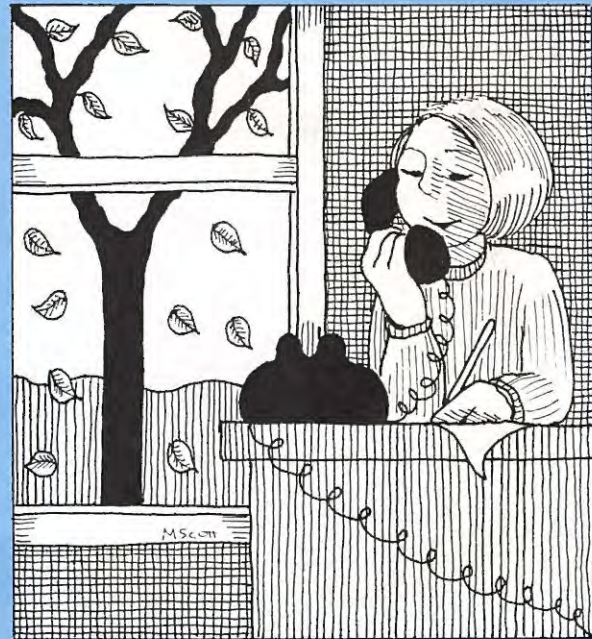
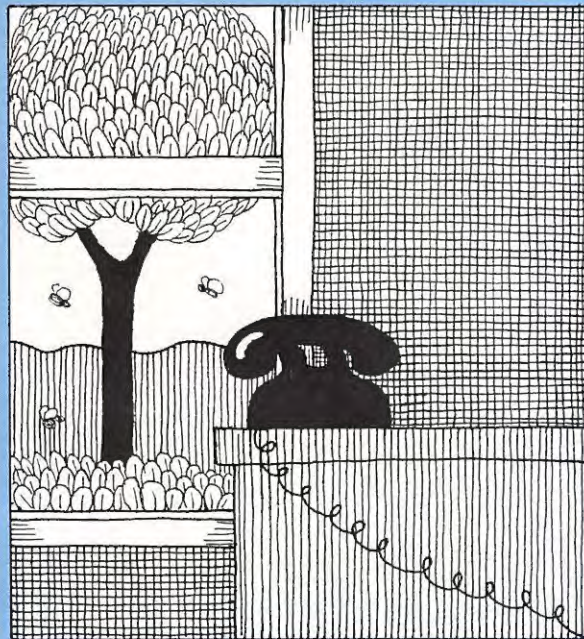
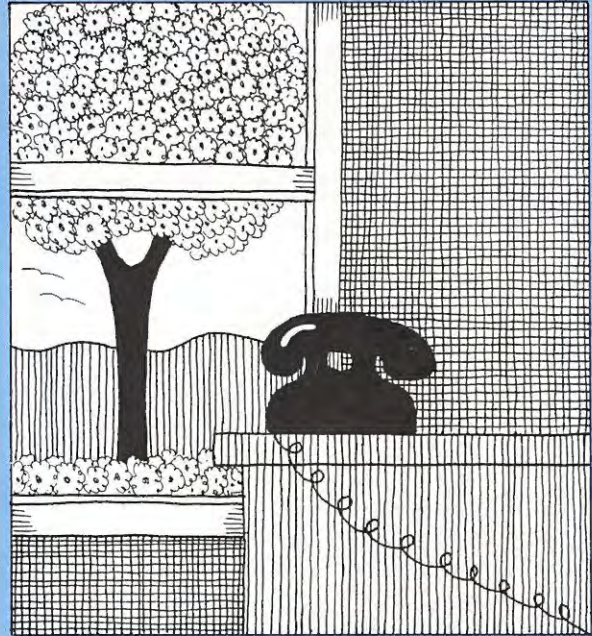
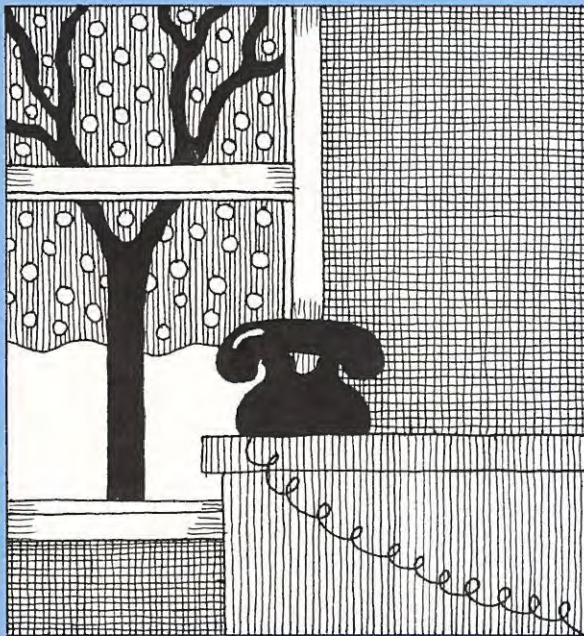


Voluntary Action Leadership

SPRING 1990



EPISODIC VOLUNTEERS



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This award is a great honor for all of us at Coors. But on a day-to-day basis, the greatest satisfaction in our volunteer work is to go out quietly, with a sense of purpose, and make things happen.



Voluntary Action Leadership

SPRING 1990

Published by VOLUNTEER—The National Center

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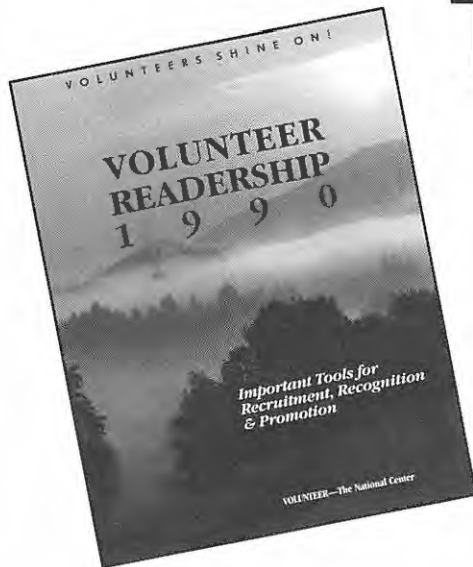
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Voluntary Action

NEWS

'Shooting Back': Homeless Kids Learn a New Art and Skill

By Cindy Vizza

A special photo exhibit will open in Washington, D.C. this September and a lot of homeless and at-risk children will be the stars. The show is the result of volunteer Jim Hubbard's Shooting Back Media Center, a program that uses volunteers to teach disadvantaged children how to take photographs.

Hubbard left his position as a photographer for United Press International in 1982 to document the nation's homeless through his camera lens. He began Shooting Back in February 1989 because he saw that often the children he was shooting were interested in taking photos themselves.

Since its inception, Shooting Back has taught some 150 children how to use a camera in weekly sessions at various homeless shelters throughout the Washington, D.C. metropolitan area. Volunteers include many local photographers who have heard about the program by word of mouth or from various articles and television stories.

"Many of our volunteers have developed special relationships with the kids," says Hubbard, "and continue to teach them on a one-to-one basis either at the shelters or sometimes in their apartments whenever the family moves to a permanent residence."

Hubbard describes the benefits the children gain from the program. "It not only teaches the kids about photography," he says, "it sends a message about self-esteem that enriches their lives.

Photography, in general, teaches how to see in a more particular way. We teach 'critical seeing,' picking out the minute from the vast."

Volunteers note that the children are waiting for them each Saturday morning at the shelters. "Moms say that their kids love us," says Hubbard.

Recently, the Shooting Back Media Center established a permanent residence in Washington and incorporated as a nonprofit organization. The media center plans to teach children photogra-

phy as well as other media skills such as video and writing. The Glen Eagles Foundation in Washington provided a start-up grant for the media center and a local radio station, W-LITE, contributed two enlargers to the center.

According to W-LITE representative Laurie Spencer-Garcia, the station was impressed with Shooting Back's creative response to the violence in the nation's capital and wanted to contribute to the program.

"We're looking for funding for a van," says Hubbard, "so that our volunteers can pick kids up at the various shelters in the area and bring them in to our center." Cameras and other equipment also are needed for the media center, which plans to have a darkroom set up



Photo by Tamika Hoofe, age 11.

so that the children can learn all phases of photography.

In addition to the major showing of the children's work in September, which will be sponsored by the Washington Project of the Arts, *Life* magazine

will feature six to 10 pages of the children's works in its October issue.

For information about the program, contact Jim Hubbard at Shooting Back Media Center, 1901 18th Street, NW, Washington, DC 20009, (202) 232-5169.



Photo by Dion Johnson, age 10.

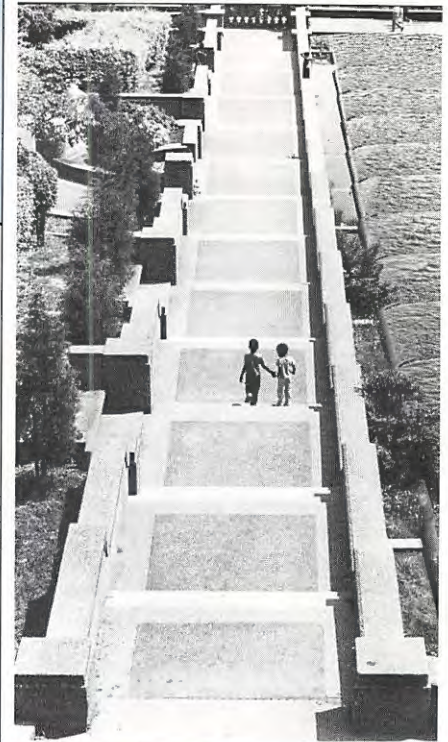


Photo by Calvin Stewart, age 17.

United Against Social Problems: Volunteer Groups Meet Enemies 'Head On'

Mothers Against Drunk Drivers (MADD) did much more than emphasize the need to organize against a major social problem—it spawned a variety of “mothers against . . .” organizations that fight many other problems including gang violence and drug addiction.

Mothers Against Gangs

In Elgin, Illinois, a “quiet” Chicago suburb, there are eight youth gangs, each with 300 to 500 members. At one middle school, nearly 65 percent of the students claim to be gang members. The gangs—which are blamed for defacing nearly 50 Elgin buildings with graffiti—keep the city's 104 police officers busy. During the first three months of 1990, there were ten gang-related violent crimes.

“I drive a school bus in the second largest district in the state and I see the



Photo by Chris Heflin, age 10.

way kids are," says Judith Colletti-Digison, mother of two young boys. "A lot of kids aren't given a chance and many turn to gangs for a sense of belonging. That's scary."

Colletti-Digison became involved in the fight against gangs in Elgin through a local police officer, Detective Brad Entler of the Gang Crimes Unit. Entler suggested the community form a Mothers Against Gangs chapter like the city of Aurora had established.

"I knew we needed a volunteer who felt strongly about the community and I knew Judi personally," says Entler, "so I asked her to help us in the grassroots stage." Colletti-Digison is now its president.

Mothers Against Gangs (MAG) was started in Chicago by Frances Sandoval in 1987. Sandoval's 15-year-old son, Arthur, was fatally stabbed by a gang member near an elementary school at 3:00 in the afternoon in 1985. Because the gang member was identified as an illegal alien, the case was not given priority treatment by the police force. However, Sandoval was familiar with the legal system and knew how to deal with the bureaucracy and how to use the media. "I felt I was victimized twice," says Sandoval. "First when I lost my son and second when I was treated as a statistic."

Eventually her son's killer was caught and sentenced; however, Sandoval didn't let it end there. Other mothers called her to talk about their children and gangs. She saw a need to help the victims of gang violence clearly one day when she met a mother who also lost her son to gang violence. In a courtroom packed with family members of the defendants, the victim's mother sat alone.

"I always admired Mothers Against Drunk Drivers," says Sandoval, "and that is how I wanted to organize MAG—to advocate for the victims and to get laws changed. To make something visible that was invisible."

Later Sandoval realized that MAG also must deal with the prevention aspect of gangs. "It [MAG] needed to be a two-fold organization—one that deals with victims as well as with the awareness and prevention of gangs."

Sandoval spoke to a packed audience of nearly 140 Elgin residents last August and told how she had organized concerned mothers in Chicago. Today



the Chicago chapter has over 1,000 members.

Since that first meeting, the Elgin Mothers Against Gangs chapter has begun an impressive array of programs and activities to deter gang involvement and activities. "

"We're hitting the issue on all sides," says Colletti-Digison. "In the courts, we're asking for tougher sentencing for gang members and for a single judge in juvenile court to handle gang-related crimes. Community worksites have been identified where juveniles convicted of gang crimes are sentenced to paint vandalized areas.

"We've sent letters to the business community asking for their support and contacted absentee landlords about graffiti on their buildings. In the housing projects, we're planning tutoring programs so kids don't have to leave their neighborhood for help," says Colletti-Digison.

In the schools, Colletti-Digison and a former Chicago gang member, Joel Perez, Jr., give presentations to school children about gangs and the negativism that results from involvement with them. They focus their presentation on the damage that gangs inflict on families and the hurt that results from violence. Perez tells students the truth about gangs and dismisses the false illusions that many children have about being in a gang. The students are asked to give a written response to the presenta-

tion. With younger children, MAG promotes positive attitudes through a coloring book designed by a volunteer.

The Elgin chapter meets monthly and provides more specific information on gangs to its members. For instance, girls are often abused members of gangs, forced to act as drug smugglers and gun carriers. They are often sexually abused as well. Information about how gangs operate, what their colors or symbols are, and their territories is shared with MAG members.

According to Colletti-Digison, MAG promotes old fashioned values. "We have to get back to the basics when it comes to our children," she says. "Someone has to take responsibility for our kids, and that should be the moms and dads. Mothers Against Gangs shows them how."

People Against Corruption

A community coalition of 40 civic, religious, social and educational organizations and groups in San Antonio, Texas, formed People Against Corruption (PAC) to combat drug dealers on the city's East side—and won.

Known as "the Hill," the neighborhood block was notorious for drug deals in the vicinity of an elementary school and apartment complex. Taxi drivers refused fares to the area.

"It got to where they [drug dealers] were doing curbside selling," said Ernestine Green, one of the organizers of PAC.

In October 1988, PAC organizers met with politicians and police to request increased police protection for the area and more preventive education for dealing with the problem. The war against drugs was on. In the spring, community marches through the neighborhood boasted "Down with Dope, Up with Hope" and "Let's Work Together in Unity to Keep Hope Alive."

By the summer of 1989, the police had established an office in the area and begun regular patrols. Children, once forbidden to play outside because of drug-related shootings, were out in their yards again.

"Pulling together has made the difference," said the Reverend L.A. Williams, pastor of the Wheatley Heights Baptist Church, of the joint effort. "The difference has been like night and day. It's a tremendous victory."—Cindy Vizza

Bush Honors 19 Individuals, Groups in PVAA Program's Ninth Year



President Bush presents the Ronald Reagan Award for Volunteer Excellence to Lucia Rede Madrid. Each year this award goes to one of the PVAA winners.

On April 27, President George Bush and Barbara Bush presented a sterling silver medallion—the President's Volunteer Action Award (PVAA)—to 19 individuals and groups for their outstanding volunteer accomplishments. The ceremony took place in their honor at the White House, where President Bush praised the example they have set.

"Each of these Americans holds the light of humanity in their hearts," he said. "And, like a candle in a steady hand, they share that light and inspire commitment in so many others."

After the presentation, he and Mrs. Bush led the winners and guests into the State Dining Room for the traditional awards luncheon. Most of the winners shared a table with either the President or First Lady.

Cosponsored by VOLUNTEER and ACTION, the federal domestic volunteer agency, in cooperation with the White House Office of National Service, the President's Awards program reviewed more than 2,800 nominations in ten categories: arts and humanities, education, environment, health, human

services, international volunteering, mobilization of volunteers, public safety, youth volunteering, and the workplace. Two VOLUNTEER board members joined ACTION's regional directors in selecting the 19 winners from a field of 70 finalist nominees. The remaining 51 received a citation signed by President Bush.

The recipients of the 1990 President's Volunteer Action Award are:

Adolph Coors Company Volunteers in Community Enrichment Program, Golden, Colorado, has 3,600 members who volunteer in food and clothing drives, painting homes of low-income seniors, recycling programs and Special Olympics.

Apple Computer, Inc. Earthquake Database Project, Cupertino, California, was designed by company employees to assist Red Cross chapters and Volunteer Centers in the Bay Area in the weeks immediately following the October earthquake. Two hundred employees helped create 30 different databases containing information on volunteers,

damage assessment and registration for people in shelters.

Brenda Canada and Kathy Seltzer, Port Orange, Florida, were the leading forces behind the town's All Children's Park, a facility specially designed for handicapped children valued at \$250,000. Their roles included fundraising, soliciting building material donations and organizing the five-day building program.

Department of Transportation Volunteer Committee, Washington, D.C., provides a variety of volunteer activities for the department's employees, including an adopt-a-school program, partnership with a senior center, support to a homeless program and special fundraising events.

Henry Jesse and Mary Ann Gaskins, Washington, D.C., founded the Freedom Youth Academy to provide supplementary educational assistance to inner-city students at all grade levels including college. Tutors work with students in the Gaskins' home six days a week to enhance verbal, math and reasoning abilities.

Michelle Powell Harvey, Salt Lake City, Utah, has worked with the Salt Lake County Fire Department to develop a three-act play on safety that she and members of the fire department present to elementary school students in the area.



Agnes Louise Windsor

INTERACT, The Volunteer Program of Jobs for Youth, Chicago, Illinois, involves 170 volunteers from business in providing job training for low-income, mostly minority, youths in the Chicago area. More than 350 area businesses cooperate in placing the students in entry-level jobs.

League Against Cancer, Inc., Miami, Florida, provides free medical treatment to people with cancer by involving volunteers, including 160 doctors, in the processing, diagnostic and treatment processes.

Lions Clubs International, Oak Brook, Illinois, involves its 1.4 million members in volunteer activities through clubs in 39,000 communities in 166 countries and geographic regions. In addition to their well-known work in eye care, members are involved in drug abuse programs, diabetes screening and education, youth programs promoting world peace, and disaster relief.

Lucía Rede Madrid, Redford, Texas, is a retired school teacher who developed a library in her family's general store to serve Redford's 100 residents. The book collection now consists of more than 10,000 volumes.

Dr. and Mrs. William P. Magree, Jr., Norfolk, Virginia, founded Operation Smile in 1982 to correct facial deformities in children and adults in developing countries. Medical teams consisting of plastic and orthopedic surgeons, anesthesiologists, nurses, dentists, pediatricians and social workers make five trips each year, providing surgery to more than 3,400 individuals to date.

Northwest Pilot Project Access to the Arts Program, Portland, Oregon, provides the opportunity for low-income elderly in the Portland area to attend cultural events. Volunteers solicit tickets from performing arts groups and arrange transportation for 350 persons each year.

Providence House, New Rochelle, New York, is a network of five residential facilities that provides a home to women and children in crisis situations. More than 100 volunteers counsel the women, assist with their day-to-day



Harry Vines

problems and help them find employment.

Suitland High School Community Service Group, Forestville, Maryland, provides students with experience in helping others. Developed each fall by the students with the guidance of school administrators, this in-school program includes tutoring and peer counseling. The students also have adopted a nursing home, tutor at-risk elementary students and work with profoundly disabled adults.

United Mine Workers of America Hurricane Hugo Relief Caravan, Lebanon, Virginia, traveled to South Carolina to assist with clean-up efforts in the after-

math of Hurricane Hugo. Supported by other members of the Local who collected supplies, the 47 on-site members cleaned streets and yards, uprooted trees and made electrical repairs.

Harry Vines, North Little Rock, Arkansas, volunteers as the coach of the Rolin' Razorbacks, Arkansas' championship wheelchair basketball team. Under his leadership, the team has turned around its consistently losing record, winning five consecutive national post-season tournaments. Vines also coaches the U.S. team in the British Stokes-Manville Games.

Volunteers of Courage Center, Golden Valley, Minnesota, are involved in leadership as well as direct service activities at this nonprofit physical rehabilitation facility that annually serves 22,000 children and adults.

Clarence Wilson, St. Louis, Missouri, a 17-year-old high school student, worked with fellow residents to develop a neighborhood pride program that includes both clean-up and watch activities. He also has spoken to groups of local business leaders about young people and their problems.

Agnes Louise Windsor, Slocomb, Alabama, is a social studies teacher who spent 15 years in developing a public library for Slocomb. Today she serves as its board chairwoman. She also drew from her family's heritage to develop a black history program for her community, which features an annual black history display in February.



United Mine Workers of America Hugo Relief Project volunteers.

Boise Cascade Employees Boost Children's Reading Abilities with 'Libraries for Literacy'

"Astonishing" is how a first-grade teacher at Whittier Elementary School in Boise, Idaho, describes the number of books her class of 17 students has read in the last five months. Crediting the volunteer efforts of Boise Cascade headquarters employees, the teacher boasts of her class reading 1,014 books—with one boy reading 242 alone.

It all started when Boise Cascade Corporation decided to focus its 1989 philanthropic efforts on literacy projects. Whittier, a school where 70 percent of its students are from low-income families, was selected by a group of employee volunteers to receive classroom libraries.

Volunteers built libraries in 11 classrooms and purchased new books selected by the teachers. "It's important to have classroom reading centers," says Sharron Jarvis, Whittier School principal, "because they remind students of the importance of reading."

"We're pleased we could encourage the students to read," says Boise Cascade employee Joan Vernon, who is chairperson of the employee volunteer steering committee. "I know how important information is in my job. Imagine what a disadvantage it is not to be able to read or write properly. Illiteracy is one of the biggest problems facing business today."

About 180 employees donated 750 hours of their time to the project. Five managers and one retiree, all master woodworkers, built the bookcases and a reading loft. In addition to building the classroom libraries, the Boise Cascade volunteers remodeled the teachers lounge. "We wanted to show our support for the teachers, too," says Vera Noyce, manager of headquarters communications, "and help improve their morale."

The employee volunteer group also launched a drive to help Whittier's after-school child-care program. They obtained donations of clothes, books and



Photo by Pam Bentham

Boise Cascade employee volunteer Dean Short discusses books with two first-grade students at Whittier School.

toys for the facility, which serves as a gathering place for latchkey students.

Teachers at Whittier believe the convenience of having a library in each classroom filled with new books is why students are reading hundreds more books than in the past. The school presented the Boise Cascade employee vol-

unteers with a special plaque during a recognition program last December.

They have received other recognition for their work as well. The company presented them with a group award, and last year they received a President's Volunteer Action Award Citation.

—Cindy Vizza

UCG—First Company to Support 'I Have a Dream' with Funds and Employees

By Judy Haberek

It's often little things that can illustrate the immense differences that exist between volunteers and the poor they want to serve. Did you ever get a birthday card in the mail? Most people reading this article would say "yes." But one 13-year-old girl got her first birthday card in the mail recently from a volunteer in the "I Have a Dream" program.

This girl and others like her are part of a class of students in Washington, D.C. who, for the most part, have lived their lives in the nation's capital but never ventured the 10 miles from their homes to see the White House or the monuments.

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

"I Have a Dream" began in 1981 when Eugene Lang, a wealthy businessperson, promised a Harlem elementary school class free college tuition if the students would stay in school and graduate. Seven years later, 95 percent of the class graduated and more than half went on to college. That program now exists in more than 30 cities across the country.

Sponsors of children must commit \$300,000 up front for tuition for the class and another \$100,000 over a seven-year-period for administrative costs. But much more than a monetary contribution is involved.

The experience of one group of people in the Washington, D.C. area illustrates what the program does for students and volunteers. United Commu-

nications Group (UCG) is the first company to sponsor a class—a sixth-grade class at a school in Anacostia, one of Washington's largest concentrations of public and low-income housing.

The Betbesda, Maryland publishing company employs about 65 people, but the involvement in the program comes from individuals and not the company as an entity. For instance, the \$300,000 was set aside not from company funds, but from the personal funds of the firm's two owners, Bruce Levenson and Ed Peskowitz. Funds also pay the salary of a coordinator, who works within the school.

"We didn't want a faceless company sponsoring the class," Levenson explained. Even if that concern had not been a factor, the I Have a Dream Foundation seeks individual sponsors. Levenson said that the program "had a lot of appeal to me personally because of the good deal of control over how each program is administered and the funds are spent."

But because it is a company, UCG's employees augment the sponsorship of the two owners by helping with the 34 "pals" that make up the inner-city class. Each employee volunteer typically has two kids he or she sponsors and keeps in touch with.

As a company, the contact with the kids breaks down roughly into two categories—one-on-one letters, phone calls

and outings between a student and a sponsor and company-organized events. Because UCG is a newcomer to the program, it is planning only its second outing as a group—a company picnic with sponsors and kids.

The company's first outing consisted of a mixture of "business and pleasure." First came lunch at the Japanese restaurant Benihana, literally a taste of something different for the students. This was followed by a visit to the UCG office nearby. Because the company is a newsletter publisher, the students were given an introduction to the business by producing their own newsletters. For many, it was also their first encounter with a computer. The students worked on Apple computers that are fairly "user friendly" and, with the help of their sponsors, produced a one-page newsletter describing themselves briefly and their observations about the lunch and the program.

Barbara Kaplowitz, marketing representative, sponsors two female students. "It's as much work as you want to make it," she says. "It's as much contact as you and the kids feel comfortable with."

Kaplowitz tries to write letters every two weeks and sends birthday cards. She also made T-shirts with hearts on them for Valentine's Day, which she sent to the girls through the school coordinator for fear that they would be sto-

len if sent to their home in a public housing project.

Contact between the students and their families and the publishing company employees is not always positive, however. Expectations can be shattered and cultural gaps can stand out and cause problems. For instance, Kaplowitz once asked one of her kids what she would like to do one Saturday. "Can we go to the Capitol?" was the response. She arranged to meet for lunch at Union Station, which is on the subway line and within walking distance of the U.S. Capitol. The result of that outing was the same for Kaplowitz as it was for another sponsor with four kids. She waited two-and-a-half hours and no one showed up.

A week later, the student insisted that she had kept the appointment but they had missed each other. Two days later, the girl's mother called and wanted to meet Kaplowitz. She never showed up either. The daughter gave various excuses, most of which revolved around the illness of one family member and then another.

"I was angry and disappointed," Kaplowitz acknowledged, "but it made me ask how I could maintain contact with her without this happening again. They don't have a home phone and anyway, they stay up until 2 a.m. and I don't want to be called at that hour. Their priorities are very different. To us, commitment is commitment; to them, commitment is maybe."

She concluded that, at least for the first year, all contact with her students must be through the school coordinator, as it would not be safe for her to go to the students' neighborhood.

Although frustrating, the incident was a learning experience, Kaplowitz feels. "The program's helping them understand commitment and that it's important to finish tasks," she said. "I don't know if they've ever been held responsible for their actions before."

Now, the two students will call Kaplowitz or vice versa about three times a week. They usually ask, "What are you doing? Can you come down and meet me today?" Kaplowitz will explain that she has to work, but the calls confirm for the 13-year-old students that she's still there and is not going to go away.

At age 32, Kaplowitz is older than



Barbara Kaplowitz (rt.) helps Octavia Bennett write her own newsletter at company headquarters.

both girls' mothers. "Both kids thought I was ancient," she said. They say they want to go to college and one student claims she wants to be a fashion model and the other wants to be a lawyer. "But if they graduate from high school without getting pregnant," Kaplowitz concluded, "I've won and they've won."

Neither student talks about her father, but both are intensely curious about things in Kaplowitz's life that have permanency—her work, her husband, his work.

"The hardest part," she said, "is that you have to be so incredibly open-minded, because the norm for us is highly unusual for them."

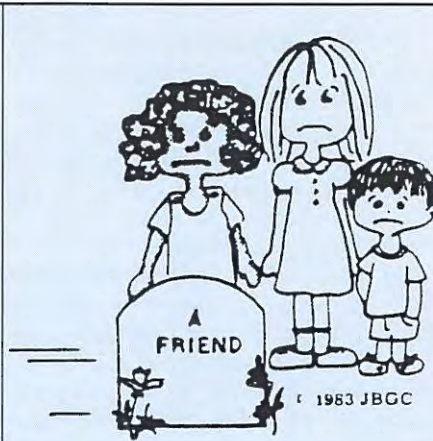
Good Grief Program Helps Children Deal With Death

Mourning the death of a friend or family member is difficult; but, when the person mourning the loss is only 8 years old, it can be even harder to cope. And while adults want to help children adjust to an untimely death, they often are ill-equipped to deal with all the heart-wrenching emotions and misunderstandings the child is experiencing.

The Good Grief Program helps schools and community groups develop skills for helping children when a friend dies. The program was founded by Sandra S. Fox, Ph.D., ACSW, an instructor in psychiatry at Harvard Medical School and the director of the Good Grief Program at Judge Baker Children's Center in Boston, an independent agency serving troubled children and their families.

"It has been our experience that bereaved children look to adults who are a part of the setting in which they knew the child or adult who died for help with their questions, concerns and feelings," says Fox. "The goal of the Good Grief Program is to help schools and community groups become a base of support for bereaved children and adolescents to keep them psychologically healthy and to prevent the development of later emotional problems."

"Good grief," according to Fox, "is grief that helps them [children and ado-



Good Grief Program logo.

lescents] grow and develop good coping skills. They must understand, grieve, commemorate and go on."

The program initially began as a crisis intervention project for schools and community groups whenever a child or adult friend died; however, many requests for Good Grief training are for advance preparation for such an event. "Our calls average about one-third for 'before crisis' training and about one-third for people who have tried unsuccessfully to deal with a crisis," says Fox. Another one-third of the requests for the training result from a crisis situation.

The program trains groups of volunteers from the community—usually teachers, school administrators, community leaders and parents—about ways to respond to the needs that arise when a friend of the group is terminally ill or dies. Resource materials are available to aid in educating the volunteers and a videotape produced for children from preschool to early elementary school uses puppets as a way to help groups of children begin to talk about death or terminal illness.

Tammy Weiser, a guidance counselor at Hosmer Elementary School in Watertown, Massachusetts, believes that the program is extremely helpful in preparing teachers to talk with their students about death and dying. "One of the main ideas is that a responsible adult should tell children about a death," she says. "I've seen teachers who have participated in Dr. Fox's class become more comfortable in this role."

The elementary school has experienced recent deaths of a teacher and a

fifth-grade student. Dr. Fox presented a session for about 35 parents in Watertown as well as a session for the teachers and faculty at Hosmer.

"The Good Grief program is one of the best I've seen for preparing adults to help children deal with death in a realistic way," says Weiser. "It teaches that you can help dispel a lot of the myths and plainly explain to children that death is when the body stops working. It helps the children to deal with death as a part of life early on."

Says Weiser, "There are different reactions at the different age levels. I work with kindergarten through second-grade students. Several weeks after the death of their first-grade teacher, some children were asking when she would be back."

The program, now seven years old, was originally cosponsored by the Junior League of Boston. Volunteers helped to develop much of the resource materials including an annotated bibliography of books and films on death and dying for youth, a book on ethnic and religious observances at the time of death for various cultures, and the script for the videotape for children.

More than 100 Good Grief Programs are held annually, with most training taking place within the New England area. However, trainers will travel to other parts of the country. Fees for the program's services are \$75 per hour in Greater Boston or \$100 per hour plus travel expenses outside the metropolitan area for weekday programs. Two-hour evening programs cost \$200 and \$250 respectively for the above locations.

Replication of the Good Grief Program is encouraged in other communities and guidelines are available by contacting Sandra Fox, Ph.D., ACSW at Judge Baker Children's Center, 295 Longwood Avenue, Boston, MA 02115, (617) 232-8390. (See Tool Box for information on the resource materials available.)

—Cindy Vizza

**1991
NATIONAL VOLUNTEER
WEEK
April 21-27**

Research

Association Volunteering in Community Valued at \$3.3 Billion

By the American Society of Association Executives

Members of American associations donated nearly 330 million hours of their time to community service projects last year, conservatively valued at an estimated \$3.3 billion, according to a new study conducted by the Hudson Institute, an Indianapolis-based think tank, and underwritten by the American Society of Association Executives (ASAE) and the ASAE Foundation. The study found that 25 percent of associations spends time doing volunteer work, using members' skills to advance the common good. According to the survey report, "The Value of Associations to American Society," the study's figures are a conservative estimate based on the 5,500 associations who participated in the survey and don't reflect the total volunteer contributions of the thousands of associations in existence.

The report was based on a stratified, random survey of 5,500 national associations, interviews with key organizations and an extensive review of existing studies and literature.

ASAE President R. William Taylor said, "The millions of hours of volunteer time donated by association members across the country are a good example of one of the many hidden contributions associations make to this country each year. And the report is just the tip of the iceberg. Our study didn't fully represent charitable and cause-related associations which accomplish their goals almost entirely through volunteer hours."

Most of the associations surveyed attributed their interest in volunteering to a desire to help others, to increasing public awareness and understanding on social issues, and to receiving recognition for good works.

Nearly 20 percent of the more than 5,500 associations defined their missions as ones of public service—including 36 percent of cause-related organizations, 23 percent of professional societies, and 10 percent of trade associations.

VALUE OF VOLUNTEER HOURS BY ASSOCIATIONS SURVEYED (valued conservatively at \$10 per hour)

Community Service	\$977 million
Education Programs	\$630 million
Public Information	\$543 million
Conducting Conventions	\$263 million
Research & Statistics	\$ 67 million

The volunteer activities reported in the study ranged from community-oriented activities to large-scale national projects (see sidebar). Many of the efforts were aimed at some of the country's most pressing problems, such as alleviating drug abuse, hunger, homelessness, and illiteracy.

"Associations are often in a good position to organize and shape a volunteer community-improvement effort related to their field of expertise," said Taylor, who added that associations, by their very nature, exist to achieve a collective goal that can't be reached by individuals.

The numbers presented in the report reflect only the 5,500 associations included in the survey. Gales' *Encyclopedia of Associations* lists 23,000 national associations and an additional 64,000 regional, state and local associations. Together, these associations represent only a thin slice of the 960,000 tax-exempt U.S. organizations recognized by the Internal Revenue Service.

A Sampling of Association Volunteer Activities

The **Altrusa Clubs of Chicago, Inc.** organized a language bank to provide emergency interpreting services for non-English speaking persons in crisis situations. A 24-hour hotline can tap into more than 300 volunteers who handle hospital, police and other emergency situations.

The **American Association of Advertising Agencies** have formed a three-year media campaign called Media Advertising Partnership for a Drug-Free America. The campaign features \$500 million annually of free media time and space aimed at changing attitudes about illegal drug use. One ad with tremendous visual impact uses a hot frying pan and refers to it as "your brain." An egg is added, which instantly fries, representing "your brain on drugs."

The **American Association of Retired Persons** started Tax-Aide in 1986 to provide volunteers to serve as counselors, coordinators and instructors for free tax filing assistance for over 1.2 million persons each year. More than 25,000 association volunteers provide services at 7,500 sites throughout the country.

American Women in Radio and Television developed the Soaring Spirits Program to provide quality television programs for hospitalized children on video cassette for playback units or for use through closed-circuit television systems. The program was designed to help reduce children's fears during hospital stays and to provide entertainment and therapeutic diversion.

California for Voluntary Recycling, a co-

alition of California's soft drink, fast food and retail trade associations, established RecyCAL in 1983. This is a statewide public service program designed to increase recycling and litter abatement in communities throughout the state. Thousands of volunteers have organized such activities as a beach clean-up program, community "supersweeps" and beautification efforts.

The **California Trucking Association**, within hours of the 1989 earthquake, set up lines of communication between CTA headquarters, relief and state emergency agencies, the Second Harvest food bank in San Jose, and the Los Angeles-based Food Partnership. A list of serviceable roads was compiled that trucks could use. Then, appeals were sent through newswire services for water trucks and tankers that could deliver potable water to devastated areas. Additional appeals for volunteer transportation to move relief goods were also coordinated by CTA.

The **Chemical Manufacturers Association** provides many public education programs including the Community Awareness and Emergency Response process, which provides community residents with information on chemicals manufactured and stored in local plants and coordinates emergency planning programs. Another program, ChemTrec, assists callers in responding to chemical incidents and emergencies.

The **Grocery Manufacturers of America** united its members with Second Harvest, a national network of food banks, to organize the donation of more than 100 million pounds of food and groceries annually. This community service has multiplied Second Harvest's original distribution forty fold.

The **International Council of Shopping Centers** sponsored "Kids Say No To Drugs," a week-long program in 2,266 U.S. shopping centers in which 20,000 adults and kids volunteered to staff pledge booths where young people could pledge to themselves and their friends to live drug-free lives. Celebrity television announcements supported the program.

The **Kentucky Optometric Association** provides free, full-scope eye care for the working poor of Kentucky who do not qualify for government assistance and cannot afford private health insurance. It

worked through the American Optometric Association to begin "Vision USA." From 1985 through 1989, some 5,000 people received eye examinations, glasses, and other eye care.

Kiwanis International, Indianapolis, a national service group, developed a public campaign to fight drug use. To disseminate its anti-drug message, the group used 500 prime-time network airings of a public service announcement, a 14-week radio series, advertising in *Time*, *Newsweek*, and *Sports Illustrated*, and 5,500 billboards. The advertising alone was worth more than \$15 million.

The **Medical Association of Atlanta** operates a clinic for homeless people.

The **National Society of Professional Engineers** sponsors MATHCOUNTS, a national math competition designed to improve junior high school students' interests and skills in math.

The **National Truck Stop Operators Association** uses a network of truck stops to locate and identify missing children. Pictures of missing children are published in *Trucker's News*, the association's monthly magazine. The association also works with the FBI to disseminate current information about missing children to drivers and other employees.

The **Oregon Dental Association** started Boloney Joe's Dental Clinic to serve the dental needs of transient, homeless and poor families in Portland. Equipment and supplies are donated by local dental supply companies and supplemented by grants from local foundations.

Philadelphia Bar Foundation and Community Legal Services, Inc. sponsors Philadelphia VIP, an effort on the part of the local legal community to deliver quality legal services, without charge, to the city's 40,000 poor. Volunteers come from large and small firms and include partners, associates, paralegals, court reporters, real estate appraisers, physicians, educators, law professors, recent retirees and students.

Towing and Recovery Association of America, Inc. runs a program designed to provide party-goers who have had "one too many" and their vehicles with a free ride home. TRAA members are asked to participate and volunteer their trucks and personnel for specific dates during each Christmas and New Year's holiday.

The **Virginia Health Care Association** organized Rock 'n Roll Jamborees to afford nursing home residents the opportunity to develop feelings of self-worth and contribution by raising funds for charitable organizations and fire and rescuesquads.

For a copy of the report, "The Value of Associations to American Society," or an executive summary, contact ASAE at 1575 Eye Street, NW, Washington, DC 20005, (202) 626-2748.

ASAE, headquartered in Washington, D.C., is an association with over 19,000 members (association executives and suppliers) from 8,800 different associations. Its members manage the leading trade associations, membership societies, and voluntary organizations across the United States and in 38 countries around the world. ■

THE SURVEY

The universe of surveyed associations was drawn from ASAE's listings of individual members and prospective members for whom adequate demographic data existed. The list comprised three major strata: trade associations, professional societies, and health-related or advocacy groups.

The final sample included 5,500 associations, each of which received a questionnaire mailed in February 1989 that sought data for the current budget year. Of these, 2,836 questionnaires were returned. Completed questionnaires of 505 associations were used in forming the economic data and study, for a response rate approaching 20 percent. This response rate was sufficient to yield results at a high confidence level.

Additional information was obtained by Hudson Institute researchers through a review of the association literature and relevant scholarly material, discussions with approximately 50 association executives, and attendance at association executives' meetings.

EPISODIC VOLUNTEERS: Reality for the Future

By Nancy Macduff

Episodic volunteer opportunities are those jobs or assignments in a volunteer program, organization, or agency that allow for service of short duration, usually 3-4 months or less. The primary types are:

- 1. One-time**—the volunteer who gives service once only, and
- 2. Recurring**—the volunteer who works on a specific project or assignment that recurs each year.

An episodic volunteer program—one that runs parallel to the “regular” volunteer program—could be highly beneficial to an organization that needs volunteers. To implement one, the volunteer director or program manager needs commitment and support from throughout the organization to develop this new program strategy.

One of the first questions to ask is “Do we have ‘one-time’ or ‘recurring’ volunteers in the regular program now?” They may be serving with formal job descriptions and job placement; however, the informal episodic volunteer is usually not supported by the formal mechanisms of a regular volunteer program.

There are even different types of informal episodic volunteers:

- 1. Special Case.** This is a person who “drops-in” and can give a few hours or few days of service, such as a volunteer’s child, home from college for a few days.
- 2. Special People.** The special person volunteer is often recruited to do a very specific task. As a rule this is someone

who possesses a skill and needs no training. He/she will volunteer to do a specific job. An attorney recruited to examine a revision of the organization’s by-laws is a special person volunteer.

3. Special Job. The individual recruited to do the job may not need any special skill. The job requires an influx of volunteers to complete it. Preparing a newsletter for mailing, applying labels and zip code sorting require deft hands for a few hours or days.



These volunteer jobs would become part of the new episodic volunteer program. Involving episodic volunteers requires planning and an organized recruiting effort. Using clearly defined strategy to develop an episodic volunteer program assures its success. In this installment we will examine the strategy needed to effectively develop an episodic volunteer campaign and conduct recruitment.

The Needs Assessment

Any new program or service begins with a needs assessment. For the episodic volunteer program, this includes identifying the current quality and quantity of volunteer service and the perceived need for help in other areas.

A review of current episodic volunteers is part of the needs assessment. Include the numbers serving in the last three to five years for a trend indicator. For recurring volunteers, include turnover and retention rates. Compare demographic information on episodic volunteers to regular volunteers. Collect anecdotal or narrative information from episodic volunteers.

The anecdotal information will tell why a short-term assignment is appealing; how the person found the program; what training is needed; and what would make the job more appealing. This information provides baseline data on how to attract people to short-term assignments.

In conducting a needs assessment on episodic volunteering possibilities, consider the natural constituencies: paid staff, current volunteers and most importantly, the clients, members or patrons.

In many organizations or agencies, volunteers are placed in assignments where they are supervised by line staff, not the volunteer program manager. In this case, it is critical to determine the needs of staff related to the placement of episodic volunteers. It is a mistake to ask staff if they “want” the one-time-only volunteer. Every supervisor wishes for personnel who are superior at their job and stay forever. It is more prudent to ask questions based on the fact that episodic volunteers are a reality for the future. For example:

Nancy Macduff is a nationally known volunteer trainer, author of several books on volunteer management and publisher of the newsletter, Volunteer Today. She is a frequent contributor to VAL.



■ What job tasks lend themselves to the assignment of episodic volunteers—one-time or recurring?

■ What training do they need before placement?

■ How can they be integrated with other volunteers?

■ What is appropriate recognition for these volunteers?

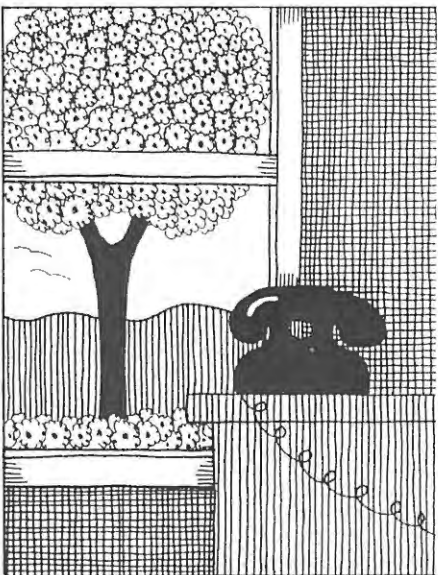
If staff do not directly supervise volunteers, it is still critical to solicit their opinions on the assignments most appropriate for episodic volunteers. For example:

■ How can we most effectively utilize the services of episodic volunteers—both one-time and recurring?

■ How can we support the episodic volunteer?

Consult the current volunteer corps on the addition of an episodic volunteer program. It is a mistake to ask "Can we do this?" The long-term volunteer values years of service. Most would like to see younger volunteers following in their footsteps. Ask for input based on the premise that an episodic volunteer program is being developed.

The most effective way to engage the support of current volunteers is to involve them fully in the needs assessment and development of the program. The current volunteers know services and needs almost as well as staff. Their help in development and implementation will be invaluable. A committee made up of episodic volunteers, regular volunteers, staff and clients, patrons or members can serve as the implementor of the new strategy. Not only do all these people have a vested interest in the program, but they possess the most useful information. In addition, they are likely to become the most effective proponents.



Episodic should not be equated with sub-standard.

How do you determine the perceptions of the clients, members or patrons in relation to the short-term volunteer? Depending on the size of the program, a telephone or mail survey can be conducted.

Another effective tool is the focus group. For the purpose of this assessment, a group of six to nine clients, members or patrons convenes to answer questions about volunteer program needs. The facilitator must be an individual seen by the participants as neutral, preferably some-

one outside the agency. The session can be videotaped for review by the group assessing an episodic volunteer program.

This assessment process would seem to exclude the possibility of making a decision against an episodic volunteer program. Not true. By knowing the full expectations of the organization's or agency's constituencies, it is possible to make a well-informed decision. Asking volunteers, paid staff and clients if they "want" an episodic volunteer program will provide the most superficial of answers. But those responding to the needs assess-

The time commitment required is the primary benefit of the episodic volunteer job.

ment described here are forced to look at the ramifications of instituting a volunteer program that will run parallel to the "regular" volunteer program. A decision to add or not to add an episodic volunteer program is made based on the expectations of everyone concerned.

The Plan

If the decision is made through the needs assessment to develop and implement an additional volunteer program, the next step is to establish a strategic plan to accomplish the task. This includes setting an overall goal and objective steps that describe in measurable increments the episodic volunteer program. This strategic planning process also serves as the foundation to evaluate the success of the total program.

The Job Description

One mistake in organizing the episodic volunteer program is to take current jobs for volunteers and assume they can be done—as is!—by episodic volunteers. A primary task is the identification of new jobs that can be performed on a short-term basis, and the redesign of traditional volunteer jobs to be assigned more appropriately to the short-term volunteer.

The redesign of volunteer jobs starts with a task analysis. Industrial trainers must break down a complex task into component parts to develop incremental methods of teaching new employees. Standardized programs and systems exist for conducting a task analysis. By analyzing the current volunteer jobs, it can easily

be determined if the possibility exists to develop episodic job assignments.

Consider three possibilities:

1. Can a big job be broken into parts?

Camp Fire and Girl Scouts recruit adults to serve as leaders of young children. The usual expectation is for the leader to serve for one school year (preferably more than one year). A recurring episodic volunteer assignment of leader is to have parents or other adults serve for a specific short time period (four months, two months, one month) and to repeat that, on an annual basis, for the length of the club's or troop's life span.

2. Can a job be redesigned? A board of directors often establishes an array of standing committees. People recruited to those committees are expected to serve for a year or more. Some committee functions lend themselves to short-term assignments. For example, a task analysis might reveal how one function of the program committee is evaluating existing programs. This function can be carried out by an episodic volunteer committee recruited specifically for this task.

3. Can new jobs be created? A task analysis can also bring to the surface new jobs that might lend themselves to an episodic assignment. The hospice friendly visitor program is designed for volunteers to visit with terminally ill patients and their families. Suppose a task analysis unearthed the fact that 50 percent of the volunteers are being asked to carry out "errand" type tasks—such as picking up groceries, sorting mail, getting library books—that take them away from clients and could be done by anyone.

An episodic volunteer job could be developed that would match a traditional hospice friendly visitor with an episodic volunteer on a three-month assignment. The episodic volunteer completes the errands, under the supervision of the long-term volunteer. This provides a much needed service to the friendly visitor and expands the service to the client and the family.

The task analysis is one method of designing jobs for episodic volunteers. Another method is to consult the paid staff or long-term volunteers. Develop a job request form specifically for episodic assignments. Encourage creativity and the development of jobs for the one-time or recurring volunteer.

The volunteer director or program manager cannot assume that volunteers or paid staff will know how to think in terms of

episodic volunteer jobs. A training or brainstorming session is in order.

Screening

Screening episodic volunteers should have all the elements of screening for long-term volunteers. Screening includes written job descriptions, applications, interviews and contracts. Episodic volunteers should be expected to complete a similar process.

Variations might be in the extent of scrutiny. For example, the application might fit on a 5" x 8" card. Essential information is present, but storage is easier. Interviews

The volunteer director or program manager cannot assume that volunteers or paid staff will know how to think in terms of episodic volunteer jobs. A training or brainstorming session is in order.

can be conducted by trained long-term volunteers. Episodic volunteers should meet the same standards as other volunteers. Episodic should not be equated with sub-standard.

Advertising and Promotion

The development of the episodic volunteer program thus far has outlined steps to identify jobs and potential criteria for individuals to fill specific jobs. The process used is a target marketing strategy. Understanding the duties and qualifications

helps develop a targeted advertising and promotion campaign. Identify the kinds of people who can fill the positions. For example, the hospice "errand" volunteer might be recruited from college career centers or social work students. The advertising campaign is targeted to the identified group.

The advertising and promotion campaign should focus on the short-term nature of the assignment. The time commitment required is the primary benefit of the episodic volunteer job. Advertising and promotion campaigns can be directed to groups of retirees who spend part of the year in another geographic location; young professionals; college and high school students; young two-career families; and members of other voluntary groups like service clubs, church guilds, or bowling leagues.



The Recruiting Team

A recruiting team can erase the burden on the volunteer director or program manager. The team can set numerical targets for recruiting, design the screening process, review job descriptions, design and carry out advertising and recruiting strategies. The volunteer program manager has a work force to implement the new program.

The volunteer program manager or director's role is that of cheerleader, coordinator of work, supervisor, mentor and monitor. It is seeing that the job is accomplished. It is good management.

In the next installment, the strategies to support and sustain the episodic volunteer will be reviewed. ■



A National Volunteer Week Extravaganza: Easy As 1-2-3 . . .

By Cindy Vizza

In New Haven, Connecticut, National Volunteer Week 1989 activities included honoring community service award winners, a salute to volunteers in a local shopping mall, a street banner, distribution of red ribbon "Vs," a recognition luncheon, an expo for nonprofit organizations, and plenty of media events.

According to Elaine Tedesco, executive director of the Volunteer Action Center (VAC) of Greater New Haven, Inc., it doesn't take a lot of money to have a memorable week. Says Tedesco, "We have a small budget for National Volunteer Week, and we depend on in-kind contributions and volunteers to help with all phases of our celebration.

"We begin planning for National Volunteer Week a year in advance, and for some of our regular activities, such as placing the banner on the Green and our Congressional Awards, we get ongoing commitments," Tedesco said. "That way, every year is an instant replay for our primary activities."

The New Haven Volunteer Action Center forms committees comprising VAC board members, staff and volunteers to plan

each aspect of the week's activities. The chairpersons of each committee form the National Volunteer Week steering committee to oversee the entire program.

"Whenever you break the week into small parts, it's much easier to coordinate and implement all of the activities," says Tedesco. Choosing the right person to head each committee is another crucial aspect of planning, according to Tedesco. She entrusts board members with these roles and encourages them to use their expertise to plan and carry out each activity.

Committees vary in size depending upon the amount of work required; however, each committee chairperson receives as much help as needed. "Specific, one-shot projects makes recruiting volunteers easier," says Tedesco. "People are more willing to volunteer their time for a defined activity with a clear beginning and ending, and they get to see the result of their work fairly quickly."

Each individual committee develops a business plan or simple list of tasks, activities and responsibilities for its event or activity. Because most activities occur annually, each group's business plans are passed along to its successor committee, eliminating the need to start anew every year.

Board Members Lend a Hand

"Board member participation in National Volunteer Week planning is essential," says Harvey Bacqué, Knights of Columbus senior vice president and Volunteer Action Center board member. "Our board helps in several ways: first, in the overall coordination; second, with the in-kind contributions; and third, through media interviews and talk shows."

Assistance from VOLUNTEER—The National Center, to which the VAC belongs as an Associate Member, and in-kind contributions from corporations, foundations and individuals ease the cost to the Volunteer Action Center. The contributions include the engraved, silver bowls presented to each volunteer award recipient, the Congressional award certificates, the printing of nomination forms and invitations, the street banner, the keynote speaker, a photographer, and a helium tank for balloons.

Says Tedesco, "We rely heavily on in-kind gifts and services. Because some National Volunteer Week activities are designed to be fundraisers for the Volunteer Action Center, every contribution helps."

Each year the New Haven Foundation—a community foundation that supports local nonprofit organizations—matches up to \$15,000 in contributions to the Volun-

Cindy Vizza is a regular contributor to VAL and serves as assistant editor on a freelance basis.

teer Action Center. According to Bacqué, last year was the first time that the VAC raised the entire amount for the full match. "The in-kind services and contributions helped make the National Volunteer Week fundraising activities successful," he said.

The Organizational Plan

The National Volunteer Week Committee. Board members make up the National Volunteer Week steering committee and each also serves as a chairperson for one of the nine committees or subcommittees. The group met weekly during the two months prior to National Volunteer Week to report on the progress of the following projects and activities:

- salute in the mall
- red ribbon V campaign
- community service awards
- recognition luncheon
 - honoree reception
 - ballroom arrangements
 - ticket sales /registration /assigned seating
- agency expo
- press/publicity

The Salute in the Mall Committee. The week's festivities were launched with a salute to volunteers in the Chapel Square Mall. More than 35 organizations displayed signs in the mall that recognized their volunteers. School choral groups entertained the crowd prior to the start of the program hosted by Nancy Aborn, a local television personality. The VAC president made opening remarks and the mayor read a National Volunteer Week proclamation. Congressman Bruce Morrison saluted volunteers for their commitment to the district. Both a local television and radio station reported live from the mall. Every hour, and throughout the week, the radio station, WELI, aired the names of ten local volunteers.

The Volunteer Action Center orchestrated the two-hour salute to maximize media attention and community involvement. According to Tedesco, a shopping mall or other indoor location for this type of event is the best choice.

"Outdoor events are too unpredictable," she said. "Last year we held the event on the Green and the inclement weather put a damper on the celebration. Also, you need permits and police for outdoor events, so malls really are the best bet."

A number of scheduling and planning activities made this event a busy one for committee members; however, a busi-



Participants such as the Better Business Bureau, Connecticut Hospice and Y.W.C.A. are among the many who thanked their volunteers during the mall salute. (Red V is highly prominent on stage.)

ness plan kept things running smoothly. Here are some of the chairperson's responsibilities:

- Arrange for a media personality to host the event; provide an outline or remarks, including volunteer statistics.

Salute in the Mall Committee 'TO-DOS'

1. Solicit mall to host the two-hour program.
2. Recruit a television personality to host the program and arrange for a live report from the mall during the noon newscast.
3. Invite the mayor to present the National Volunteer Week proclamation.
4. Invite the congressman to participate in opening ceremonies.
5. Invite radio stations to broadcast live from the event.
6. Invite school choral groups to provide entertainment.
7. Invite all nonprofit organizations, businesses, fraternities, hospitals, etc., to participate in the event and to carry banners and signs identifying themselves and saluting volunteers.
8. Recruit the Volunteer Action Center board president to open the ceremonies.

- Arrange for the mayor to participate; prepare a proclamation.
- Arrange for the Congressional representative to participate.
- Contact mall officials and obtain compliance rules and regulations; investigate insurance needs for the event; arrange for a stage to be set up; recruit volunteers to hang posters throughout the mall; assure adequate public address system; make arrangements for mall clean-up following the event.
- Obtain entertainment for the time period prior to the speaking program; make arrangements to give away helium-filled balloons.
- Promote attendance by all agencies, corporations and associations serviced by the Volunteer Center; encourage them to bring banners and signs saluting volunteers; follow-up with letters or telephone calls.
- Determine who will speak at the event and discuss order of speakers.
- Report all in-kind services to the Volunteer Action Center.

Red Ribbon V Committee. During National Volunteer Week, all volunteers are encouraged to wear a red ribbon V on their lapel to identify themselves as volunteers and to encourage others to inquire about volunteer opportunities. The Volunteer Action Center uses the red ribbon V

The Red V Project 'TO DOs'

1. Recruit groups to make the ribbon Vs and affix them to index cards for distribution or presentation.
2. Prepare and mail the announcement flyer to all agencies, media, business and industry regarding the upcoming sale. Promote the project as part of a national recognition program.
3. Sell Red Vs in packets of 25 for \$5.
4. Send news releases and samples to the media. Encourage members of the media to wear the Red V during National Volunteer Week.
5. Encourage members of the board and community leaders to wear the Red V during the week.
6. Maintain a financial accounting of sales and expenses.

campaign as a fundraiser and sells the Vs in packages of 25 for \$5, plus \$1.25 postage if the buyers don't arrange for pick up from the Volunteer Action Center.

The Connecticut Volunteer Centers order their supplies in bulk and each has exclusive sales rights in their particular community. In 1989, the New Haven Volunteer Action Center sold 5,900 Vs netting \$1,119.

The chairperson of this committee is responsible for recruiting volunteers to make the ribbon Vs, promoting the sale and distribution of the packets, recording sales, collecting fees, providing supplies of Vs for distribution at key events during National Volunteer Week, providing an accounting of sales to the Volunteer Action Center board, and reporting all in-kind services to the Volunteer Action Center.

Press and Publicity Committee. National Volunteer Week provides the Volunteer Action Center an opportunity to honor publicly the Greater New Haven volunteers and draw attention to the major role that the Volunteer Action Center plays in promoting and sustaining a volunteer community. During National Volunteer Week, four television broadcasts, including a talk show featuring the board president and another board member, publicized volunteer celebration festivities.

Radio personalities conducted interviews throughout the week with VAC board members and staff, broadcasted public service announcements and excerpts from the recognition luncheon and



School choral groups entertain onlookers at the salute to volunteers at the mall. All volunteers wear the red ribbon V.

salute at the mall, and thanked individual volunteers by name.

Print media publicity included listings of National Volunteer Week events, editorials, ads, volunteer profiles, coverage of specific events, and general stories about



A banner hung over New Haven's Green alerts the public to National Volunteer Week.

The Press and Publicity Committee 'TO DOs'

1. Prepare and distribute a National Volunteer Week press kit.
2. Contact all local media to publicize National Volunteer Week activities and community service award recipients.
3. Arrange a press conference for keynote speaker prior to the luncheon.
4. Schedule a photographer to cover events.
5. Arrange for the banner to be hung near the Green.

volunteering and National Volunteer Week.

The Volunteer Action Center also erects a street banner in New Haven during National Volunteer Week. The permit must be applied for one year in advance to assure them of the strategic location near the Green, an historic spot in New Haven. The permit fee is \$125 and the banner (an in-kind contribution) is generic, so it can be used every year.

The Press and Publicity Committee chairperson contacted all radio, television and print media to publicize all events and the community service award win-

ners, distributed a press kit on National Volunteer Week, held a press conference, scheduled photographers and distributed photographs following events, arranged for the banner to be hung, and reported all in-kind contributions.

The Community Service Awards Committee. The Volunteer Action Center annually recognizes eight outstanding volunteers during National Volunteer Week. The categories of volunteers are: Youth (age 13-16), Young Adult (age 17-21), Adult (age 22-59), Older Adult (age 60+), Leadership, Youth Group, Adult Group, and Corporate.

In addition to producing a nomination form, this committee developed a standard system for judging the nominations. Each nominee is reviewed by at least two judges and evaluated for commitment, conceived project, community impact, and "going beyond the call."

Each year, the Carnation Company provides Volunteer Centers with up to 10 silver bowls to present to outstanding volunteers as community service awards. In addition, the company engraves the heart logo and date of the ceremony on each bowl. One requirement is that the recipients of the awards must have been referred for their volunteer work through the Volunteer Center. For more information, write to Olga Torres, Community Relations Coordinator, Carnation Company, 5045 Wilshire Blvd., Los Angeles, CA 90036.

"We make it as easy as possible for our judges," said Tedesco. "Before the judges meet to review the nominations, we send them a set of instructions and a criteria form, as well as a set of the nominations they'll be judging."

More than 1,000 nomination forms are mailed to organizations, corporations and individuals. Every nomination is acknowledged with a letter and all nominees receive a certificate from the VAC in recognition of their volunteer contribution. Award recipients are honored at a recognition luncheon during National Volunteer Week.

Recipients of the Community Service Award receive a trophy—an engraved silver bowl—and a Congressional Award certificate. The silver bowl is an in-kind

contribution that any Volunteer Center can obtain by contacting Carnation Company (see box). According to Olga Torres, community relations coordinator at Carnation, the company has supplied the community services awards to Volunteer Centers since 1972, when it began the program with four Volunteer Centers in metropolitan Washington, D.C. Today, 62 Volunteer Centers nationwide participate in the program.

"Although Carnation is a large company, it is still aware of the importance of volunteers to communities," says Torres. "Our community services award program is one way that we can help support volunteerism."

The Congressional Award certificates are provided by the area's Congressional Representative and also can be obtained by anyone wanting to use them in their volunteer recognition program.

The chairperson of the Community Service Awards Committee supervises the selection of the judges and arranges for the judging session, notifies the winners, arranges for the engraving of the bowls and lettering of the certificates, advises the representative of the date, time and details of the luncheon, and reports all in-kind services and contributions.

- The Community Service Awards Committee 'TO DOs'**
1. Encourage nonprofit organizations, civic and fraternal groups and business and industry to nominate their volunteers.
 2. Arrange for Congressional Award certificates from local representative.
 3. Recruit independent panel of judges for application review.
 4. Notify award winners by mail and invite them to the luncheon for the award presentation.
 5. Solicit the Carnation Foundation for the silver bowls.
 6. Notify nominators if their nominee was selected as a winner. Encourage them to attend the luncheon along with representatives of their organization.
 7. Send news releases to print and electronic media announcing winners.
 8. Send letters and certificates from the Volunteer Action Center to all nominees and a copy to the nominators.



The volunteer expo at the mall offers agencies a chance to recruit new volunteers and provides a smorgasbord of opportunities for volunteer involvement.

The Volunteer Expo Committee. By tying together the high visibility recognition luncheon with a volunteer expo for nonprofit organizations, the Volunteer Action Center is able to showcase these agencies to the New Haven community and give them an opportunity to recruit new volunteers. Strategic placement in the hotel where the luncheon is held assures that all 400+ luncheon guests must pass by the expo area.

The display area is limited to 35 agencies. Each agency pays \$25 for a six-foot draped table. Two staff members are located at each table and available to answer questions and distribute agency handouts.

"It's prime-time exposure for the agencies," says Tedesco. "We also take professional photographs of each display and send them to the agencies."

The committee chairperson is charged with inviting agencies to sign-up for the expo. After 35 agencies register for the expo, the chairperson provides specific information to each agency regarding hours of operation, location, and other details and provides table signs or a map to locate their space. The chairperson also is charged with overseeing clean-up, providing personnel to handle any last-minute problems, writing thank-you letters to participating agencies and seeking comments about the expo, and reporting all in-kind contributions.

The Volunteer Expo Committee 'TO DOs'

1. Arrange for space for the expo with the banquet facility and request tables, chairs, etc., for the agencies to use in their set-up.
2. Invite agencies to buy a table at the expo.
3. Cut-off registration at 35 agencies, develop a plan for placing agencies at the facility.
4. Send agencies information regarding logistics.
5. Follow-up with agencies for a post-event evaluation.

The Recognition Luncheon Committee

The recognition luncheon serves several purposes. First, it provides the opportunity to honor the community service award recipients as well as the thousands of volunteers in the New Haven area. Second, it gives area nonprofit organizations a chance to showcase their activities and printed materials in a trade show format prior to the luncheon. Third, it raises money for the Volunteer Action Center.

A reception is held prior to the luncheon. A photographer takes "keepsake" photos of the honorees and all attendees

are given a red ribbon V.

Responsibilities of the chairperson for the reception subcommittee include making arrangements for the location, refreshments, invitations and photographer; providing a welcome committee to greet guests and distribute red ribbon Vs; issuing a ticket/pass for admission to the reception; escorting the guest speaker to the event; and reporting all in-kind contributions.

Another subcommittee oversees activities for the ballroom arrangements. The chairperson is responsible for table arrangements, the luncheon program booklet, head table seating, gifts and souvenirs, and the menu. The chairperson also checks that the sound system, lighting, coat check, parking, and other details at the hotel are prearranged.

Some 400 people attended this annual event, thus making it a major fundraising event for the Volunteer Action Center. A third subcommittee oversees ticket sales, registration and assigned seating. The chairperson handles arrangements for the invitations, solicitation for ticket sales by personal letters and follow-up telemarketing, and assigns seating for all participants. Ticket delivery for patrons, table signs for corporations who purchase a complete table, and registration at the door are part of the arrangements as well. As always, the representative reports on

The Recognition Luncheon Committee 'TO DOs'

1. Reserve a major banquet facility to accommodate a group of 400-500 guests.
2. Recruit a keynote speaker.
3. Send personal letters of invitation to area nonprofit organizations, civic and fraternal groups, business and industry, local chamber of commerce and VAC funders, and elected officials.
4. Solicit corporate tables/select seating.
5. Schedule a reception/press conference prior to the luncheon.
6. Plan program to include remarks from the VAC president, mayor, and representative of the New Haven Foundation (a major funder); speech by keynote speaker; presentation of community service awards by the congressman, VAC president and keynote speaker.
7. Distribute red ribbon Vs, a program booklet and Volunteer Action Center brochures.

finances and in-kind contributions to the board.

Some of the keys to a successful luncheon, according to Tedesco, include a strategic location and a reason to attend. "[VOLUNTEER Chairman] Governor Romney was our keynote speaker in 1989," said Tedesco. "He was a big draw for both the attendees of the luncheon, as well as the media. We also have our congressman or his aide and the mayor in attendance. And, of course, our community service award recipients, who deserve the recognition and media attention." ■



New Haven's annual volunteer recognition luncheon for 400 people includes special awards, a keynote speaker, and live television coverage. The event raises funds for the Volunteer Action Center.



VALUING TIME: A Top Priority in the '90s

By Sue Vineyard

My office literally has about two dozen management reports pass across its desk each month, and a recurrent theme is beginning to stand out.

Editor after editor is saying that survival of any company, agency or group in the '90s will be dependent upon customer response time.

At first glance, these articles seem to be pointing at giving customers (or clients, etc.) what they want quickly, but when examined closely, a second, equally critical demand, is uncovered—that of valuing time as the top factor in deciding where to expend energies.

People in the '90s will value time as a precious commodity. Anything—product, service, effort—that saves, manages or enhances their time will be attractive. Demand will be for items and experiences that "cut to the chase" quickly and therefore are able to fit into an already crammed agenda of personal, family and work time schedules.

Volunteer recruiters, product and service creators, conference planners, etc. can all learn from this trend and offer concentrated, to-the-point, easily digestible opportunities for service and learning that are responsive to expressed needs/wants of "consumers."

Needs assessments must become more frequent, targeted and easy/quick to fill out. Responses to these will have to be transferred into practical action ASAP. Long-range planning will need to leave room for change more rapidly, and we may have to give up thoughts of creating a product and thinking it will remain constant for years to come.

Ivory tower thinking of what's "best" for others will be replaced by leaders who encourage and respond to client/volunteer/community input or needs.

Leadership will be redefined as the ability to recognize trends and offer guidance and service to people quickly and sensitively. It will continue to demand skills of remaining aware of the "big picture" or mission of a group while tending to immediate needs as expressed and keeping the delicate balance be-

tween the two perspectives.

Leaders will need to find ways to help people catch sight of a dream without overwhelming them by a timeframe they cannot accept. Volunteer jobs will have to broaden to include more "hit 'n run" jobs—ones that require short time commitments that can be offered to volunteers who cannot give five hours a week for two years for a board position or the like.*

Job sharing, flexspace, flextime and other creative multiple options will emerge and be as common as the more accepted traditional volunteer jobs with one person committed to a job over a long period of time.

Job "puzzles"—where one job is broken down into multiple parts that fit together as a whole—will pop up and demand great coordination and cooperation.

All of these shifts, in response to a major trend in our lives, will necessitate a volunteer and nonprofit management style that encompasses great flexibility, problem solving, creativity, balancing and interpersonal skills.

Volunteer leaders will need to know as much about communication as Recruitment 101, as much about collaborative techniques as those of management. They must be in touch with rapidly changing needs of all involved and new information in the field.

The word "assume" and stereotypical images must be forever laid aside and the measurement of good relationships can no longer be "sameness."

Diversity and uniqueness will become the rule rather than the exception and will need to be part of our recognition efforts. Collaboration will become valued rather than suspected and cooperative and team efforts will be forged between programs and people once considered too divergent or competitive to work together positively.

In my opinion, all of this is the natural extension of truly understanding the two-sided trend in our society that is demanding responsiveness to expressed needs and the highest value placed on time.

Inherent in the trend lies our field's opportunity for growth, expansion and a balance between visionary leadership and practical management.

** (Editor's note: See the article on "episodic volunteers" on page 15.)*

Sue Vineyard is the managing partner of VMSystems and a nationally recognized author and trainer/consultant in the volunteer field.

THE ART OF ARBITRATION

How An Organized Volunteer Program Helps Consumers and Businesses Settle Disputes

By Carol P. Stuart

Joan Gray's new car, purchased just eight months ago, has been in the shop more than it has been in her driveway. Still under warranty, the vehicle has been a constant problem. First, the brakes failed, but the dealer fixed them very quickly and gave her a loaner car to drive for the day. Shortly after, however, her transmission had to be replaced. It didn't cost any money, but was this really supposed to happen to a brand-new car? Today, Joan walks out to her new car, starts it up, and begins to drive away—only to find that the transmission is acting up again. What options are available to her, and how can she take care of her problem promptly?

So you have a complaint and want a speedy resolution. What do you do to get the other party to respond to your concerns quickly when you can't resolve the matter between yourselves? You could hire an attorney and file a lawsuit, but that might take years and cost lots of money. You could give up and walk away mad (and bad-mouth the business at every opportunity). Or you could turn to other methods of dispute resolution.

Dispute resolution is one of the most rapidly growing trends in our society. In addition to avoiding costly lawsuits that

Carol Stuart is director of bureau-manufacturer affairs for the Alternative Dispute Resolution Programs Division of the Council of Better Business Bureaus. She supervises the arbitrator trainers and works with the other ADR staff providing the BBBs with procedural advice on how to handle cases. She also acts as a liaison between the Council and the auto manufacturers to ensure the program runs smoothly.

may take a long time to resolve, it provides conflicting parties with an opportunity to resolve their dispute through a neutral party—volunteers from the community.

Arbitration is a legally binding process in which two or more parties involved in a dispute permit a third person (or panel) to make a final decision resolving the dispute. You probably have heard about some of the most common types of arbitration. Baseball players and club owners may use arbitration to resolve a contract/

final decision. Most people have a tendency to mediate because it is natural to want to help two parties arrive at their own settlement to a problem. Which movie would be the best one to go see? A mediator would help the parties to recognize the options available, and help aid the parties in making a selection acceptable to both movie-goers.

The nonprofit Better Business Bureaus (BBBs) have been arbitrating disputes since 1972, when a national arbitration program was established. Most of these complaints involved marketplace disputes between consumers and businesses over sales or service issues. In the early 1980s, a national program for the mediation and arbitration of automotive complaints, BBB AUTO LINE, was established. This program, which is free, enabled consumers to file complaints against automobile manufacturers if the consumer felt he or she had experienced a problem as a result of a manufacturing defect. Most complaints are handled within 40 to 60 days from the date the complaint is filed with the BBB.

In 1989, BBBs nationwide handled over 116,000 complaints against automobile manufacturers. Over 20,000 of those complaints could not be resolved through mediation and were handled through arbitration. And who served as arbitrators for these cases? Volunteers, of course. Without volunteer arbitrators, the AUTO LINE program could not exist. The volunteers are asked to make difficult decisions about complex problems.

The decisions rendered for the AUTO LINE program are not binding on the man-

OCCUPATION OF BBB ARBITRATION VOLUNTEERS

Retired	29.9%
Manufacturing/trades	10.7%
Government	8.6%
Financial services/ insurance	8.0%
Retail/wholesale	6.0%
Education/research	6.0%
Legal	5.7%
Communications	4%
Other	21%

salary dispute. Striking union employees and company owners often use arbitration to resolve labor and benefits disputes. Some courts are now referring lawsuits to arbitration after pre-trial hearings are completed.

Before arbitration is employed, most disputing parties try to resolve their dispute through mediation. In mediation, a neutral third party helps settle a dispute between two people but does not make a

ufacturer unless the consumer accepts the decision. If the consumer rejects the decision of the arbitrator, he or she is still eligible to pursue the matter in a court of law. And if the consumer accepts the award, the manufacturer must do what the arbitrator has decided.

Who Are the Volunteer Arbitrators?

Nearly 10,000 arbitrators throughout the United States volunteer their time to render decisions for BBB AUTO LINE complaints. These volunteers, who donate their time during normal office hours, represent a cross-section of our community. They come from all walks of life and volunteer for a wide variety of reasons.

The only requirements needed to become a volunteer arbitrator are the following. He/she must be

- at least 22 years of age
- a high school graduate
- a good listener
- able to gather facts
- fair-minded and logical

Each BBB maintains a pool of technical advisors that the arbitrator may consult during a case, so the volunteer does not need to have any mechanical knowledge of automobiles. Likewise, a legal background is not required. Most parties do not hire an attorney because they feel they don't need one and don't want to incur the expense.

Each arbitrator is asked to volunteer at least three times a year, and some volunteer with much more frequency. Over 43 percent have been arbitrators for three to five years; just under 18 percent for six or more years. Twenty-seven percent of the arbitrators now participate in non-AUTO LINE arbitration activities as well.

Volunteer Recruitment

BBBs nationwide use a variety of recruitment techniques to reach prospective volunteers. The most effective means have been through newspaper ads, recommendations from a friend, or through a BBB newsletter article mentioning an upcoming training session. BBB presidents and CEOs typically discuss the AUTO LINE program during public appearances, and many volunteers have been reached in this manner.

Ads such as the one pictured have been very successful in recruiting volunteers through the newspaper or other print media. Public service announcements are another common method used by BBBs to recruit volunteers.

Training the Volunteer Arbitrator

Several steps must be taken by each trainee before he or she is certified by the Council of Better Business Bureaus (CBBB) to conduct arbitration hearings. The first requirement is that each volunteer attend two 4-hour lectures by a CBBB arbitrator trainer.

Step 1 — First Day of Lecture. During the first day of training, the instructor gives an overview of arbitration, provides definitions of dispute resolution terms and explains what kinds of cases can and cannot be arbitrated. The trainer also explains the skills an arbitrator must develop such as maintaining neutrality, communicating clearly, asking questions to get the facts, making a decision that is within the limits of what the parties agreed to arbitrate, and

maintaining confidentiality.

During the classroom lecture, the trainer explains the "Agreement to Arbitrate," which is all the volunteer knows about the case before coming to the hearing. He/she is taught that each party is expected to present, in an informal manner, his or her side of the story. In addition to remaining neutral throughout the hearing, the arbitrator is taught to communicate clearly and ask questions to get the facts he or she needs to make a decision.

Also during the first day, the trainees view a 55-minute videotape that demonstrates both good and bad arbitrator techniques. While most arbitration hearings are conducted with both parties present, the video also includes a segment on how to conduct an arbitration hearing with one or both parties participating by telephone

**USE YOUR GOOD COMMON SENSE
FOR THE GOOD OF YOUR COMMUNITY!**

*You Be
The
Judge*



Your Better Business Bureau's free training classes start soon. Become an arbitrator in automotive and other business/consumer disputes. Legal experience is not required. It is an important volunteer way to help your neighbors and community... and relieve our over-congested courts.

If you possess good listening skills, are able to ask questions to gather facts, and are able to make a fair, logical decision based on those facts, the BBB is looking for you. If you are a high school graduate and are at least 22 years of age, please complete the form below or call your BBB.

- Free Training
- Two 4-Hour Sessions
- Flexible Volunteer Time
- Part of a Community Service Program Sponsored By The **Better Business Bureau** System

BBB volunteer recruitment ad.

via a conference call. After discussing with the trainees what they saw during the tape, the trainer then explains the specific procedures used in conducting a hearing.

At the end of the first day, the arbitrator trainees are given a practice case to take home and review. The homework case contains some information, but deliberately omits enough facts to create a situation in which some arbitrators decide to make one decision (no award for the consumer), some another (partial repair to the vehicle or full repair) and some another (repurchase the vehicle). Of course, the arbitrators are taught there is no right or wrong answer to this exercise; rather, each of them should make a decision based on what they considered to be fair and reasonable. And that decision must be based strictly on the evidence and testimony presented by the parties or their witnesses during the hearing.



BBB arbitration volunteers in training session.

Step 2 — Second Day of Lecture. On the second day of training, the trainer discusses "what if"-type questions and provides the trainees with more detail about what to expect when conducting a hearing and how to deal with special situations. For example, what if one or both parties becomes angry? What if the arbitrator feels more information is needed?

The class is then taught how to write a decision and the proper elements that must be included in a decision. The reasons the arbitrator made the award he or she did must also accompany every decision. The trainees are taught to put into words the rationale behind the decisions they make.

Once the decision and reasons for the decision are reviewed, the trainer divides the class into smaller groups based on the decision each arbitrator reached with the homework case. Each group is then asked to work together to write a decision with the others in their group, and include all the necessary elements such as the dollar amount, time frames, and other items needed to ensure that the decision is clear, concise and cannot be misinterpreted.

Each group is asked to appoint a spokesperson who reads the decision and reasoning aloud to the entire class. Trainees can state what additional questions they may have had for the parties had the practice case been an actual hearing.

Step 3 — Real Case Observation. Following the second day of lecture, the train-

AGE OF BBB ARBITRATION VOLUNTEERS

Under 25	.7%
25-34	12.0%
35-44	25.2%
45-54	21.6%
55-64	19.2%
Over 64	21.4%

ing is nearly complete. However, before the trainee can become certified, he or she must observe an arbitration hearing conducted by an experienced arbitrator, and then write a mock decision and reasons for that decision. The trainee is not permitted to ask questions during the hearing, and his or her decision is not sent out to the parties. Instead, the BBB sends that practice case to the CBBB trainer who checks the decision and reasons to determine if the arbitrator should be certified.

Unless there are flaws in the decision or in the rationale behind the decision, most volunteers are certified. If the trainee is not certified based on that first mock decision, he or she is given a second opportunity to observe a hearing and turn in another practice decision for review. If the BBB or the CBBB trainer determines that the volunteer is not suited to be an arbitrator, the BBB will try to place that volunteer in another position within the BBB.

Trainees who successfully complete the training requirements receive a certificate signed by the President of the Coun-

cil of Better Business Bureaus stating that they are a member of the National Panel of Consumer Arbitrators.

In some states, arbitrators receive additional training because of certain legal requirements. For example, in California and Florida, the arbitrators are trained to consider the state lemon law when making a decision.

Other Alternative Dispute Resolution (ADR) Activities

Many local Better Business Bureaus participate in a national program known as BBB CARE. Established in 1989, this program includes various local businesses that agree to submit customer disputes to the BBB Alternative Dispute Resolution (ADR) program. This gives the volunteer arbitrators an opportunity to arbitrate a wider variety of disputes such as those involving dry cleaners, roofing contractors, home improvement companies and jewelers.

Arbitrators have begun to receive training that includes examples of binding arbitration in disputes like those mentioned above. Binding arbitration means that both parties are bound by the decision of the arbitrator and neither party has the option to accept or reject the decision made by the arbitrator.

For more information about AUTO LINE and CARE volunteer arbitrator programs in your city, call the national toll free number, 1-800-955-5100 or write to the Council of Better Business Bureaus, Inc., 4200 Wilson Blvd., Suite 800, Arlington, VA 22203. ■

Parent Aides Are Valuable Aids in Child Abuse Prevention

By George Bryan, Jr.

I recently received a call around 11:00 p.m. from a volunteer parent aide. She was on her way to the home of the family with whom she was working. The eldest daughter had called. When I arrived, the volunteer—clad in her robe—was calming the disputing parents while holding their two-year-old daughter in her arms. I was apprehensive about walking in on abusive parents who had been drinking, especially at this hour of the night; however, the caring and competency of a parent aide proved once again that a volunteer can treat child abuse.

Volunteers are used in many challenging jobs and one growing need for them is in the prevention and treatment of child abuse. This job demands well-screened, well-trained and well-supervised volunteers who are willing to give emotionally and physically to multi-problem families who have or who are at-risk for injuring their children.

George Bryan is the executive director of Exchange/SCAN (Stop Child Abuse Now), an organization that treats families at risk of child abuse and neglect in several counties in North Carolina (profiled in the winter 1989-90 VAL). He also serves as the president of several organizations including National Parent Aide Association, North Carolina State Chapter of National Committee for the Prevention of Child Abuse and Neglect, and the Juvenile Justice Council. He is the past publicity chairman of the North Carolina Association of Volunteer Administrators and a board member of a local food bank.

This critical job for volunteers arose out of the lack of success that traditional counseling and social service work had with families at-risk or involved in child abuse. These families share the common

Because support for abusive parents is emotionally demanding and not often possible for social workers with large caseloads, volunteers make the difference. The one-on-one arrangement shows personal commitment.

characteristics of isolation, mistrust, poor self-esteem and an inability to relate to peers—and are why many parents resist reaching out for help through traditional services.

In the early 1970s, several programs in North America recognized that supportive relationships with abusive families made treatment more successful. Now an estimated 600 programs nationwide use parent aides to help families. The National Parent Aide Association (NPAA), founded in 1985 to support these efforts, estimates that 75 percent of the parent aide programs in the U.S. are volunteer.

Because support for abusive parents is emotionally demanding and not often possible for social workers with large caseloads, volunteers make the difference. The one-on-one arrangement shows personal commitment and allows the volunteer to diffuse suspicious attitudes of the parents by reminding them that the volunteer is there because he or she cares.

Families needing help can request the type of volunteer parent aide they prefer—volunteers from different backgrounds, race, gender and age are recruited by program administrators. And, for a society frustrated by child abuse, volunteering as a parent aide is a way for hands-on involvement in the prevention and treatment of child abuse.

Can parent aides be successful in preventing or treating child abuse? Program administrators can give you story after story of the success of parent aides. Parent aides can bring to impossible situations the belief that anyone can change. They can bring in their family, their church, and their community to help break through all the odds.

Over eight years, research on 200 fam-

ilies at the Exchange Club Child Abuse Prevention Center of North Carolina found that 93 percent of the families served do not abuse or neglect their children after treatment. These families were empowered to change the way they parent through the emotional care, the modeling, and the sharing that volunteers made in their lives.

Parent aides are defined by NPAA as *trained, professionally supervised individuals, volunteer or paid, who assist parents under stress and those whose children are at risk of abuse or neglect.* They are used in a wide variety of programs including those aimed at primary prevention such as perinatal support, birth companions, and teen mom support. Other parent aide programs are involved only in the treatment of families who have physically abused their children or in court-referred cases. Regardless of the point of intervention with families, the strategies of volunteers can make the difference.

The emotional support is central in the success of parent aides. Studies show that many parents who were abused as children overcame that abuse through significant relationships with others—relatives, teachers, friends. A parent aide immediately breaks through the isolation of the parent, builds self-esteem, creates an appropriate relationship between adults and a listening ear to ease the parent's and the child's pain.

Eventually the modeling enables the parent to see how other parenting strategies can work with their children and convinces the parent without "teaching down"

to them. Empowering the family to make its own changes is what enables the family to view their children and the world differently. Empowering the family avoids many of the pitfalls of differing values, and of giving answers when it is only necessary to encourage people to act on their own thought-out solutions.

Parent aides can bring to impossible situations the belief that anyone can change. They can bring in their family, their church, and their community to help break through all the odds.

Parent aides usually work in the homes of the families they serve—and with the whole family—not just the children or just the parents. Working in the home means working on the family's own territory. It also demands that the volunteer is aware of other contributions to the risk of child

abuse such as safety issues, child-proofing, sleeping arrangements, or the wider issues of poverty, poor environment, crime and a lack of community services. The parent aide may help find jobs or housing, repair door screens, or buy a night light. These contributions may play as important a role as many of the psychological supports.

Recruiting parent aides who can succeed in such a challenging volunteer position demands top performance by the volunteer administrators. A study of volunteer parent aides showed that many volunteered because of a past life trauma or entered this field for career advancement or because of a desire "to make a difference." Volunteers need to be well-screened to be sure that they aren't bringing unresolved issues into their new job. Screening usually incorporates two interviews, home visits, reference checks and police checks. Training lasts 12 to 20 hours with most programs having monthly in-service sessions or weekly individual meetings for volunteers in critical situations. Training includes information about laws, characteristics of families, community resources, intervention strategies, values clarification, and sometimes candid sharing with a current volunteer or family being served.

Careful preparation of a volunteer can help from disappointing a family if a volunteer decides not to follow through with the program. Therapeutically, it is difficult for the family to attach to the parent aide initially, and deserting the family would reinforce the family's mistrust of service agencies.

A parent aide from Connecticut's Central Coalition for Children writes, "If I could define the essence of parent aide work in one word, it would be *hope*. Hope promotes growth. Hope heals wounds. Hope gives strength for the trials ahead. Hope empowers."

This volunteer had the privilege of sharing in birth with one mother and the hope of unlimited potential the child represented. She also held the hand of an abused mother as she hoped against all odds until death from leukemia. Parent aides can make a difference and volunteers have the possibility to break through the cycle of abuse to bring new hope to this and the next generation.

For more information about how volunteers can be used to prevent or treat child abuse, write the National Parent Aide Association, 332 South Michigan Ave., Suite 1600, Chicago, IL 60604. ■



A volunteer parent aide visits client in her home.

The VAL Index for 1989

The following index lists every article that appeared in each quarterly issue of VAL in 1989. The index is organized by title (then author, department, issue and page number) in chronological order by category.

Categories added in 1989: Aids, Community Volunteering, Literacy, Medical Services, Museums, National Service, Non-profits, Self Help, Social Services.

Back copies of VAL are available for \$5 each from Voluntary Action Leadership, 1111 N. 19th St., Suite 500, Arlington, VA 22209.

For past indices, consult the annual spring issue of VAL.

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- Effective Volunteer Group Leadership. Michael J. Marx, Ph.D., SPRING 1989, p. 24.
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- St. Louis DOVS Celebrates 25th. Administrator's Corner, News, SUMMER 1989, p. 8.
- Re-entry Through Volunteering: The Best Jobs That Money Can't Buy. Esther O'Donald, FALL 1989, p. 22.
- For the Newcomer: A Brief Look at Volunteer Administration. The Council for Volunteerism, Champaign County, IL., WINTER 1989-90, p. 23.
- Today's Volunteer Administrator: A *Manager* of Volunteer Services. Virginia Cronk, Ph.D., WINTER 1989-90, p. 20.
- Volunteering in Times of Disaster. Cindy Vizza, WINTER 1989-90, p. 14.

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- Volunteers "Stop Child Abuse Now." Cindy Vizza, News, WINTER 1989-90, p. 9.

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- Christmas in April Spreads to 40+ Communities. Judy Haberek, News, FALL 1989, p. 8.
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- Who Is in Control of Your Community? Terrence H. Dunn, Ph.D., FALL 1989, p. 20.
- City-Wide "Paint Your Heart Out" Programs Inspire Others. News, WINTER 1989-90, p. 8.
- Volunteering in Times of Disaster. Cindy Vizza, WINTER 1989-90, p. 14.

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- Volunteering for the Veterans Bedside Network—An Act to Follow. Judy Haberek, News, SUMMER 1989, p. 6.

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- Hunger and Homelessness: Projects for Children. Cindy Vizza, News, WINTER 1989-90, p. 6.

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- Task Force Issues Nonprofit Risk Management Recommendations. The Nonprofit Sector Risk and Insurance Task Force, Research, SPRING 1989, p. 15.
- A Volunteer's Thankless Task. Lisa Green Markoff. Advocacy, SUMMER 1989, p. 12. (Continued on next page)

INTERNATIONAL VOLUNTEERING

Volunteers for Peace Offers Unique Work/Travel Experience. Judy Haberek, News, SUMMER 1989, p. 5.

LITERACY

Literacy Volunteers of N.Y.C. Publishes Works of Prominent Authors. News, SPRING 1989, p. 11.

MEDICAL SERVICES

Keeping Volunteers in EMS (Emergency Medical Services). Suzanne M. Selig, Ph.D., M.P.H. and Danny Borton, FALL 1989, p. 18.

MINORITY INVOLVEMENT

Saginaw Develops "Blueprint" for Minority Board Participation. Cindy Vizza, News, SPRING 1989, p. 11.

MUSEUMS

Peace Museum Appeals to Volunteers. Judy Haberek, News, SPRING 1989, p. 12.

NATIONAL SERVICE

Governors Adopt Position on Service. News, SUMMER 1989, p. 11.

NONPROFITS

Task Force Issues Nonprofit Risk Management Recommendations. The Nonprofit Sector Risk and Insurance Task Force, Research, SPRING 1989, p. 15.

Profiles of Excellence: Studies of the Effectiveness of Nonprofit Organizations. INDEPENDENT SECTOR, Research, FALL 1989, p. 13.

PROFESSIONAL DEVELOPMENT

How to Receive a Delegated Assignment. Dennis LaMountain, WINTER 1989-90, p. 31.

Today's Volunteer Administrator: A *Manager* of Volunteer Services. Virginia Cronk, Ph.D., WINTER 1989-90, p. 20.

RECORD-KEEPING (See ADMINISTRATION)

RECRUITMENT (See ADMINISTRATION)

RELIGIOUS INVOLVEMENT

IVCP Helps Frail Elderly, Disabled People in Their Homes on Large Scale. News, FALL 1989, p. 10.

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Task Force Issues Nonprofit Risk Management Recommendations. The Nonprofit Sector Risk and Insurance Task Force, Research, SPRING 1989, p. 15.

The Forgotten Half: Pathways to Success for America's Youth and Young Families. The William T. Grant Foundation Commission on Work, Family and Citizenship. Research, SUMMER 1989, p. 14.

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IS Reports Independent Sector, Private Support Continue to Grow in Third Biennial Profile. INDEPENDENT SECTOR, Research, WINTER 1989-90, p. 12.

SELF HELP

Co-DA Focuses on Oneself. Richard M., News, FALL 1989, p. 6.

What! Me Start a Group? Louis L., News, FALL 1989, p. 7.

SOCIAL SERVICES

1990—A Lean Year for Social Services. News, FALL 1989, p. 7.

STUDENTS (see CHILDREN and YOUTH)

TAXES (DEDUCTIONS)

Tax Deductions for Volunteers in 1990. WINTER 1989-90, p. 29.

TEENAGERS (See YOUTH)

TRAINING (See ADMINISTRATION)

VICTIMS

Volunteers and Professionals Team Up to Help Sexual Abuse Victims. Nancy Tordoff-Ives, News, FALL 1989, p. 5.

Volunteers "Stop Child Abuse Now." Cindy Vizza, News, WINTER 1989-90, p. 9.

VOLUNTARISM/VOLUNTEERING/VOLUNTEERISM

1989 Year of the Volunteer in South Dakota. Cindy Vizza, News, SPRING 1989, p. 14.

Bush Honors Outstanding Individual Volunteers/Groups. Richard Mock, News, SPRING 1989, p. 5.

Co-ops . . . The Wave of the Future (Again)! Sue Vineyard. As I See It, SPRING 1989, p. 2.

Creative Followership. Marilyn MacKenzie, SPRING 1989, p. 27.

Required Volunteering: Contradiction or Congruity? Joy Peters, SPRING 1989, p. 23.

Ten Principles to Guide Successful Volunteer and Community Service Programs. The Johnson Foundation, Inc., SUMMER 1989, p. 28.

Three Score Years and Ten of Volunteering. Maude Copeland, News, SUMMER 1989, p. 8.

The Constitution and The Real Thousand Points of Light. Mark W. Cannon, As I See It, FALL 1989, p. 2.

Re-entry Through Volunteering: The Best Jobs That Money Can't Buy. Esther O'Donald, FALL 1989, p. 22.

Who Is in Control of Your Community? Terrence H. Dunn, Ph.D., FALL 1989, p. 20.

A Big Brother Learns the Meaning of Volunteering. Eric Januzelli, News, WINTER 1989-90, p. 10.

YOUTH (See also CHILDREN)

The Next Step: Volunteer Leadership Development for Disabled Youths. SPRING 1989, p. 18.

The Forgotten Half: Pathways to Success for America's Youth and Young Families. The William T. Grant Foundation Commission on Work, Family and Citizenship. Research, SUMMER 1989, p. 14.

A Big Brother Learns the Meaning of Volunteering. Eric Januzelli, News, WINTER 1989-90, p. 10.

Boys Clubs Reach Out to Gangs. Cindy Vizza, News, WINTER 1989-90, p. 5. ■

Books

'Interesting and Useful for Different Reasons'

By Steve McCurley

VOLUNTEERS IN ACTION. Brian O'Connell and Ann Brown O'Connell. The Foundation Center, 1989. 321 pp. \$19.95 + \$2.75 shipping. (Order from Volunteer Readership, 1111 N. 19th Street, Suite 500, Arlington, VA 22209. Order #53.)

THE GOOD HEART BOOK: A GUIDE TO VOLUNTEERING. David E. Driver. The Noble Press, Inc., 111 E. Chestnut, Suite 48A, Chicago, IL 60611, (800) 486-7737 or (312) 642-1168, 1989. 290 pp. \$18.95 + \$1.00 shipping. 20% discount to VAL readers (call the publisher).

These are two unusual books. Both concern the act of volunteering and both are interesting and useful for very different reasons.

The interesting part comes primarily from the massive amount of research that the authors have undertaken in compiling the books. *The Good Heart Book* is subtitled "A Guide to Volunteering" and aspires to be precisely that, working through sections that detail the extent and nature of volunteer involvement in America, the major areas of social services that utilize volunteers, the steps which a person considering volunteering should take to select an organization, and

Steve McCurley, of V/M Associates, is a highly experienced and well-known trainer, speaker and author in the volunteer field. He has agreed to review books on a regular basis for VAL.

a state-by-state directory of organizations that could assist a would-be volunteer.

The examination is quite thorough and lucid. Even though David Driver is not a practitioner within the field of volunteer

The usefulness of the two books differs substantially. *The Good Heart Book* is actually quite practical, both for potential volunteers and for agencies.

The best analogy I can find for the effect of *Volunteers in Action* is to say that if reading the morning paper makes you depressed, this book will provide the antidote.

management, he shows a remarkable grasp of the ins and outs of the volunteer sector. About the only lapse is a momentary confusion in trying to explain the relationship between Volunteer Centers,

VOLUNTEER and United Way. (And confusion is probably the only rational reaction anyone can exhibit on that particular subject.)

Volunteers in Action shows an equal comprehensiveness, and is undoubtedly the resource for those who would like to cite examples of outstanding volunteer behavior. The book literally consists of brief descriptions, primarily through quotations from articles and awards ceremonies, of the activities of exemplary volunteers. There are hundreds upon hundreds of them, representing every conceivable size, shape and subject area. Winners of the President's Volunteer Action Award are mentioned 38 times in the book, with extensive quotations from their awards citations.

The usefulness of the two books differs substantially. *The Good Heart Book* is actually quite practical, both for potential volunteers and for agencies. Its description of how to go about deciding where to volunteer would be a very useful mechanism for volunteer referral groups to use and its descriptions of the problem areas and operations of major social concerns provide a very good overview that could be utilized in motivating volunteers to work in each of the areas, or in leading them to other subjects for which they would be more suitable.

The usefulness of *Volunteers in Action* is not so immediately obvious. My first reaction to the unending descriptions of volunteer effort was to feel overwhelmed. After a while, however, that feeling changed to awe and a growing sense that with people like this in it the world must be a better place than it sometime seems. The best analogy I can find for the effect of this book is to say that if reading the morning paper makes you depressed, this book will provide the antidote. It convinces you that God is indeed in his heaven and all may very well be right with his world, or at least a lot better than the headlines would suggest. Attempt to read it all at once and you will feel inadequate; read it a bit at a time and you will feel inspired.

To make the best use of each of these books, do the following: Read *The Good Heart Book*, and then donate a copy to your local high school counselor to make use of it with the impending youth National Service stampede. Keep your copy of *Volunteers in Action* and read it when you're feeling burned out or depressed—it will make you very proud of being a part of the volunteer community. ■

Tool Box

Organizing Special Events and Conferences: A Practical Guide for Busy Volunteers and Staff. Darcy Campion Devney. Pineapple Press Inc., P.O. Box 16008, Southside Station, Sarasota, FL 34239, (813) 952-1085. 250 pp./paper. \$16.95 + \$1.50 shipping/handling.

A handbook that contains "all the tricks and techniques of the professional event organizer"—step-by-step instructions, checklists, schedules and lists of helpful organizations, addresses and publications. Also includes hints and anecdotes from professionals and volunteers working with all types of organizations.

Good Grief: Helping Groups of Children When A Friend Dies. Sandra S. Fox, Ph.D., ACSW. Order from: The Good Grief Program, Judge Baker Children's Center, 295 Longwood Avenue, Boston, MA 02115, (617) 232-8390. 80 pp. \$9.50 + \$.50 postage.

This book describes the design and services of The Good Grief Program of Boston, which helps schools and community groups become a base of support for children when a friend dies. Includes guidelines for replication in other communities. Companion resources for this program are listed below.

Books and Films on Death and Dying for Children and Adolescents: An Annotated Bibliography. Edited by Eva Murphy, MSLS. Order from: The Good Grief Program, Judge Baker Children's Center, 295 Longwood Avenue, Boston, MA 02115, (617) 232-8390. \$10 + \$.50 postage.

A listing of approximately 225 books and films indicating publisher/distributor, school level, summary of contents, comments, who died, cause of death, racial/ethnic focus, urban/suburban/rural settings.

Books and Films on Death and Dying for Children and Adolescents: An Annotated Bibliography - 1st Supplement. Edited by Eva Murphy, MSLS. Order from: The Good Grief Program, Judge Baker Children's Center, 295 Longwood Avenue, Boston, MA 02115, (617) 232-8390. \$5 + \$.50 postage.

A listing of 71 books and films published from 1980-1988 and not previously reviewed.

Ethnic, Cultural and Religious Observances at the Time of Death and Dying. Joseph A. Ryan. Order from: The Good Grief Program, Judge Baker Children's Center, 295 Longwood Avenue, Boston, MA 02115, (617) 232-8390. \$10 + \$.50 postage.

Information sheets describing the observances of 11 different groups: Black, Chinese, Greek Orthodox, Hispanic, Irish, Italian, Jewish, Lebanese, Native American, Portuguese and Roman Catholic. This resource helps children understand how to say good-bye to friends of different backgrounds.

The Death of a Friend: Helping Children Cope with Grief and Loss. Videotape and film. New Dimension Films, 85895 Lorane Hwy., Eugene, OR 97405, (503) 484-7125. Sale: \$320 for 16mm/\$280 for video. Rent: \$32 + \$6 handling. Specify video format.

Developed by The Good Grief Program, this video presentation uses puppets to help groups of children begin to talk about the death or terminal illness of a friend. While it is designed for children in preschool through the early elementary years, it is also an important resource for teacher education, parent organizations, and the many other adults who work with young children. A discussion guide includes information on children's understanding of death and dying, ways to use the video, suggested discussion questions, and a bibliography.

Compiled by Cindy Vizza

Red Cross Sq.
Main Bldg.
430 17th St. N.W.
20006 ARC 299-4000



Guidelines for Outreach to Minority Populations. American Red Cross. Contact your local Red Cross Chapter to order (Order #A7054). Free. 1987.

These guidelines were developed for Red Cross units interested in involving minorities (Hispanics, Blacks, American Indians, Alaska Natives, and Pacific Islanders) as recipients or providers of Red Cross services. Although the program specifics and target audiences may vary, the basics of the developmental process generally are applicable and useful for many volunteer organizations. The guide explores the process involved in initiating an outreach program to minorities, including needs assessment, planning, implementation and evaluation. (See parts 2 and 3 below.)

Hispanic Outreach Guidelines. American Red Cross. Contact your local Red Cross Chapter to order (Order #A7054). Free. 1987.

Part 2 of the Red Cross minority recruitment series focuses on overcoming cultural stereotypes and alerts recruiters to issues they should know before asking Hispanics to volunteer. The goal of this initiative is to orient Red Cross staff and volunteers to the needs of the various Hispanic communities, to involve Hispanics in all aspects of the initiative—from development to evaluation—and to recruit Hispanics as volunteer and paid staff.

Hispanic Outreach Orientations. American Red Cross. Contact your local Red Cross Chapter to order (Order #A7054). Free. 1987.

Part three of the Red Cross minority recruitment initiative presents step-by-step instructions on the way a minority outreach program should be presented to members of nonprofit boards. It also provides substantial demographic data for integrated planning and gives instructions for training volunteer recruiters.

Media Resource Guide. 6th edition. Foundation for American Communications (FACS), Suite 409, 3800 Barham Blvd., Los Angeles, CA 90068, (213) 851-7372. 6th edition. \$4.

This guide contains information that communications people—especially those in nonprofit, voluntary organizations—may find helpful in mounting effective public relations programs. Includes all of the basics, such as writing news releases and working with media, and also includes new sections on marketing and the electronic media. FACS's new quarterly newsletter, *Issues and Opportunities*, focuses on the nonprofit sector and is included along with a schedule of FACS workshops on improving media access skills.

Voluntas. Manchester University Press, Oxford Rd., Manchester, United Kingdom M13 9PL, Fax: 0227 764327. Twice-yearly journal. \$70 institutional subscription, \$30 personal subscription. Free sample copy of the first issue.

"Voluntas promises to play a significant part in the continued development of research on nonprofit organizations and voluntary activity in countries around the world," says Virginia Hodgkinson, vice president of research for INDEPENDENT SECTOR. This journal will publish the latest international research on the nonprofit, voluntary sector. The first issue (May 1990) includes articles on competition between nonprofits and for-profits, the role of the nonprofit sector in Hungary, voluntary welfare associations in the U.S. and West Germany, and others.

Facts, Figures and Bright Ideas. Neighborhood Reinvestment Corporation, 1325 G Street, NW, Suite 800, Washington, DC 20005, (202) 376-2400. 6 issues/year.

Find out about neighborhood public/private partnerships across the country in this newsletter packed with "bright ideas" from Neighborhood Housing Services groups and others concerned with helping declining neighborhoods. Articles cover neighborhood programs and include many "how-tos."

Bylaws: The Laws (Rules) for Everyday Organizations. The Center for Volunteer Development, Donaldson Brown Center, Virginia Tech, Blacksburg, VA 24061-0150. 12 pp. Single copy free.

This paper describes the difference between bylaws and charters, constitutions, rules of order and standing rules; suggests how to draft or revise bylaws; and includes samples.

1989 Social Report of the Life and Health Insurance Business. Center for Corporate Public Involvement, American Council of Life Insurance, Health Insurance Association of America, 1001 Pennsylvania Ave., N.W., Washington, DC 20004, (202) 624-2425. 12 pp. Free.

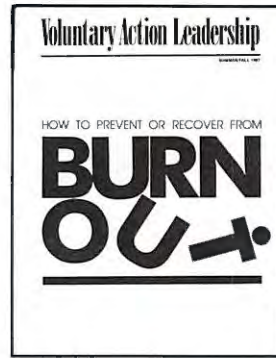
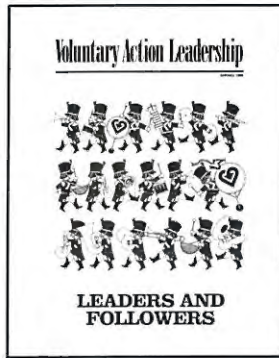
This 17th annual social report provides information on the insurance industry's corporate public involvement in the areas of community projects, contributions, health and wellness, and social investments. Based on a survey of 373 life and health insurance companies, the report presents current and five-year trends in the industry. Includes a statistical overview and a listing of reporting life and health insurance companies.

The Self-Help Group Directory 1990-91. New Jersey Self-Help Clearinghouse, Attn: Directory, St. Clares-Riverside Medical Center, Pocano Rd., Denville, NJ 07834. \$15.

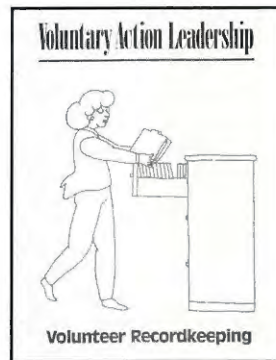
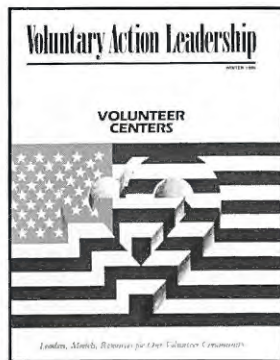
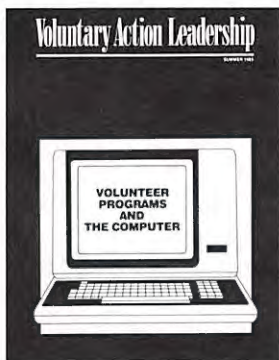
A comprehensive guide to mutual aid self-help groups in New Jersey. Includes national headquarters, model groups, and self-help clearinghouses across the country. One free copy is available to the following: New Jersey state or local government human service agencies, nonprofit community mental health centers, nonprofit hospitals, print and electronic media companies, and full-time information and referral services.

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Calendar

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

- June 24-29 **St. Paul, MN:** *National Youth Leadership Council Service-Learning Teacher Institute*
An "intensive, experiential and interactive graduate level course for teachers on integrating youth service into the school curriculum."
Fee: \$500 (includes housing and course).
Contact: Rich Willits, (612) 631-3672.
- July 8-13 **Boulder, CO:** *First Level Volunteer Management Program*
Presented by the Office of Conference Services, University of Colorado at Boulder, this is the first of a three-level intensive program for volunteer administrators. Level one focuses on basic skills taught by a faculty of nationally known leaders and trainers in the field. Second level—February 17-22, 1991; third level—November 12-16, 1990. Descriptive brochure available.
Contact: Office of Conference Services, Campus Box 454, University of Colorado, Boulder, CO 80309-0454, (303) 492-5151.
- July 8-14 **Fort Collins, CO:** *Third Annual Summer Concordia for Leaders*
Sponsored by Renaissance Educational Associates, this international leadership institute is for men and women who "sense the significance of their lives and seek to refine the quality of leadership they extend personally and professionally." Limited to 50 participants.
Fee: \$925 (includes lodging, meals and recreation)
Contact: Summer Concordia, REA, 4817 N. County Road 29, Loveland, CO 80538, (303) 679-4309.
- Oct. 25-28 **Kansas City, MO:** *1990 International Conference on Volunteer Administration*
Sponsored by the Association for Volunteer Administration, this year's conference theme is "Toward the Year 2000—The Challenge."
Contact: AVA, PO Box 4584, Boulder, CO 80306, (303) 497-0238
- 1991**
- April 21-27 **Nationwide:** *National Volunteer Week*
Sponsored by VOLUNTEER: The National Center
- June 16-19 **Nashville, TN:** *The National VOLUNTEER Conference*
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