coordinate corporate volunteer programs.

The Contract Service Advantage

Contracting with a Volunteer Center to coordinate volunteer activities has several advantages from a business standpoint.

First, the company can create a tailored employee volunteer program that reinforces the company's identity among employees and in the community without adding personnel.

Sun Microsystems' contract with its volunteer center partners, for example, specifies that a certain number of individual, small group and large group service opportunities be provided each month. Even in small group and individual activities, Sun's identity is reinforced by use of company T-shirts and banners.

A second advantage: the program can easily be "exported" to wherever the company has a major facility, thus allowing a much greater geographical reach than if there were a single volunteer coordinator trying to service every company site.

Sun currently has volunteer coordination contracts

* Sun Microsystems is a manufacturer of computer workstations based in Mountain View, CA. Loyce Haran is executive director of the Volunteer Center of San Mateo County. Siobhan Kenney is executive director of the Volunteer Exchange of Santa Clara County. Mark Vermilion is director of corporate affairs at Sun Microsystems, Inc. Assisting in the preparation of this article was Cynthia W. Gentry, a public relations specialist at Sun Microsystems.

in the San Francisco Bay area (with two volunteer centers in adjoining counties), in the Merrimack Valley north of Boston, MA, the Surrey Heath district in England and in Scotland's West Lothian district. The coordinators in each contracted volunteer agency reports operationally to his/her executive director and also to Sun's corporate program manager for community volunteer programs.



Sun Microsystems volunteers in Great Britain. From left (standing), Dik Allison, Paul Craddock, Christine Conroy, Sue Goddard, Jane Calveney,, Joy Elliott, Sheila Dyke, Dave Jermy; below, Mark Vermilion, Jane Craddock, Amanda Brown.

Thus, one Sun employee is able to oversee the coordination of more than 1,000 company volunteers.

A third important advantage is the added value that the volunteer center brings to the relationship. The center knows its community's nonprofit groups and needs. It has established databases, professional expertise and rapport with community groups. It is experienced in volunteer



Sun volunteers do restoration on a historic merchant ship at the San Francisco Maritime national Historical Park.

training and coordination—expertise rarely found in most corporations.

Volunteer Center Benefits

A contract to develop and manage a corporate employee volunteer program also benefits the volunteer center. It reinforces the center's role as the focal point of volunteerism within the community. By combining its experience and resources—including established relationships with nonprofit agencies and a database of volunteer jobs—with a corporation's assets—its workforce, commitment to community involvement and financial support—the Volunteer Center can ensure that corporate employees are linked to volunteer positions that meet their interests and skills while addressing critical community needs.

There are financial benefits as well. Many centers lack the funding to address the full volunteer potential of the community. A contract for volunteer coordination services can enhance a center's overall ability to achieve its mission by allowing it to hire a part-or full-time staff person to service the contract. It also results in additional income for overhead and administrative costs. Finally, contract fees help support agency relations and referral systems. The staff person coordinating the corporate program acts as a community relations representative both for the corporation and the Volunteer Center.

Sun Microsystems' Volunteer Center Partnerships

Sun Microsystems' Community Action Volunteer (CAV) program began in 1989 as a component of the company's Corporate Affairs Department. After investigating other corporate volunteer programs and analyzing existing staff resources, responsibilities and experience, the department contracted with the Volunteer Exchange of Santa Clara County and the Volunteer Center of San Mateo County to develop and manage its new program.

The resulting program was so successful that Sun renewed the initial 6-month contract and has now been working with the volunteer centers for over 3 years. Program components include:

- **Staffing:** Each Volunteer Center dedicates one staff member to work a minimum number of hours per week in servicing the contract. At U.S. sites, the staff person devotes at least 20 hours per week; overseas, the time varies according to each site's needs.

- **Advisory Council:** An employee advisory council gives the program its focus and direction. (In the San Francisco Bay area, the council has some 40 members.) At its formation, the council decided the employee volunteer program would address a broad range of service areas—health and human services, hunger and homelessness, education, the arts, and

youth services—to meet the needs and interests of Sun's diverse workforce and of the community.

- **Program Structure:** Sun's CAV program is designed as a "membership" organization. Employees express their interest in volunteering by enrolling in the program. CAV members receive information monthly about volunteer opportunities and are expected to volunteer at least once during the year.

- **Internal Marketing:** To launch the program and create name recognition for CAV among Sun employees, a program emblem was designed and emblazoned on T-shirts, mugs, posters and cafeteria table tents. A brochure, sent to employees' home addresses, informed employees of the program and other corporate affairs initiatives. The T-shirts and mugs have since become recognition items for active CAV members.

- **Volunteer Job Design:** Using the volunteer center's access to community agencies and its ability to identify and develop appropriate volunteer jobs, a monthly bulletin is created and distributed to CAV members. The San Francisco Bay Area bulletin typically lists 15 to 20 volunteer opportunities, including both one-time group projects and ongoing individual positions. Once a quarter, a "Sun-only" project is developed to

engage between 25 and 50 volunteers in a significant activity.

As the CAV program has expanded to meet the needs of the community and the employees, it has become involved in a number of special projects, including several school partnerships, a company-wide AIDS fund-raiser, and a holiday food drive.

■ **Volunteer Recruitment/Referral:**

The monthly CAV bulletin is distributed both by e-mail and in hard copy. CAV members interested in any volunteer position call or e-mail the volunteer center staff person, who is located at the Volunteer Center and linked by modem to Sun's electronic mail system. Volunteer Center staff handles all interviews, referrals, followup and record keeping on Sun employee volunteers.

■ **Recognition:**

In addition to presenting T-shirts and mugs to CAV members, Sun Microsystems hosts an annual gala evening of awards and entertainment.

■ **Evaluation:**

The Volunteer Center CAV coordinator solicits evaluations of volunteer job placements and prepares a monthly focus report outlining program accomplishments. Annual evaluation and planning sessions involve Corporate Affairs staff, CAV coordinators and Volunteer Centers' boards of directors.

Results

More than 1,300 Sun employees worldwide have enrolled in the company's Community Action Volunteer program, which has served 300 community agencies in just over 3 years. Sun Microsystems has been widely recognized for its outstanding community involvement



Sun Microsystems volunteers at a "pond digging" to create a fountain for Pinehurst Resource Centre (for the elderly) in Camberley, Great Britain.

records. Recognition has included an award from the American Red Cross as Corporate Philanthropist of the Year. The Volunteer Centers have developed and successfully marketed this model program to other corporations.

Sun's experience has been that everyone benefits through such a partnership. The company receives volunteer coordination expertise, positive exposure in the community and enthusiastic and appreciative employees. The Volunteer Centers add an easily organized group of volunteers to their rosters and realize financial benefits that allow them to better serve their constituents. Perhaps the biggest winner is the community, which benefits from the talents and energies of a motivated corps of volunteers. ■

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Calendar

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

March 14-17, 1993 *Third and final Regional Training Institute*, sponsored by the Points of Light Foundation's National Council on Corporate Volunteerism and the Central Maryland Corporate Volunteer Council. Designed for persons who manage their company's employee/retiree volunteer program and those interested in establishing such a program. Baltimore, MD. Info: Susanne Favretto, Points of Light Foundation, 202-408-5162, for registration brochure, agenda, other information.

March 25-28, 1993 *National Conference on Student Community Service*, sponsored by the Campus Outreach Opportunity League (COOL). At the University of Illinois, Urbana-Champaign. Information and forms: 1993 COOL National Conference, 319 Illini Union, 1401 W. Green St., Urbana IL 61801 (Tel.: 217-333-7076).

April 18-24, 1993 *National Volunteer Week*, sponsored by *The Points of Light Foundation*. Information available by calling the Foundation at (202) 408-5162. Part of observance: USA Weekend will feature "Make A Difference Day" winners in a special April 16-18 issue.

April 14-16, 1993 *The 1993 National Service-Learning Conference*. Sponsored by the National Youth Leadership Council, the conference will focus on the role of service-learning in addressing issues of race, culture and community and service-learning as a core element in formal and non-formal education for all young people. Info: National Youth Leadership Council, 1910 West County Road B, St. Paul MN 55113. Tel.: 612-631-3672.

May 16-19, 1993 *National Conference on the Future of America's Cities*. Co-sponsors: US Department of Housing & Urban Development, U.S. Chamber of Commerce, American Chamber of Commerce Executives, The Points of Light Foundation. The National League of Cities is a cooperating organization. Designed to address current and future urban needs, the conference will target mid-sized cities, but representatives of any size city will be welcome. In Tulsa, OK. Information: Points of Light Foundation Volunteer Center Services, 202-408-5162.

June 10-12, 1993 *VITALIZE '93—Provincial Volunteer Conference*. Fifth annual Canada- and U.S.-wide conference by Wild Rose Foundation; offers sessions in human, financial and organizational development for volunteers or staff members working in the volunteer nonprofit area. Calgary, Alberta. Registration packet: Laurie Brooks at 403-422-9305, or write to THE INSIDER, Wild Rose Foundation, Suite 2020, Canada Trust Tower, 10104—103d Avenue, Edmonton, Alberta T5J 0H8, Canada.

June 12-15, 1993 *The Points of Light Foundation National Community Service Conference*. Orlando, FL. Information and registration materials available by calling the Foundation at (202) 408-5162.



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