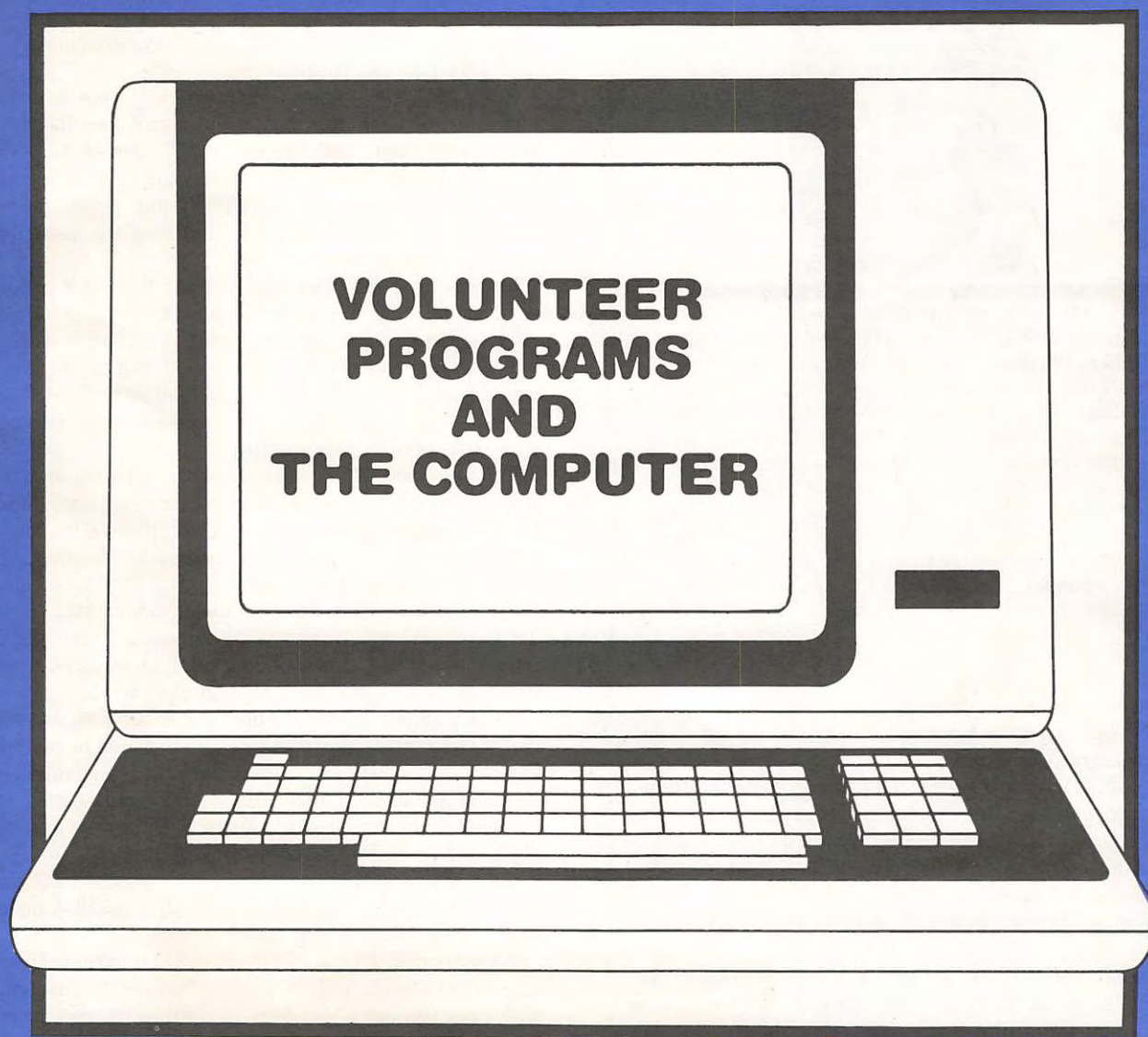


Voluntary Action Leadership

SUMMER 1985



As I See It

The 'Everyone Wins' Philosophy

By George F. Moody



George Moody is president, chief operating officer and a director of Security Pacific National Bank and Security Pacific Corporation. In April, President Reagan appointed him chairman of the American National Red Cross. Moody chaired the Los Angeles Red Cross Chapter from 1978 to 1980 and this past year cochaired the Red Cross African Famine Relief Campaign. He has been involved in numerous other volunteer activities, including service on the boards of the Los Angeles Area Council of the Boy Scouts of America, United Way, California Museum Foundation, California Community Foundation and Colorado River Association.

Volunteerism in America today includes a broad spectrum of people and activities. It can begin with individual "candy-strippers" performing their traditional tasks in hospitals and nursing homes and extend all the way up to large corporations "adopting" entire neighborhoods in American cities to help in their rehabilitation and revitalization efforts. Volunteerism today involves people from all ranges of economic, religious, ethnic and societal backgrounds.

Likewise, the activities served by volunteers run the full gamut of life in America today. The work of volunteers ranges from simple tasks like befriending a lonely handicapped child to programming and operating computers.

Volunteerism has become so extensive and so appealing to practically all levels of the population in the United States that there are volunteers working in any job classification you

can name—be it blue or white collar, technical, service or trade. You work with such people every day.

Certainly, we all realize that there can never be enough volunteers, and we surely have not reached the point of "volunteer saturation" or turning people away for lack of work.

In fact, I don't believe we'll ever reach the point of volunteer saturation because the Red Cross and other agencies that use volunteers will always extend their own goals to serve larger portions of the population.

Peter Ueberroth was recently selected as *Time* magazine's "Man of the Year." In bestowing the honor, *Time* cited Ueberroth's ability to attract and motivate the huge volunteer task force that ran an incredibly successful 1984 summer Olympic games.

Ueberroth said that those volunteers enjoyed their tasks because they were given challenging problems and worthwhile situations to deal with.

He must have taken a cue from Albert Schweitzer who said, "Any one who proposes to do good work must not expect people to roll stones out of their way. They should expect people to roll stones in their way and they must calmly accept their lot when that happens...."

Another *Time* magazine honoree this year was Candy Lightner, the woman who founded and has spearheaded Mothers Against Drunk Drivers. MADD started out with one individual and, through her commitment to a cause, has attracted a nationwide volunteer group of citizens who caught the attention of the public and translated its sentiment into legislative action.

In so many groups and organizations, the use of volunteers has become such an important factor that volunteer recruitment is now a major concern for many organizations.

Today, we can't afford to sit back and wait for volunteers to walk in the door. We simply cannot operate without an active and effective program to recruit volunteers in all areas and for all aspects of our programming.

The radio and TV airwaves are constantly running public service announcements seeking volunteers. Companies that organize mailing lists have divided up America and produced printouts by zip code of neighborhoods where potential volunteers might reside.

With the technology that is available today, I suspect that in the not-too-distant future, every American who has a few spare moments of time each week will be identified, categorized and heavily recruited for volunteer work.

Since ancient times, there always has been a point of view that believes mandatory public service should be required in any society. I don't agree with that. I believe that much of the personal satisfaction that comes from volunteering is the knowledge that those who choose to volunteer are serving beyond the required, serving above the mandatory. Volunteerism is a personal statement of involvement and commitment that cannot be duplicated through mandatory quotas or involuntary conscription.

We at Security Pacific long have held a tradition of community involvement, both in terms of corporate-directed programs and through a high level of volunteerism on the part of our employees.

We actively and strongly encourage volunteerism. We give recognition to those whose efforts are special. We publish

(Continued on page 36)

Voluntary Action Leadership

SUMMER 1985

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A SPECIAL THANKS

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VOLUNTEER

THE NATIONAL CENTER

NEW

VOLUNTEER ASSOCIATE MEMBERSHIP PLAN

The VOLUNTEER Associate membership plans are designed to keep today's volunteer administrators and the leadership and staff of volunteer organizations current on:

- new program ideas
- research
- topics of special interest
- legislation
- news of the volunteer community

There are two levels of Associate membership:

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- **Volunteering**, a bimonthly newsletter
- Briefing papers on issues of special interest such as insurance and mileage deductions for volunteers, special interest legislative alerts
- Ten percent discount on registration at our annual National Conference on Citizen Involvement
- Assignment of a special membership number
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- Assignment of electronic mailbox and subscription to VOLNET, our electronic news service for Resource Associates with computers
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Voluntary Action

NEWS

Reagan Honors 18 Volunteer Activists at White House Ceremony

By Richard Mock

"It's no overstatement to say that America is a nation of volunteers," said President Ronald Reagan as he welcomed the 1985 recipients of the President's Volunteer Action Award to the White House on April 22. The White House luncheon, the fourth since the program began in 1982, was the highlight of four busy days in Washington for the award winners and their guests.

They arrived on April 20 on a warm, sunny afternoon and checked into the historic Mayflower Hotel, which had donated the winners' rooms. Their activities began the following morning with a bus tour of the nation's capital and a picnic at LBJ Park. That evening they were the guests of honor at a "welcome to Washington" dinner in The Mayflower's East Room.

VOLUNTEER President Kenn Allen hosted the affair, introducing the evening's speakers: VOLUNTEER Chairman George Romney; new ACTION Director Donna Alvarado; Special Assistant to the President for Private Sector Initiatives Fred Ryan; and the featured speaker, Secretary of Health and Human Services Margaret Heckler.

Ryan presented special certificates of

appreciation from Reagan to each of the award program's corporate and foundation sponsors: Aid Association for Lutherans, Atlantic Richfield Company, Avon Products, Inc., W.K. Kellogg Foundation, Keyes Martin, Knights of Columbus Supreme Council, The Mayflower, The Mutual Benefit Life Insur-

ance Company, Rexnord and Tenneco, Inc.

He also presented certificates to the representatives of three President's Award citationists—Aid Association for Lutherans, American National Red Cross and The Volunteer Connection, a joint project of the Dallas Volunteer



Henrietta Aladjem heads line of award winners waiting to meet President Reagan at luncheon in their honor.

Richard Mock is VOLUNTEER's director of the President's Volunteer Action Awards program.

Center, KXAS-TV and five area Junior Leagues.

Monday morning began early for five of the award winners, who joined Willard Scott of *The Today Show* on the Ellipse, the park between the White House lawn and the Washington monument where Scott was broadcasting the show's weather segments. Scott announced National Volunteer Week and explained the President's Award. During different segments, he briefly interviewed each of the five recipients.

At noon, the winners gathered in the brilliant sunshine with the other luncheon guests at the White House visitors' entrance. Following a brief orientation by White House Social Office staff in the Blue Room, the crowd moved on to the official reception in the State Dining Room and Green Room.

At 11:45, they walked down Cross Hall past a Marine band ensemble into the East Room, the mansion's largest room. Two award winners, Ervin Urquhart of Concerned Black Men and Linda Paolino of the National Court Appointed Special Advocates Association, were surprised to find their seat assignments at table #1—the President's table.

As soon as the 150 guests found their places, a Marine guard announced, "Ladies and gentlemen, the President of the United States."

Devoting most of his speech to an update on past award winners, Reagan said, "This is the fourth year we've been giving these awards, and I thought you might be interested in hearing some news of those who've been honored in the past. Like America's volunteer spir-

it, their activities continue to grow, reaching out to help more and more people."

Noting that this year's award recipients were representative of an American tradition, Reagan said, "We're going to be giving out only 18 Volunteer Action Awards today and 44 citations. The difficult part was singling out those relative few from the thousands upon thousands of worthy Americans. But in honoring you, we honor them and the best in every American—that selfless giving spirit of voluntarism which lends a helping hand in brotherhood and neighborliness to those in need."

Following Reagan's remarks, ACTION Director Donna Alvarado read brief descriptions of the award recipients as they received their sterling silver medallions from the President, who

THE 1985 VOLUNTEER ACTIVIST AWARD WINNERS

AFL-CIO—19 National and International Unions that involved 68 of their locals in adapting union halls along 2,000 miles of coast from Texas to Virginia for use by the Red Cross as disaster relief staging facilities.

Henrietta Aladjem, Watertown, Mass., founded the Lupus Foundation of America in 1972 to provide emotional, educational and medical support to more than 89,000 lupus patients and their families.

Allstate Insurance Company, Northbrook, Ill., has created a number of mechanisms to involve employees and retirees at all levels in community volunteer activities.

Amanda the Panda Volunteers, Fort Lauderdale, Fla., involves senior citizens in educational and support roles to single mothers and new mothers under age 21.

Kelsy J. Caplinger, III, M.D., Little Rock, Ark., developed the Med Camps of Arkansas, which have provided 70 weeks of camping since 1972 to disabled children.

Concerned Black Men, Philadelphia, Pa., founded by a group of black policemen, has expanded to include other black men who work with black youths. They sponsor youth activities, make small grants to youth organizations and serve as role models.

Les Cory, North Dartmouth, Mass., founded the SHARE Foundation, which involves engineering professionals in designing and developing customized computer communication systems to more than 24 profoundly disabled individuals.

Delmarva Power & Light Company, Wilmington, Del., involves employees and company vehicles in a unique community safety project in which they report accidents, fires, crimes and malfunctioning traffic signals.

Dr. Vernon E. Falkenhain, Rolla, Mo., organized the Missouri chapter of Volunteer Optometric Services to Humanity and has led ten teams of optometrists and opticians to eight countries since 1977.

Greensboro Symphony Guild, Greensboro, N.C., goes beyond the traditional fundraising activity of guilds to provide a well-rounded musical education program in local public schools.

Missouri Speleological Survey, Eldon, Mo., has involved volunteers in locating more than 4,000 caves and mapping 1,600 others since 1956—a major contribution to their state, which depends on groundwater for domestic and industrial water supplies.

National Court Appointed Special Advocates Association, Seattle, Wash., involves 17,000 volunteers in 115 CASA programs in 26 states as child

advocates in court cases involving abused and neglected children.

Parents Anonymous, Torrance, Calif., founded in 1970 by an abusive parent and her therapist, has worked with more than 200,000 families, providing self-help assistance to abusive adults and over-18-year-old victims of sexual abuse.

Morris Pesin, Jersey City, N.J., established a city art gallery and was primarily responsible for the development of the 800-acre Liberty State Park and the city's annual summer ethnic festival.

Sun City Prides, Sun City, Arizona, involves its retired residents in the maintenance of the city's parks and highway medians; they trim trees, fertilize plants and clear debris.

Rev. Hezekiah David Stewart, College Station, Ark., founded the Watershed Project, which has helped more than 950 people find jobs and provided food, clothing and shelter to thousands of other needy individuals.

Texas Youth Commission, Dallas House, Dallas, Texas, involves its teenage residents, who are under treatment for drug problems, as volunteers in a variety of community activities.

Volunteer Corps of the 1984 Olympic Games, Los Angeles, Calif., involved more than 30,000 volunteers from all walks of life in organizing and running the Olympic Games.

was assisted by George Romney.

After the final presentation, Reagan gave a special citation for Donna Stone Pesch to her father, W. Clement Stone. Pesch, a leader in child abuse prevention and founder of the National Committee for the Prevention of Child Abuse, passed away in February 1985 at age 49.

Following the President's departure, the awardees walked outside to the front lawn where the press was ready to conduct interviews. In addition to several national publications and networks, media representatives included stringers for award winners' hometown newspapers.

Many of the award recipients then visited their Senators and Representatives on Capitol Hill. Late in the afternoon, they attended a reception in their honor hosted by VOLUNTEER Board member Senator Dave Durenberger of Minnesota.

Anti-Nuclear Volunteers Paint Message Around World

By Donna M. Hill

On the morning of August 6, 1985, citizens in over 200 communities around the world were both amazed and horrified to see "shadows," representing nuclear blast victims, painted across their sidewalks.

These ghostlike forms of men, women, children and animals were painted by volunteers under the auspices of the International Shadow Project 1985 to dramatize the consequences of nuclear war. Sponsored by Performing Artists for Nuclear Disarmament (PAND), the Shadow Project is a nonprofit, international organization that operates in cooperation with Friends of the Earth, Foundation USA and Women's International League for Peace and Freedom.

"When the first atomic bomb exploded over Hiroshima in 1945," said Pro-

Donna Hill is a regular contributor to VOLUNTEER's publications.



Photo ©1983 by Kathleen M. Reyes

ject Co-Director Donna Slepach, "human beings who were within 300 meters of ground zero were instantly vaporized by the searing heat of the blast, leaving behind only their 'shadows.'

"The remnants of these innocent victims provide the image and theme for the Shadow Project. Ours is a solemn memorial with a singular purpose: to help people understand and imagine the disappearance of all life through nuclear annihilation."

The first shadow projects took place in New York City in 1982 and Portland, Oregon, in 1983.

The organizers of these events teamed up to spread the project internationally so other communities could join in the simultaneous display of human images.

"We started on this project about a year ago," said Andy Robinson, coordinator.

He began by sending out proposals to a number of foundations and private donors for funds to coordinate the events. He received 90 percent of the amount needed.

A huge task was to get the word out about the project. Robinson compiled his mailing list from directories of peace organizations, individuals with contacts overseas, foreign publications and foundations with international mailing lists. The tedious work paid off.

More than 200 communities in 39

states and 20 countries agreed to participate, including Mexico, Great Britain, Belgium, Spain, Nigeria, Canada and Australia.

"We exceeded our goal," said Robinson of their hope to reach 100 communities worldwide. "Once you reach a certain critical mass of people, all of a sudden everyone knows about it."

Robinson sent a letter to a New Zealand publication, for example, which ran a short piece on the project.

"The next week, I got letters from people in Budapest and Hungary who had read about the Shadow Project in the New Zealand magazine and wanted to participate," he said.

Robinson's task also was made easier by Co-Director Alan Gussow, who had a number of good contacts.

"We think of the world as a big unreachable place," Robinson said, "but there are all kinds of networks out there. I get very excited thinking about the potential for such projects."

The Shadow Project Planning Committee sent interested local organizers a 48-page handbook, which explains the project's background and purpose and how to recruit, raise funds and organize. It also includes legal guidelines, timetables, detailed techniques in shadow making and suggestions for places to paint the images and ways to follow up with the media.

One problem Robinson had was keeping track of what each community was doing. Some groups elected to run the Shadow Project independently of the international organization. Of the packets he sent out, Robinson didn't know how far each community was following through. Then there was the task of putting groups from the same area in touch with each other.

For those communities that followed the handbook, volunteers gathered in teams of three in their respective cities. Armed with shadow stencils and whitewash, they worked through the night of August 5, painting human silhouettes on their streets and sidewalks.

Robinson emphasized to each community that there were two main constituent groups from which volunteers could be drawn: artists and peace workers.

"We wanted them to work together as an effective means of public education," said Robinson. "We tried as



Volunteer creates human image to illustrate aftermath of nuclear attack.

much as possible to cross-fertilize these two groups."

Robinson said the project was successful in that it brought a lot of new people into the peace movement in a different way.

"We're trying to refocus the debate on nuclear weapons and nuclear arms," he said. "The Defense Department is talking technology. The issue of life and

death gets lost in the jargon."

As Gussow puts it, "By scattering images across the face of the earth, we hope to nourish the collective imagination. It is possible, indeed it is our expectation, that people seeing for themselves what will be left after nuclear war will act not only to preserve their own lives, but to continue all life on earth."

Lutheran Brotherhood Polkas Benefit Heart Recipients

What's the best way to raise money in Pennsylvania? Why, have a polka party, of course.

That's just what Lutheran Brotherhood's East Berks Branch 8646 and West Berks Branch 8158, of Reading, Pa., did when they raised funds for three local heart transplant patients last February. The two branches joined forces with the Friends of Polkas in Berks County and cosponsored a series of events that raised more than \$35,000 to help the three men with extensive medical bills.

James Krause, 29, Gerald Schaeffer, 35, and Phillip Taft, 38, each received a heart transplant early this year. Because organ transplants are considered "ex-

perimental" and are not covered by many insurance companies, each of the three men needs \$150,000 to pay for the operation.

"We in Berks County had never had a heart transplant recipient before," said Bob Troxel, president of the East Berks Branch, "and then there were three within one month!"

The East and West Berks Branches began their fundraising efforts with a radiothon on February 10. A local radio station broadcast polka music for three hours while hundreds of people throughout the county phoned in their pledges.

"The whole county did it together," said Nancy Ebling, president of the

West Berks Branch. "Pledges came in through a general appeal to the entire county." Both Ebling and Troxel were interviewed during the highly successful radiothon.

The key fundraiser, however, was a "Polka Party" benefit dance held two weeks later. Three local polka bands provided the music for this special evening of fun and fundraising. Although no official attendance was taken, all 1,000 tickets were sold and, as Troxel says, "It was packed!"

The branches also operated concession stands and sponsored a raffle during the benefit dance, with all prizes donated by local merchants. Troxel credits the success of the raffle with the high caliber of the prizes, which included color TVs and microwave ovens.

Combined proceeds from the dance tickets, raffle, concession stands, and the radiothon totaled \$15,000. A general appeal to Lutheran congregations in the county brought in an additional \$3,500. Through the Branch Challenge Fund-Disaster Relief program, Lutheran Brotherhood matched \$16,000, bringing the total amount raised by the branches to more than \$35,000.

Each of the three men was presented with a check for \$11,775 at a dance held April 21. It was the third time the men had appeared together since their operations.

The East and West Berks Branches were the single largest contributor in a countywide fundraising effort that totaled more than \$300,000.

"Every grocery store had containers for donations," said Ebling. "Everybody in town did something to help with these staggering bills."

Any money left over will be put into a fund to aid future heart patients in Berks County.

This article first appeared in the summer issue of BOND, Lutheran Brotherhood's quarterly magazine.

**1986
NATIONAL
VOLUNTEER
WEEK:
April 21-27**

Volunteer Health Detectives Perform Vital Community Service

By Eleanor Smith

The medical self-care movement has taken on a new face in communities exposed to toxic wastes. Frustrated by federal and local officials who won't act on potentially deadly chemicals in the soil and water, many citizens are learning how to conduct their own community health surveys. Like "barefoot doctors"—the rural paramedics who brought health care to remote Chinese villages—these new self-care activists have become "barefoot epidemiologists."

Lorraine Ross, 33, mother of four, is an example. After high levels of the carcinogenic solvent, 1,1,1-trichloroethane were found in the public well serving her San Jose, California, neighborhood in 1982, Ross compiled a list of locals with unusual health problems. At the top was her nine-month-old daughter, who had been born with severe congenital heart defects. Although the community seemed to suffer a disproportionate number of pregnancy disorders, miscarriages and rare birth defects, the county health department refused to investigate, insisting that the apparent cluster was not statistically significant.

Ross and her neighbors continued to document the community's health problems, hold neighborhood meetings and talk to the media. Eventually, the pressure tactics worked. The state and county launched two in-depth epidemiological studies of pregnancies in Los Paseos County, and an unprecedented county ordinance was passed that requires the monitoring of underground chemical storage tanks (the contaminated well was linked to a leaking storage tank at a nearby electronics

Eleanor Smith is a writer in Berkeley, California. Her article first appeared in the April 1985 issue of Esquire, from which it is reprinted with permission.

manufacturer). A similar statewide measure is pending in the California legislature.

Barefoot epidemiologists are getting help these days from Lois Gibbs and her organization, Citizens Clearinghouse for Hazardous Wastes. Gibbs was the organizer of the Love Canal Homeowners Association, which ultimately convinced state and federal officials to investigate a possible link between the residents' health and an old toxic waste dump in the upstate New York community. Based on the detective work of the residents of that community, which indicated far greater contamination than the health officials found, the entire Love Canal neighborhood was evacuated and its homes purchased by the government.

The nightmare over, Gibbs moved to Arlington, Virginia, and in 1981 formed the Citizens Clearinghouse to assist communities trying to keep hazardous waste facilities out of their backyards, to close existing sites or to clean up old dumps. The group also offers advice on how to conduct a "community health profile," which enables people who fear they've been exposed to hazardous wastes to find out on their own if there really is a problem, or to pressure local agencies into doing a more in-depth study.

Dr. Marvin Legator, epidemiologist at the University of Texas at Galveston and author of *The Health Detective's Handbook* (Johns Hopkins University Press, to be published this year), sees barefoot epidemiology as the wave of the future. "In every community, an intelligent housewife or two, with the time and a telephone, can pull together the neighbors to do a high-quality, general health survey," he says. "We've got the labor pool in these communities. Let's use it."

ADMINISTRATOR'S CORNER

Central Michigan University's graduate program in Voluntary Agency Administration has won an excellence award from the National University Continuing Education Association (NUCEA).

"It was truly an outstanding entry



MOTIVATING VOLUNTEERS

How the Rewards of Unpaid Work Can Meet People's Needs.

Larry F. Moore, Editor

Why do volunteers volunteer? What can non-profit groups do to keep volunteers in their jobs? Find out in **MOTIVATING VOLUNTEERS**, which looks at the areas of job design and its relation to need satisfaction and need frustration, the effect of beliefs and expectations on volunteer work behavior, motivation and goal setting, how to motivate by enhancing volunteers' competence, future trends and the implications for specific population groups as volunteers. **MOTIVATING VOLUNTEERS** provides a comprehensive look at what prompts a volunteer to get involved and how an agency can make the volunteer's investment of time a profitable and rewarding one. This is a must for every coordinator of volunteers' bookshelf!

Includes chapters by Ivan Scheier, Eva Schindler-Rainman and others!

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among a large number of very impressive programs that the Committee reviewed," said Edwin A. Crispin, NUCEA awards committee chair in a letter announcing CMU's selection.

The award was given for Central Michigan's Master of Science in Administration degree program with a concentration in Voluntary Agency Administration. CMU's program offers advanced administrative training for voluntary agency administrators by providing management skills necessary for outstanding performance.

The award was presented by NUCEA's Division of Continuing Education for the Profession, the largest division in the NUCEA, at the National NUCEA Conference in Louisville, Ky., on April 15. It is the first time this NUCEA division has presented an award for outstanding educational programs and the second year in a row that CMU has received an NUCEA award for one of its



MSA programs offered off-campus.

The Voluntary Agency Administration program was developed jointly by CMU and the American Heart Association. The program involves close cooperation between the profession and the University, takes logistical requirements of participants into account, overcomes geographical barriers and develops skills, knowledge and esprit d'corps among volunteer administrators.

Two groups of students from different parts of the United States have enrolled in the Voluntary Agency program. They include voluntary agency managers from the American Heart Association, American Lung Association and other voluntary agencies.

Currently, two more groups of voluntary agency administration students are forming. One includes volunteer administrators in the greater Washington, D.C. area. The second will enroll similar individuals from across the country. Classes for these groups tentatively are scheduled to begin this fall.

Interested individuals may write or call CMU's Office of National Programs, Suite 125, 8550 Lee Highway, Fairfax, VA 22031, (703) 849-8230.

Christmas Comes in April for 42 D.C. Residents

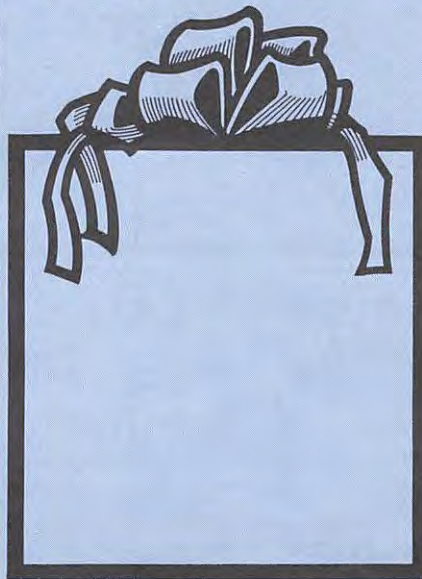
On the last Saturday in April, 42 Washington, D.C. families received an early Christmas present from a local group of volunteers. More than 700 caring citizens spread out across the city to spruce up the homes of poor, elderly and handicapped persons.

Organized by a group called Christmas in April, the volunteers worked from 7 a.m. to 4 p.m., using \$25,000 worth of supplies donated by local businesses. Divided into teams, they visited 42 homes and five shelters to plaster, paint, caulk and do carpentry, electrical work and plumbing. They rebuilt porches and staircases, hauled away garbage, replaced old appliances, hung sheetrock and weatherstripping, installed smoke detectors and new locks on doors.

"We're a neighbor-helping-neighbor project," said Mila Albertson, Christmas in April project worker, "in the true spirit of volunteerism."

One typical recipient was Lula Nicks, owner of a three-story brick rowhouse she shares with 19 grandchildren and six great-grandchildren. More than 20 volunteers patched her roof, replaced the refrigerator, shored up the kitchen floor and painted the house.

"I didn't know what I was going to do to fix it up," Nicks said. "My husband



died in 1975, and the house just started falling down. There's no way in the world I could have fixed it up, because I don't have the money."

Patricia Johnson, part-time executive director of Christmas in April, said the whole effort was made possible by founder and Board Chairman Trevor Armbrister. On assignment for *Reader's Digest*, he had visited a similar project in Midland, Texas, and liked the idea so much that he decided to replicate it in Washington, D.C.

Armbrister talked to people at churches and organized a core of 12 board members. He then recruited volunteers from churches, schools (students 14 and older) and corporate offices, and raised seed money from the Episcopal Diocese Council. He asked homeowners, churches and charities for names of families that needed help.

"It was an incredible time commitment he and the board gave to Christmas in April," said Johnson.

In the first year, Armbrister and other volunteers renovated 18 houses. As the project grew each year, the board found it necessary to hire Johnson, the project's first paid staff member, in December 1984.

For the 1985 effort, Johnson sent individual letters to companies involved in renovation asking for donations of money, supplies and workers. Volunteers also were recruited through church bulletins, radio appearances and company newsletters.

"We ask if businesses can organize their own teams of volunteers," said Johnson. She said several construction companies and the Washington Gas Light Company recruited their own employees. Johnson gathered a disparate collection of lawyers, business people, students, government officials, police officers, bankers, carpenters, painters, construction workers and others.

As she organizes teams of volunteers for each house, Johnson tries to mix skilled and unskilled workers as well as people from different backgrounds.

"One beauty of this project," she explained, "is that it's a one-day commitment. A lot of people around here are reluctant to sign on to the board because it goes on forever."

The houses selected for renovation are referred by churches, charities, neighborhood groups and individuals.



Christmas in April volunteers team up to paint and repair one of 47 houses selected for 1985 project.

Each house on the list receives a preview visit to determine eligibility. Of the houses selected, each homeowner gets a letter explaining what will happen.

A work scope visit determines what needs to be done and what supplies are needed. Each home is assigned a house captain, who also visits to assist in organizing his or her team of volunteers. Johnson plans to revise the plan next year to prevent the three separate visits.

She also is writing volunteer guidelines to cut down on one of her biggest problems—no-shows.

"It becomes critical if skilled people don't show up," said Johnson, who assigns teams to a house in advance. "It's very sad and a terrible disappointment to the homeowners."

Those who do show up feel amply rewarded for their efforts. Drew Boatner, who describes himself as an amateur handyman, said, "This is the perfect charitable thing for me to do be-

cause it uses the skills I have acquired over the years. We do the best we can, and when we walk away, we leave someone happy."

The volunteers often receive help from the recipients, such as Nicks' grandchildren, who pitched in to help hang sheetrock, prepare lunch and paint. Some recipients often spend half the night cooking for the volunteers.

The day ends with a celebration picnic in Rock Creek Park for volunteers and homeowners. This year, Christmas in April provided a 14-piece band.

"I just love every bit of it," said Teresa Jones, whose house benefited from the project. "It's a good feeling to find so many people who want to donate their time to help us out like this."

Johnson is working on a how-to manual, scheduled for publication in 1986. To receive a copy, contact Patricia Johnson, Executive Director, Christmas in April, 3318 Fessenden Street, N.W., Washington, D.C. 20008.—*Donna Hill*

Volunteer Search/ Rescue Teams Seek Public Awareness

When Jay Wheat, a 22-month-old boy, became lost in the Blue Ridge foothills of Virginia, sheriffs, bloodhounds and dozens of volunteers spent hours futilely searching for him. The baby was found safe by a "tracker" and her air-sniffing German shepherd who were called in when all else failed.

The tracker was Marian Hardy, secretary/treasurer and training officer for DOGS-East, Inc., a Maryland nonprofit search-and-rescue (SAR) organization staffed by volunteers and her German shepherd Kerri. Hardy works with eight other SAR dog rescue teams to perform

searches in Maryland and nearby states.

"There are two types of search dogs—trailing, like bloodhounds, and air sniffing," said Hardy. Air sniffers such as Kerri pick up scents carried by wind currents instead of tracking a trail on the ground. All or most of the human searchers must leave the search area for at least 20 minutes before an air-sniffing dog can go in, so it won't be confused by their scents. As in the case of Jay Wheat, the dog "alerts" by lifting its nose high if it smells any human scent other than that of the one or two trackers who accompany the animal.

DOGS-East, organized in July 1980, was involved in 36 such searches last year, about half of which were successful, according to Hardy.

On a typical search, Hardy is called or signaled by Prince William and Montgomery County, Md., rescue squad staff who answer a 24-hour emergency telephone number. Hardy telephones the sheriff or police office to get details. After contacting some search teams, she calls back to tell how many will respond and estimates when the first team will get there.

"It runs anywhere from ten minutes to a nine-or-ten-hour drive," Hardy said.

In one recent search, Hardy received

a call from the Park Service in Shenandoah, Va., at 1:00 a.m. An elderly man from Denmark had not returned from a walk with his little dog in the mountains. Hardy fielded five or six search teams, then headed for Shenandoah. The teams began searching around 9:00 a.m. After a few hours, one dog noticed a footprint, caught a scent, then "alerted." The tracker called out and heard the lost man respond. He had become disoriented and was unable to find his way back. DOGS-East received an appreciative note from the man's family.

Hardy is always packed and ready to go. She is usually prepared to spend up to three days on a search. A pivotal force behind DOGS-East, she works full-time on her organization.

Last year, she drove 25,000 miles and participated in 20 searches. But that's only a small part of the time and energy she devotes to DOGS-East. As training officer, she shows new volunteers how to use maps and compasses and teaches them search strategy. She also trains owner and dog as a team so they can understand and communicate with each other.

It takes one year of training before a tracker is fully qualified, and he or she must pass a test before participating in searches.

Hardy, who likes animals and outdoor activities, got involved through a husband-wife team who had participated with a similar group in Alaska called DOGS—Dogs Organized for Ground Search. Hardy and seven others became involved after listening to the couple's presentation on search dogs during a visit to Maryland.

"It sounded pretty neat," said Hardy, "and a way of doing a lot of things."

When the Alaskan couple left the area to form a group on the West Coast, Hardy bought their German shepherd Kerri, which deepened her involvement in search-and-rescue volunteer work. DOGS-East, Inc. was born soon after.

Her extensive work with DOGS-East led to her participation in the National Association for Search and Rescue of which she is currently a board member.

"We're a pretty scarce resource," Hardy says of such groups as DOGS-East. She estimates that there are about 40 to 45 groups with a total of 200 dog teams.

Hardy tries to increase that number by recruiting teams for DOGS-East. Recruitment is difficult because volunteers must cover their own expenses for uniforms, equipment, mileage and phone calls. Some volunteers drop out because they can't afford it.

Hardy also gives demonstrations to schools and other groups on what to do when lost and how to keep from getting lost. She publishes a quarterly newsletter that provides updates on DOGS-East's activities. Occasionally, they generate donations, which are used for printing and postage costs and to purchase radios.

Several years ago, Hardy had the opportunity to raise more money for DOGS-East but decided a public awareness campaign was more important. It happened when she was approached by the Kal Kan dog food company, who thought DOGS-East would make a good public service project. Kal Kan asked how it could best help the organization.

"I decided that the volunteer handlers could buy their own equipment," said Hardy, "but the one thing we couldn't get was awareness on the part of public agencies and the general public that they can request search teams. We could try through demonstrations and newsletters, but they're just a drop in the bucket."



A volunteer SAR-dog team boards helicopter for mountain destination to search for lost child.

Communications Workshop

Communicating with Older People

By Lynn S. Kelly, M.A., M.S.

Longer life is a visible fact, acted out daily in the homes and streets of America by almost 35 million persons over age 59. Older people were always a part of communities, but never in such large numbers.

Current population trends of fewer marriages, fewer children and more divorces indicate that the primary group supportive networks of the past are declining and will continue to do so in the future. This is demonstrated by fewer intact (husband- and wife-headed) households and by the increasing number of women in the labor force.

These trends affect the family as an institution of support. In the future, the family will have less ability to provide the necessary attention and assistance needed by persons growing old. Many of these support functions will have to be provided to an increasing extent by volunteers.

Lynn Kelly is a speech pathologist and coordinator for geriatric services at the Craven County Hospital, New Bern, North Carolina, and author of *The Fourth Quarter Generation*.



Volunteers in the community can become involved in helping older individuals and thereby relieving their relatives of some of the burden of full-time companionship and care. This type of volunteering is primarily positive communication, which is important all through life but more so in later years as aging persons become more dependent upon others.

Our older population is a diverse group. Older people are as unique as members of any other generation. Their

individual differences—personality characteristics, intelligence, educational and occupational backgrounds—will determine the types of communication situations and frequency of involvement.

In order for volunteers to communicate effectively with older people, they must be aware of various barriers to a meaningful exchange of information:

- **Youth-oriented society.** We deny that growing old is a natural process and use chemicals to preserve youthful vigor. Older persons are viewed as out of date; thus, how could they possibly make meaningful contributions to society?

- **Physical isolation** reduces the opportunity to engage in meaningful communication with others. Therefore, there is less common ground upon which to develop a conversation.

- **Sensory loss** such as hearing loss or limited eyesight causes older persons to become insecure in their environments. Attempts at communicating will be cautious and limited at first.

- **Semantic aspects of language.** Meanings evoked by words in the language develop and expand as part of the culture. For example, when grandmother asks Susie when she comes in from an important date, "How did you make out?" Susie may respond with a surprised stare. The term obviously means something quite different to each of them. Different meanings are often assigned to various words by people in different generations and may be like talking in two foreign languages at times.

- **Loss of energy.** Communication requires the use of energy. One of the results of aging is a lessening of the amount of physical energy. As a result, the older person may appear disinterested, passive or perhaps even a bit senile. Timing of visits from volunteers should take into consideration the age and fatigue factor of older persons.

Once there is awareness of the barriers to effective communication with older persons, volunteers can take the following positive steps to make the communication experience a fruitful one:

1. Think positively about older people. Regard them as aware, valuable members of society.
2. Refer to them in positive language. "Older people" or "seniors" is better than "the aged" or "old folks."
3. When it is necessary, speak more loudly or more slowly. Be willing to repeat or rephrase your message with patience.
4. Small details are important to older

people. Explain any task before beginning it. When the topic of conversation is changed, make sure that the older person is aware of the change.

5. Be a good listener!!! Listen to suggestions and information from older people because they will have very interesting and useful ideas to share. A balance between talking and listening is at the heart of the communication process.

As the volunteer ventures into a relationship with an older person, there will be certain topics of conversation of primary interest to the person. These general topics may provide the volunteer with "safe" choices on which to begin the process of communication with the older individual:

- **Food, clothing, shelter.** When the world shrinks around an older person, he or she places undue emphasis on meeting physical needs. A preoccupation with the relationship between food and health may occur. A great deal of discussion will be spent as to the importance of eating or not eating certain foods.

- **Attitudes and morale.** Older people are sometimes preoccupied with self-interests and wellbeing. Life satisfaction needs to be discussed in order that they can make comparisons to the real "quality" of their lives.

- **Uses of leisure time.** Hobbies, clubs, recreational activities need to be included in conversations. What to do, when, and with whom are topics that will occupy the communication of many older individuals.

- **Health.** This ranks high on the list of concerns of older people and is reflected in communication about medicines, diet, sleep patterns, exercise routines and the like.

Volunteer programs that serve older persons demonstrate that it makes good sense to invest time and effort in protecting and preserving their rights through effective communication. Perhaps what we, who serve older persons, find especially rewarding is that our interaction gradually has begun to change our own image of the aging process. We have to recognize that growing older does not mean that life is finished as we listen and share information with the older members of our society. And perhaps the most heartwarming result of our efforts to communicate with older people is that they begin to see themselves in a new light as vital, contributing members of society—those who are needed, useful and appreciated by others.

Follow-Up

Brief Reprise: Who's A Volunteer?

By Stephen H. McCurley and Denise Vesuvio

The only thing that can be said with any degree of certainty about the volunteer community is that it can never be described as monolithic. As promised in the winter 1985 VAL, this brief note is to report on the results of the responses to the "Who's A Volunteer?" quiz. Many thanks to the 156 of you who took the time to do so.

All that can reasonably be said of the pattern of responses is that they represent a clear case of philosophical schizophrenia. Agreement seems to exist only in the case of alternative sentencing and babies (you're against them) and homeowners (the big winners). Beyond that, anything goes.

To add to the chaos, we at VOLUNTEER administered the quiz to our staff. You'll note that our answers don't agree with anyone else's, either. Try giving the test to your own coworkers, and maybe you'll understand why everyone looks so puzzled at staff meetings.

Steve McCurley is VOLUNTEER's director of constituent relations. Denise Vesuvio is its Volunteer Center development officer.

There are two clear implications from the results:

1. Be a little more charitably inclined toward legislatures, courts and other policy-makers who have problems grasping the true nature of volunteering. After all, they have the right to be just as confused as you are.

2. Don't assume anyone knows what you mean when you use the word "volunteer." When you use a word it may mean exactly what you want it to mean, but the remainder of the world appears to speak Sanskrit. A definitional prelude would seem to be an essential ingredient to any long-range planning exercise, for example.

Please continue to send in compilations of responses, particularly from those of you who have incorporated the quiz into your training and orientation sessions. The next report on this subject can be written by an industrious reader out there who decides to see whether different responses are given by service volunteers and board members than by volunteer administrators.

Now, all we need is a volunteer to write the article....

WHO'S A VOLUNTEER?

Respondents read the descriptions below and rated each example on the scale at right.

	Definitely a Volunteer					Not a Volunteer
	1	2	3	4	5	
1. An accountant charged with embezzling who accepts a sentence of 250 hours of community service work in lieu of prosecution.	1	2	3	4	5	
2. A teenager enrolled in the City Volunteer Corps, a national youth service program in New York City, who receives an \$80 per week stipend.	1	2	3	4	5	
3. A mother who becomes leader of a Girl Scout troop because of her daughter's desire to be a Scout. No one else will lead the troop, so the mother agrees to take over, but only as long as her daughter is involved.	1	2	3	4	5	
4. An IBM executive who is granted a year of social service leave with pay to become a temporary staff person with a nonprofit organization.	1	2	3	4	5	
5. A child who assists in setting up booths at a volunteer fair because one of her parents is a volunteer administrator and "asks" her to help.	1	2	3	4	5	
6. A teenager who offers to program the computer at a nonprofit agency in order to establish an "employment" history. After three months, he intends to quit and apply for a job at McDonalds.	1	2	3	4	5	
7. The CEO of a local corporation who is volunteer chairperson of the United Way campaign and who delegates all the work to his assistant.	1	2	3	4	5	
8. The assistant to the CEO in Question #7.	1	2	3	4	5	
9. The student who is doing a community service assignment as part of a high school graduation requirement.	1	2	3	4	5	
10. The homeowner who helps create a crime watch group to safeguard his own neighborhood.	1	2	3	4	5	
11. The paid staff person who serves on the board of a nonprofit group in a slot that is reserved for her agency.	1	2	3	4	5	
12. The six-month-old baby who accompanies her parents to visit seniors at a nursing home.	1	2	3	4	5	
13. The trainer who does a free workshop at a conference as a marketing device.	1	2	3	4	5	

Reader Responses

	Definitely a Volunteer					Not a Volunteer				
	1	2	3	4	5	1	2	3	4	5
1.	5%	6%	6%	14%	69%					
2.	7	17	32	19	24					
3.	20	36	28	11	4					
4.	17	21	25	15	22					
5.	24	29	20	20	7					
6.	30	25	24	17	4					
7.	13	18	22	29	17					
8.	28	22	12	17	20					
9.	17	21	32	16	15					
10.	58	26	13	3	0					
11.	10	20	29	22	18					
12.	6	4	9	9	71					
13.	19	26	27	15	14					

N = 156 respondents

Responses by VOLUNTEER Staff

1.	8.3%	8.3%	33.3%	16.6%	33.3%
2.	16.6	24.9	50.0	0.0	33.3
3.	41.6	33.3	8.3	8.3	8.3
4.	33.3	33.3	8.3	0.0	24.9
5.	24.9	41.6	8.3	16.6	8.3
6.	75.0	0.0	16.6	8.3	0.0
7.	24.9	16.6	24.9	8.3	24.9
8.	16.6	8.3	41.6	8.3	24.9
9.	16.6	33.3	16.6	8.3	24.9
10.	83.3	16.6	0.0	0.0	0.0
11.	8.3	8.3	50.0	8.3	24.9
12.	8.3	0.0	24.9	0.0	66.6
13.	24.9	16.6	0.0	33.3	24.9

Advocacy

Tax Reform Proposal Would Repeal Charitable Deduction for Nonitemizers

Report Provided By INDEPENDENT SECTOR

In his tax reform plan unveiled on May 28, President Reagan restored two of three key charitable deductions the Treasury Department had recommended cutting in its November 1984 proposal. This action by the President clearly was in response to objections raised by charities regarding the negative impact the Treasury proposal would have on services provided by independent sector groups. The President's plan, however, would repeal the charitable deduction for nonitemizers on January 1, 1986, prohibiting it from becoming fully effective.

Most Taxpayers Would Lose Their Charitable Deduction

Under the President's proposal, 85 percent of all taxpayers would become nonitemizers, thereby losing their charitable deduction. The small percentage of taxpayers who could continue to take the charitable deduction would so erode the

INDEPENDENT SECTOR is a membership organization of almost 600 national voluntary organizations (including VOLUNTEER), foundations and corporations whose objective is to strengthen our national tradition of volunteering, giving and not-for-profit initiative.

popular base of support for the deduction that it could easily become vulnerable to charges that it is only a "loophole for the wealthy."

Instead of democratizing the deduction, the President's proposal would narrow the support for services provided by charitable organizations by abandoning the principle that the tax laws should treat all gifts to charities the same, regardless of the size of the gift or the wealth of the donor.

Also, the charitable deduction could become vulnerable to the charge that the 85 percent who can't take the deduction are subsidizing the 15 percent who can. For example, Treasury Secretary Baker, in hearings with Ways and Means Committee members, repeatedly justified the repeal of the deduction for state and local taxes. Since two-thirds of taxpayers don't itemize, he said, the remaining one-third were not shouldering their share of the tax burden because they got a tax deduction that most did not receive.

Impact of the President's Plan on Giving

The President's plan rejected the proposed two percent "floor" and retained part of the value of the charitable deduction for gifts of appreciated property. (IN-

DEPENDENT SECTOR is researching the impact on giving of the appreciated property provision for those subject to the individual minimum tax.) Even so, contributions in 1986 to carry out services provided by charities would be reduced by about \$9.8 billion over current law projections, according to Professor Lawrence Lindsey of Harvard University. The cuts would be of that magnitude, although under the President's plan taxpayers would have more discretionary income, some of which they would contribute to charity.

There are two reasons for the \$9.8 billion loss. First, the repeal of the charitable deduction for nonitemizers will cause charitable giving to decrease by \$5.6 billion annually, according to Professor Lindsey. The reduction in giving would be a direct result of the drop in the number of taxpayers who could take a charitable deduction, from the current level of 100 percent down to 15 percent. Second, Professor Lindsey concludes that charitable giving will decline by \$4.2 billion in 1986 as a direct result of lowering marginal tax rates and other tax changes.

Other research, conducted by Dr. Charles Clotfelter, vice provost of Duke University, also found that services offered by charities would be cut by \$9.4 to \$10.3 billion because of lowered tax rates and repeal of the charitable deduction for nonitemizers.

Impact of Changes in Tax Rates on Giving

There is clear evidence that changes in tax rates have a significant impact on charitable giving. In 1981, top marginal tax rates were decreased from 70 percent to 50 percent. As a result, upper-income contributors could deduct only 50 percent, instead of 70 percent, of each dollar they contributed. In 1982, the first year that tax change was in effect, charitable giving among upper-income taxpayers dropped as follows:

The Charitable Deduction as a Percentage of Adjusted Gross Income - 1982

Adjusted Gross Income	Change in Charitable Giving from 1981
\$50,000 to \$100,000	- 2.54%
\$100,000 to \$200,000	- 5.15%
\$200,000 to \$500,000	- 17.77%
\$500,000 to \$1 million	- 31.26%
\$1 million or more	- 33.20%

The impact on charitable giving of lowering marginal tax rates was the subject of research conducted in 1981 by Dr. Clotfelter and Dr. Lester Salamon of the Ur-

HOW TAX REFORM PROPOSAL WOULD AFFECT CHARITABLE DEDUCTIONS

- 85% of all taxpayers would lose their charitable deduction.
- Charitable giving would decline by an estimated \$9.8 billion.
- 2% floor on contributions would be rejected.
- Limits on gifts of appreciated property would affect only those subject to individual minimum tax.

ban Institute. They predicted that 1982 giving would drop by an average 15 percent among the top four income groups as a result of lowering marginal tax rates in 1981. The actual decline was 14 percent.

Charitable giving by lower income groups is also sensitive to tax rates. A 1981 Gallup Poll showed that in identical groups the average contributions by itemizers was 2.4 times as great as the average contributions by nonitemizers. (Nonitemizers did not have a charitable deduction when the poll was taken.)

These survey results show that when the charitable deduction for nonitemizers is fully phased in in 1986, charitable giving by nonitemizers should increase greatly. It is that 1986 increase in giving, estimated by Professor Lindsey to be \$5.6 billion, that will be lost if the charitable deduction for nonitemizers is repealed.

Summary

The President's plan abandons the principle that charity should be everyone's concern and everyone's responsibility. The small percentage of taxpayers who could take the deduction under the President's plan would so erode the popular base of support for the deduction that it could easily fall prey to those who would charge that it is only a "loophole for the wealthy." In addition to diminished support for the deduction, charities would lose a total of \$9.8 billion, including \$5.6 billion from repeal of the nonitemizer deduction and \$4.2 billion from lowered rates.

There is broad support in Congress for the nonitemizer's deduction, where more than a majority of House members have cosponsored it and 27 Senators have signed on to legislation to make permanent the charitable deduction for nonitemizers.

Research

In the seven-year gap since VAL published this column, numerous studies on trends in volunteering have been published. The findings presented here are based on samples of Junior League members compiled in 1976 and 1979-80. The report, published in 1984 by the Hogg Foundation for Mental Health, is based on a speech by Charles Bonjean to the Women's Committee of the President's Committee on the Employment of the Handicapped in May 1983. The complete report may be obtained from the Hogg Foundation for Mental Health, University of Texas, Austin, TX 78713.

Volunteers: Their Reasons and Rewards

By Charles M. Bonjean

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Knowledge of the private sector—philanthropy and voluntarism—is somewhat meager compared to what we know about the public sector. Self-assessment or internal evaluation in the world of voluntary associations is also infrequent and usually not rigorous or extensive. This paper summarizes a joint endeavor of the Association of Junior Leagues and the Hogg Foundation for Mental Health, which was an effort to (1) learn more about volunteers and their organizations and (2) make it possible for voluntary associations to engage in periodic, valid self-assessments on their own.

The following discussion presents some of the major findings of the study of the Association of Junior Leagues. Specifically, it focuses on what volunteers hope to experience through their participation,

what pleased them most and least in their volunteer experiences, and their perceptions of the most appropriate roles for in meeting community needs.

Most people have some degree of familiarity with the Association of Junior Leagues, Inc. It is a federation of more than 250 Junior Leagues located throughout the United States, Canada and Mexico with a combined 1981 membership of more than 140,000 women. The official purposes of the Association and its member Leagues are "to promote voluntarism; to develop the potential of its members for voluntary participation in community affairs; and to demonstrate the effectiveness of trained volunteers."

The Leagues generally identify candidates for membership through the sponsorship of several current members, a process that has become more "open" in recent years, and in some cases now even includes advertising in the community for interested candidates. Nonetheless, with few exceptions, League members do tend to be relatively homogeneous in terms of several demographic characteristics. They are usually white, well-educated, affluent women in their thirties. The vast majority are married and have

Charles Bonjean is vice president of the Hogg Foundation for Mental Health at the University of Texas, Austin.

children. In recent years, the major change in membership has been a significant increase in the proportion of employed women.

While, from one standpoint, the homogeneity of this "sample" may seem to limit the generalizability of the findings, from another it offers the opportunity to study somewhat intensively the type of person who is most likely to be involved in voluntarism.

Members' Expectations

There are five general reasons why the women in the samples joined voluntary associations and why they may have selected one organization over another.

For League members in general, in order of importance, these reasons are the following:

1. Ease of participation. The vast majority of volunteers want their organizational activities to mesh with their own schedules and interests.

2. Opportunities for friendship and group interaction. Almost 90 percent of respondents rated the item "working with congenial, interesting women" at least "important," and over 80 percent consider item 9, "the opportunity to develop friendships," to be "important."

3. Leadership and self development. While a vast majority of members rates these items as at least "important," the percent endorsing them as "extremely important" was much smaller than was the case with ease of participation and friendship/group interaction items.

4. Community involvement. Playing a part in encouraging positive community change; being able to identify major community problems and then doing something about them; helping handicapped, underprivileged or disadvantaged groups in the community; and acquiring more knowledge about the community and how it operates are by no means unimportant to the volunteers in the sample.

5. Personal gain. This reason characterizes only a small minority of volunteers we studied. In general, the women do not see the Junior League as a means to fulfill the expectations of family or friends, nor do they seek to use it to gain prestige or as an aid in business or professional pursuits.

Clearly, not all of the volunteers studied would rate these five general reasons for membership in the same order. Indeed, variations were found by age, employment status, duration of membership, leadership status and family status.

In more broadly based organizations, racial, ethnic and socioeconomic status differences would also be important ones to identify.

Some variations were also found among local Leagues themselves. In one, community involvement tied for a first ranking with friendship and group interaction. In others, there was a reversal between leadership and self-development and community involvement.

Member Satisfaction

Satisfaction among members was found to be quite variable from several perspectives: (1) members in general were more satisfied with some aspects of participation than they were with others, (2) members in some Leagues were generally much more satisfied with most aspects of their participation than were members of others, and (3) some types of members in all Leagues displayed more satisfaction than other types of members.

The five more general reasons for membership can be ranked by the level of satisfaction reported by the 2,743 members making up the two representative samples. In both the 1976 sample and the 1979-80 sample, the levels of satisfaction with these organizational characteristics were the same. Members were very satisfied with their friendship and group interaction experiences; they were moderately satisfied with personal gain, ease of participation and leadership and self-development experiences; and they were least satisfied with their community involvement experiences.

These findings do suggest a dilemma for most voluntary associations. On the one hand, volunteers are attracted to organizations and will be likely to continue to participate in them if they have considerable freedom of choice in their selection of activities and the time and times they participate. Yet, effective organization—in terms of its results—always requires the surrender of some personal choice. Too much individualism results in disorganization and the inability to achieve large goals that require collective action—goals such as effective community involvement and impact. In short, beyond a point, ease of participation may be inconsistent with the effective fulfillment of organizational goals such as community impact.

Satisfaction varies not only by organizational characteristic, but it also varies from one local organization to another. Among the 12 representative Leagues

studied, satisfaction in general could be described as quite high in four, moderately high in four others, and relatively low in the other four. As might be expected, Leagues that were characterized by problems with low membership satisfaction were also beset by high resignation rates, high rates of absenteeism, problems in recruiting new members and difficulty in meeting organizational goals. It is also significant and perhaps ironic to note that the more important community involvement was to members of a specific League, the lower was the overall satisfaction of the members of that League.

Finally, some types of members displayed consistently higher satisfaction than others. Older members, those who have belonged to the organization for some time, those who have held office, those who have school age children are the most likely to rate their League experiences as rewarding. By contrast, younger and newer members, those who have no children, and women who are employed have more reservations concerning the value of their organizational experience.

High satisfaction was related to

1. Planning to remain active in the organization until reaching the age when League members are expected to go on to other types of community activities
2. Rarely or never thinking about resigning
3. Feeling that the League is well organized
4. Believing that officers respond to members' desires and opinions
5. Feeling that membership meetings are efficient and useful
6. Strongly disagreeing with the notion that members are often treated as cogs in a machine
7. Thinking that the organization is an open one in which new members can easily make friendships
8. Having positive orientations toward the organization's officers
9. Expressing good feelings toward other members
10. Enjoying the work associated with the organization
11. Devoting greater numbers of hours each week to organizational activities.

The relationship with the Association of Junior Leagues has been a stimulating and rewarding example of cooperation by two components of the independent sector—an established, active and creative voluntary association and a private foundation. ♥

'SHARE THE HEART'

An Innovative Way to Involve Church Members in the Community

By Kathleen M. Brown

We tend to think of churches as a good source of volunteers. After all, most churches teach that one can serve God through helping one's neighbor. But most church members are like everyone else in our society: They have too much to do in too little time. For many, the hours they have available for volunteer work go to the church; others already have their available hours filled with other non-work, non-family activities.

But many church members truly *want* to help; they simply feel overwhelmed by the need and their own lack of time and money to do anything about it. At least that's what we discovered at the Community Congregational Church in Tiburon, California. The tremendous response to our Share the Heart project, sponsored by the church's Outreach Commission, proved to us that there is tremendous potential among our congregation if we tap it in the right way.

Our project idea, which we borrowed and adapted from a Catholic church's "Christmas in July" project in a nearby county, was to write a letter to human service agencies in our county. We invited them to send us requests for *one-time* volunteer jobs of four hours or less or *one-time* material requests of up to \$30. We displayed these requests, written on 3x5 cards taped to construction paper hearts, on our sanctuary walls for the first two Sundays in February.

Congregation members who attended all three of our services on those Sundays were urged to look around before or after the service and choose one or more re-

Kathy Brown is a consultant and trainer in volunteer program management and author of the book, Keys to Making a Volunteer Program Work. Her last contribution to VAL, "Thoughts on the Supervision of Volunteers," appeared in the spring 1984 issue.



quests they would like to fill. They then wrote their name and phone number on the request. After the second Sunday, we collected the cards and mailed them to each requesting agency. It was then the agency's job to call the volunteer and arrange for the donation of time or money to be carried out.

To our delight, the response from both agencies and church members was excellent. Over 35 of the 53 agencies receiving our invitation responded with one or more requests—one agency with over 20! Volunteer requests included things like yard work at treatment centers, carpentry, typing, making curtains, preparing mailings, serving lunch at a free food program, entertaining patients at a convalescent home, walking horses at a riding school for handicapped children, and so on.

Material requests included paint, material for curtains, toys, a volt meter, a paper cutter, kitchen equipment, a stationery tray for a desk drawer and other unique items. Some material requests were for items costing more than \$30, but often these could be filled by people who had such a used item lying around the house. Other people just contributed \$30 toward the purchase of the requested item or were willing to donate the entire amount.

The response from the congregation was truly exciting. Of the approximately 170 requests, 150 were taken off the wall. The remaining seven material requests

were filled by one parishioner who called the church after the project ended. The remaining volunteer time requests were published in the church's weekly newsletter so other interested people would have another chance.

Even more exciting than the numbers were the church members' enthusiastic verbal responses. Many thanked the Outreach Commission for providing them with a *manageable* way to help in their community. It was through these verbal responses that we learned how frustrated people often feel about their lack of ability to do something to solve community problems. These limited projects certainly wouldn't save the world, but they did give people a tangible way to contribute to their community's health.

Of course, we hope that some of these one-time donations of time or money will lead to longer commitments from the church members to the organizations, and that will undoubtedly happen with some people. Others will simply make their one-time contribution and feel they've done all they can for now. In either case, an important process of giving has been started.

The key to success is the limitation of the request: four hours of volunteer time or \$30 for a material request. Even very busy people can find four hours, and many people can stretch their wallets to find \$30. The lesson for all of us is that making the request simple and specific will bring better results. One-time requests can also be door-openers for on-going volunteer jobs and annual monetary donations. Share the Heart let the agency get a foot in the door; careful cultivation by the agency might bring longer term involvement.

If you would like more information on our project, you can write to the Outreach Commission, Community Congregational Church, 145 Rock Hill Dr., Tiburon, CA 94920. We'd love to see this good idea spread! ♥



Recruiting and Placing Volunteers by Computer

By Connie Evener

When volunteer administrators get together, sooner or later the word "recruitment" comes up. How do you find that particular volunteer who meets your needs for skill, availability and interest? In Ohio's capital city, volunteer administrators go to the bank—the Columbus-Area Volunteer Skillsbank, that is.

Last fall, Rusty Groselle, volunteer service coordinator for the City of Columbus Volunteer Corps, began a search for someone to fill a slot on the group's advisory council. Groselle needed to round out the council's ranks with minority representation and administrative talent, so she went "shopping" at the Skillsbank.

Cecelia McGinnis, on the other hand, knew nothing about the Columbus Volunteer Corps. As an employee of the Youth Services Bureau, she had completed a Skillsbank registration form at the request of the Columbus Area Leadership Program. A topnotch administrator, McGinnis found the idea of serving on a board appealing.

The Columbus-Area Volunteer Skillsbank provided the missing link between McGinnis and the Columbus Volunteer Corps Advisory Council. Groselle calls this match a "shining example" of the Skillsbank's objective. Without that link-up, Groselle would have conducted her search along the usual channels, soliciting names from other members and contacts.

"But that way, you don't get everybody," she says. "The Skillsbank is a more accu-

rate process and much more democratic."

A central clearinghouse for volunteers and agencies is not a new idea. Maintaining and searching the thousands of files generated, however, is and always has been the clerical equivalent of building pyramids. Whether you use three-ring binders or a knitting needle and punch cards, it is difficult and time consuming—and the criteria used for the matching process is, to be practical, severely limited. This is just the type of intricate, monotonous chore, however, at which computers excel.

Craig Mosier, the contract programmer and consultant who designed the Skillsbank's computerized system, explains.

"Essentially we're doing a clerical function," he said. "It's no different than if you were doing it by hand except that it's better organized, more accurate and faster."

Infinitely faster. Mosier estimates that an "easy" match takes the computer about 30 seconds to accomplish. A "hard" match—one that would require a search through every single entry on file—would, of course, take longer.

The Skills List

Ida Copenhaver, Skillsbank steering committee chair, stresses the importance of developing a thorough, but simple, registration form. "The most important part is the skills list," she says. "That's the key to the whole system."

Copenhaver, Mosier and the other members of the steering committee consulted with Volunteer Centers and VOLUNTEER—The National Center. In addition, they tested the list with local organi-

zations until they were satisfied that the entries were specific, comprehensive and used a "vocabulary" that both volunteers and agencies would understand.

The final list includes over 500 different skills broken down into 26 categories. For example, the *Health-Medical Services* category takes in everything from acupuncture to vocational rehabilitation services; *Language* ranges from Braille to Vietnamese; and *Skilled Trades* begins with appliance repair and ends with welding. In short, no matter how specific an agency's needs or a volunteer's aptitude, neither will have difficulty pinpointing it within the skills list.

Another important consideration when identifying skills is proficiency. Is the volunteer a seasoned pro or an interested amateur? The Skillsbank registration form asks volunteers to rate their own proficiency level, ranging from 1 (no skill, but interested in learning about or gaining experience) to 5 (graduate or professional degree or equivalent experience).

"The Skillsbank is not a formal screening process," cautions Ellen Bernhard, manager of volunteerism development at CALLVAC Services, Columbus' Volunteer Center which houses the Skillsbank. "We don't check with employers or give typing tests. That sort of evaluation is left up to the agency. But, we have found that volunteers usually underrate rather than overrate themselves."

The registration form focuses on the volunteer's preference for involvement, from serving on boards, committees, etc., to working directly with clients. Volunteers are also asked with whom they prefer to

Connie Evener is a freelance writer/editor in Columbus, Ohio.

work. From age to special needs group categories, the form provides 27 options. It also asks for information on availability, transportation requirements and demographics.

Victoria Lucas, development director for the Diocesan Child Guidance Center (DCGC), appreciates the thoroughness of the computer-generated volunteer profile.

"I know their age, where they live and work," she says. "I get an idea of their education, what they are interested in. It gives me a lot of insight into the person."

Registrants are asked to name organizations with which they are currently involved, when they would like to begin a new volunteer assignment, or if they want to go "on call" by waiting until an agency runs a matching request. "Nine times out of ten, they want to get involved immediately," says Bernhard.

The Needs File

That consistent and often burning desire for immediate involvement spurred devel-

opment of the second Skillsbank component, the agency needs file.

"It was an afterthought, sort of the other side of the coin," Mosier said. "It gives the volunteer an active shot at getting placed immediately rather than sitting and waiting."

One of Lucas's most recent volunteer finds, Michael Westwood, decided that he wanted to be more active in the community. He contacted the United Way and was referred to the Skillsbank.

Before the agency needs file was added to the system, Westwood's application would have languished in the computer until the right agency ran its request.

But with the dual system, Westwood's registration was cross-checked immediately and the computer found that his skills, availability, etc., were compatible with the needs of DCGC.

Lucas admits that she never had considered a male volunteer for one of DCGC's night receptionist posts.

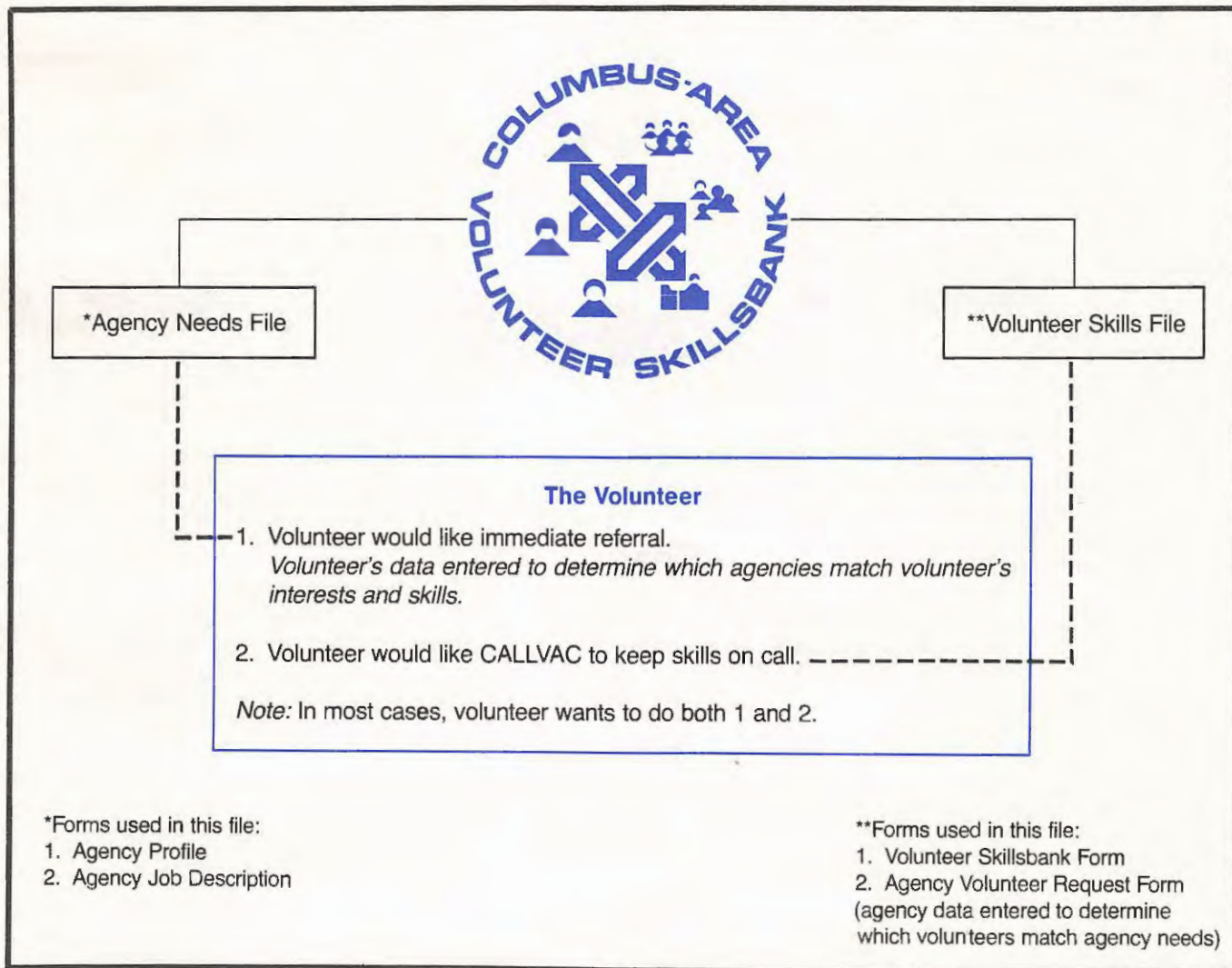
"I was being something of a female

chauvinist," she admits. Westwood's profile, however, gave off such "good vibes," that she dropped her preconceived notions and called him for an interview.

Westwood, a full-time student/part-time customer service representative at a local bank, had heard of DCGC but didn't know they used volunteers. Now, his soothing baritone and amiable demeanor calms bank customers by day and nervous teenagers every Thursday evening.

Another Skillsbank "find" for Lucas was Marcia Huhn, who illustrates the satisfaction that a well-tailored placement can generate not only for the agency but the volunteer. Since DCGC deals with a high percentage of crisis calls, Lucas's request for referral assistants was quite specific.

"This was just perfect for me," says Huhn, who had some crisis counseling experience. "I'm going to school part-time and trying to decide what area to pursue my master's degree in. This is really helping me decide if I want to go into counseling or social work."



The Benefits

The benefits of locating a perfect match and doing it quickly are obvious, but Bernhard reports that volunteers and agencies are gaining other advantages as well.

"We've found that many agencies, after looking through the list of skills, are realizing that it is possible to find volunteers who can serve in capacities that they never dreamed possible," she said. "After a Skillsbank workshop, agencies who have made five requests suddenly send us another 15 or 20."

The process forces agencies to assess their needs more closely.

"So often they ask for 'the enthusiastic fun-loving volunteer who likes to work with children,'" says Bernhard, "but now they are realizing the importance of a *real* job description." On the other hand, volunteers are beginning to recognize that there is a full spectrum of opportunities. Helping other people is a laudable motive, but helping other people by doing exactly what you enjoy or do best is much more satisfying and sustaining.

The Skillsbank also gives people new to volunteerism the opportunity to break in without anxiety.

"There are people out there who are willing to volunteer, but they just don't know how to get plugged in," says Copenhaver, "and then you have those people who are constantly called." By spreading the base, the Skillsbank not only attracts new investments, but also keeps perennial investments from being overdrawn and losing interest.

And for the special event or temporary assignment, the Skillsbank provides a portfolio of blue chip volunteers willing to serve for a day or a month. This potential is especially appealing to corporations.

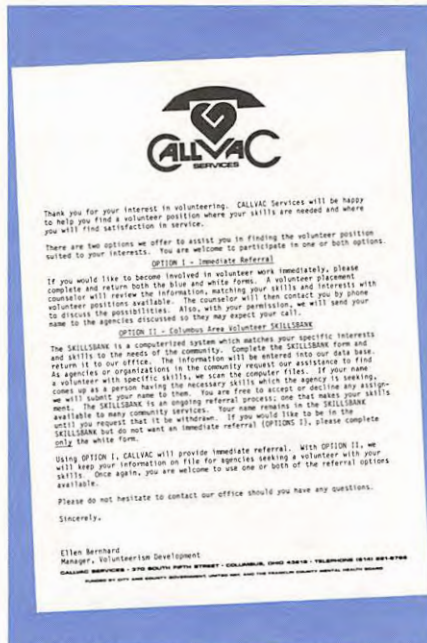
"Some corporations are now administering volunteer programs among their employees," says Bernhard, who dubs those programs "mini-VACS."

By registering employees with the Skillsbank, they have convenient access to skills needed by an agency who wants to involve the corporation on a team basis for a special event or program.

The same concept is available to agencies, too. By registering their own volunteers, they can quickly locate those people who have the skills they are seeking. Often agencies are not aware that a volunteer serving in one capacity has abilities that they need in another area. An added option with this "special account," or sub-file, is the computer's deftness at cranking out mailing or telephone lists and rosters.

With either the corporate or organizational sub-file, the registrant can also be added to the main Skillsbank base and made available to the entire community, or he/she can maintain exclusivity.

"Forming a computerized skillsbank is not a one-group process," says Copenhaver, nor is it a short-term project. For the past five years, The Junior League of Columbus, CALLVAC Services, United Way, Columbus Area Leadership Program and the Columbus Volunteer Corps have worked together to get funding, set up the data base, "de-bug" and streamline the system.



CALLVAC's cover letter that is sent to interested volunteers with Skillsbank registration form.

They took a deliberate approach, honing and polishing along the way. They tested each step, using members of the coalition as guinea pigs.

Mosier can cite numerous examples of that refinement process. "For example, since the first person listed in the system would always be the first to be matched, we set up a system using a random factor," Mosier said. "Now, each search is begun at a different point in the file, which effectively spreads the chance of someone being involved in a match or 'hit' every time a fairly non-specific request is run."

Sensitive to computer phobia, Mosier is anxious to allay worries about privacy within the system.

"This is a totally stand-alone system," he says. "Because there is no modem or communication with other computers, the

only people who have access to our data are those who have access to our offices and know how to run the program."

Judy Leach, CALLVAC's assistant director of administrative and technical services, says that the menu-driven system "is really easy for both staff and volunteers." Leach instituted a four-session training program for her volunteers with time in between sessions to "play" with the data bases and computer.

By making a "practice" copy of the Skillsbank software, Leach gave volunteers the opportunity to experiment without apprehension.

"That's really a big concern when someone is just beginning," says Leach, "but by 'playing' with the system they find that they can't hurt it."

The Columbus-Area Volunteer Skillsbank is currently operated by one work-a-teer (head "teller" Jody Roach, who loves the variety of working on the computer, then talking to volunteers and agencies on the phone) and several volunteers.

Costs and Fees

Although personnel costs are minimum, expenses like postage, printing, telephone, etc., still mount up. In an effort to balance the budget, the Skillsbank is signing up paid subscribers.

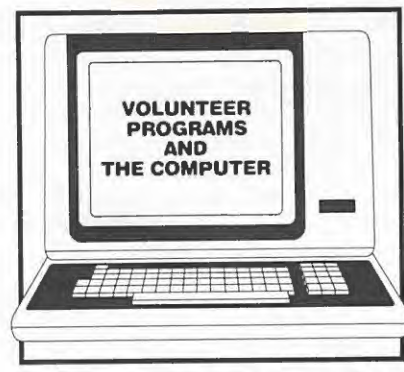
Volunteers are never charged, nor are agencies who wish only to list their needs. A limited subscription entitles the holder to conduct unlimited searches and to take advantage of the standing request (a regular search for people to fill on-going needs).

A full subscription adds the sub-file service (with unlimited searches of that sub-file) and mailing lists. Fees range from \$5 per search for non-members to \$75 per year for the full subscription package. (Corporations pay \$1 per registrant.) The fee structure was constructed carefully to make the service available and affordable to all agencies, from small, financially strapped organizations to large agencies with more flexible budgets.

The Skillsbank Steering Committee is also looking for ways to recoup the initial investment. Since the system can be installed or modified to run on just about any computer system, they would like to talk with other agencies interested in instituting a high-tech, low-cost volunteer placement system.

For further information, contact Columbus-Area Volunteer Skillsbank, c/o CALLVAC Services, 370 S. Fifth St., Columbus, OH 43215, (614) 221-6766. ♥

The Value of a Computer Share Group for Volunteer Programs



By Joan Klubnik, Ed.D. and Jonathan J. Pavloff

As volunteer groups begin to use computers, they are discovering the good news and bad news: Computers allow more data to be tracked in a shorter period of time and in more meaningful ways, but they can create problems of selection and utilization. They help personnel work "smarter," but they require special training to use.

Is there anything that can be done to avoid some of the problems?

One approach often used by industry is the "user group." This is a group of organizations with similar needs and/or equipment that meets regularly to share concerns and developments. The rationale for forming such a group is that you learn by another's successes and failures and that person learns from you. The net result: Everyone benefits from the sharing process.

Industry has found that sharing is cost effective because of the increased potential for learning, avoiding errors and developing group "power." Our thought: Can volunteer groups afford to ignore any technique that might allow for progress and that is dollar and personnel efficient?

Joan Klubnik, a career development administrator for a large corporation in metropolitan Los Angeles, is a board member of and computer consultant with the Girl Scout Council of Orange County and a member of the advisory committee on computer systems/applications of the Women's Opportunity Center at the University of California, Irvine.

Jonathon Pavloff is a systems programmer with a major aerospace-related firm in metropolitan Los Angeles and a consultant on computer-based research and systems selection.

PROFILE OF TYPICAL VOLUNTEER AGENCY RESPONDENT

- Agency does not have a computer.
- There is no national organization or computer tie-in at this level.
- Agency has no set timeframe for purchasing a computer.
- When a computer is acquired, it will be a budgeted item.
- The agency has given/obtained computer-related advice. This occurred within the past six months. Interchange occurred at a convention.
- One person, a staff position, has had computer training. Training was offered by a college. Course content was introduction to data processing or programming.
- There are no volunteers available to the agency who are experienced with computers.
- Reasons for wanting a computer are recordkeeping and word processing.
- Greatest concerns related to computers:
 - feasibility of owning one
 - staff training
 - cost
 - choosing the right computer
 - lack of knowledge about the field
 - defining software needs
 - adapting a data base to agency needs
 - getting the machine into the agency
 - getting the right software
- Topics of interest for share meetings:
 - software and hardware costs
 - how to move from ground zero up
 - what other agencies are doing
 - benefits to an agency of using a computer
 - how to define software needs
 - how to adapt the computer to own special needs
 - how to choose the right computer
 - how to get the best deal—efficiency of machine related to system cost

Because we felt that a share group might help volunteer organizations interested in computers, we decided to conduct a survey to see if there was interest in the concept. The value for volunteer organizations participating in share groups would be fewer mistakes in implementing their data processing systems.

We approached the Volunteer Center in Orange County, Calif., about our survey, suggesting that perhaps it would be appropriate for local volunteer organizations to borrow the share concept and begin developing a group that would allow for the mutual exchange of computer-related information. We agreed to explore the concept in our area in hopes that enough volunteer organizations were using computers to provide the core for a share group.

The preliminary step was to focus on groups within the county. We developed a survey (see box) to determine an agency's experience with computers, their future plans and their major concerns related to the acquisition and/or implementation of data processing systems. The responses were compiled and discussed at an organizational meeting for interested volunteer groups.

We then decided to send the survey to the entire Volunteer Center mailing list—over 1,000 contacts. The response rate was 2 percent. We felt that some groups who did not return the survey probably should not have received it because they differed in funding and personnel from the volunteer groups we hoped to reach. These included school districts, large-scale government agencies, etc.

Our target audience included small to medium-sized agencies; those interested in automating some of their functions; and

those who recently had purchased machines or were "getting their feet wet."

Because we did not follow up on nonrespondents, it was impossible to be certain how representative the sample was of the potential audience—those who could benefit from the proposed share group.

Not surprisingly, the average survey respondent is an agency that does not yet have access to a computer but is interested in future possibilities. There were more respondents without machines; however, those interested in the share group tended to be the ones with machines. To see if/how the groups with computers differed from the average survey respondent, we also developed a profile of the typical agency with a computer.

The second step was to hold an organizational meeting. Sixteen volunteer groups expressed interest in such a meeting; representatives from 13 attended. The agenda included

- a brief overview of the share concept;
- a self-introduction by each attendee highlighting his/her organization's pro-

PROFILE OF TYPICAL VOLUNTEER AGENCY WITH A COMPUTER:

- Computer is an Apple; peripherals include a CRT and printer.
- Cost of the system is \$6,000 or more.
- Computer was included as a budget item.
- Software programs most used are word processing and financial system.
- Computer is used equally for record-keeping, financial data and mailings.
- Executive director/administrator is responsible for getting the system; staff is responsible for operations and programming.
- Greatest concerns related to computers:
 - staff usage of equipment
 - cost of programs
 - full machine utilization
 - information about specific programs
 - help in setting up the system
 - aging of the system
 - benefits of the system
 - user training
 - expanding the system
- Topics of interest for share meetings:
 - specific program-related issues
 - information about programs currently on the market
 - interaction with other agencies
 - benefits of the system



SURVEY RESPONSES

Does your agency have a computer system? 43% yes; 57% no.

Over one-half of the responding agencies do not have access to computers. But of those interested in a networking group, the ratio is 2:1—machines to no machines.

Manufacturer. Fifty percent of those with machines have an Apple; 17% have an IBM, and the remainder (33%) have some other brand. Information on size of systems was not consistent/sufficient and could not be tabulated.

Peripherals. More than 75% of volunteer organizations with computers have CRTs and printers. Approximately half have a modem.

Cost of the system. Thirty-three percent have systems that cost less than \$3,000, while 50% have systems in excess of \$6,000. The tendency appears to be to buy high or low.

Three most popular software programs. Although no data was provided on software brands, categories of software were identified. Most common (75%) was a word processing system of some sort, followed by some type of financial-oriented program (67%) and a program to handle records—personnel, client and/or member (25%). Only 17% have a data base management system. The remainder of the programs identified by less than 10% of the respondents included educational games, statistical and analysis, and referencing programs. The agencies appear to use a combination of customized and packaged programs.

Does your national organization have a computer? 14% yes; 32% no.

The limited response to this question might suggest that organizations not affiliated with a national group are the ones who responded to the questionnaire. Or, it might indicate that individuals who responded are not aware of services offered at the national level—e.g., national offices may have machines for their own use but have not progressed to the point of extending the service to their local groups. Of those groups whose national office has a computer, 75% indicated that they could access information from that system. There was no consistency as to the method by which the information could be accessed and no data was gathered as to what types of information were available.

If you do not have a computer, do you have definite plans to get one?

Twenty-five percent intend to get a machine within the next 6 months, and another 25% intend to get one within the next two years. The remaining organizations (38%) have no specified timeframe for machine acquisition. Interestingly, no one has two-to-five-year plans for machine acquisition.

How do you intend to pay for the system? A breadth of sources for funding a computer system was indicated. Groups with and without machines responded—21% indicated that dollars for a system had been included in their budget; 18%, equally divided between those with and without machines, intend to cover the cost of a system through donations; 18% also indicated that the money would come from a grant of some sort. Those who named sources indicated that these were private foundations and individuals. One agency has a machine that had been donated.

Did you give or get computer advice from others? Fifty-seven percent indicated they had received or given advice, while 25% had not. Of those who share information, 63% indicated that it had occurred within the past six months. Contact was most commonly made at a convention (31%); at a volunteer group or special meeting (19% each). This might suggest that advice-seeking/getting is a spontaneous occurrence that comes from volunteers joining together for other purposes.

Has any of your staff had computer training? Fifty-seven percent indicated that someone on staff had received training, while 39% have no one who has yet become involved. Either one or two persons received this training, and they are generally (75%) a staff person rather than a volunteer. In addition, 50% of the directors or administrators have participated in training. Of special concern are the few agencies who indicated that they have computers but have no one on staff who has received any computer training.

Sources of training. The educational resource was a college program (50%) or some type of agency-sponsored training session (38%). The content usually was an introduction to data processing or programming. A few agencies have instituted in-house programs to train staff and/or volunteers on "how to use our system." Generally, respondents indicated that a single course had been taken, although a few identified several college courses (in one instance, a certificate program). Those without machines tended to opt for introductory courses, while those with machines tended toward programming.

Do you have volunteers who have computer experience? 29% yes; 61% no. Those with machines were more likely to respond to this question; they indicated they have few volunteers with computer skills. The data may suggest that those agencies with computers are more sensitive to identifying individuals who have these skills. Because they have a machine, an agency may be aware of the computer skills needed and the lack of volunteers available to satisfy the need. The question might also be raised: What are agencies doing to encourage volunteers with computer expertise to participate?

What type of assistance are volunteers giving? The assistance most likely requires computer expertise and is in the form of advice, programming or work on special projects. These categories all suggest some degree of knowledge on the part of the one providing the assistance. This would indicate that agencies are able to tap into the professional data processing community, even though few groups indicated that they had volunteers with computer skills. The other type of assistance frequently provided by volunteers is data entry (63%).

What do you use your computer for? Response to this question indicated that agencies with machines are using them for multiple tasks. Most frequently (67%) they indicated that the machines are used for recordkeeping, financial assistance and mailings; 25% are also using their machines for tracking and special studies. Without knowing exactly how each agency interprets the tasks, it is difficult to categorize the responses. The significance of the data is that agencies are using the computers for multiple operations suggesting efficient utilization of equipment.

Who is responsible for acquisition and utilization of machines? Responses indicated that the executive director/administrator is most often responsible for acquiring the computer. Responsibility for operating and programming the equipment is the responsibility of either the executive director/administrator or staff. Clerical staff, volunteers and board members tend not to be involved with the agency computer. This would substantiate responses indicating that most organizations do not have volunteers who are knowledgeable in the field. Computers tend to be an in-house concern. A question might be raised concerning the across-the-board involvement of the executive director: Is this the best utilization of the individual's time, or should her/his involvement remain at the policy-making level? Only one group indicated a computer specialist had been involved in the decision-making process.

Reasons for wanting a computer. Respondents indicated the number one reason for wanting a computer is to handle some sort of recordkeeping activity, whether related to members or agency data. This interest would correspond with the reported current usage of machines by organizations indicating that recordkeeping and financial assistance are among the most prevalent applications. The second-ranked reason for wanting to acquire a computer is to make use of its word processing capabilities. The third-ranked response was quite varied; however, most responses could in some way be tied to manipulation of records and information about members, clients or finances. Agencies appear to be interested in computers as a way to handle their data efficiently.

gress in computerization; and

- each attendee's expectations of the group and the type of help needed.

Of the organizations represented, eight had machines and five did not. The common motivation for attending was an interest in learning about other groups' progress. Some came to get direction from those who already had machines; others, with highly developed systems, came in to share their good and bad experiences with hardware and software.

Participants tended to have specific questions. For example: Are there resource people available for consulting who are volunteer oriented and inexpensive? What software packages are appropriate for nonprofits? What are the names and features of good software packages? How do we begin to learn about computers? The backgrounds and needs of the group were extremely diverse.

Reaction to the initial meeting was positive enough for the group to arrange for another meeting two months later. It was held at one of the participant's facilities, which had three computers—a large mainframe, a micro system, and a word processing system. They chose this meeting site so they could see the different systems and discuss their operation and programs. Even those with computers had expressed interest in the proposed visit.

The share group was designed to be a "pay-as-you-go" operation. As printing, mailing and other costs were incurred, they were to be absorbed equally by group members. We hoped that the group would grow in size which would provide for greater input.

At this second meeting, however, the group decided that its experience base and need levels were too diverse to justify continued meeting at this time. We plan to conduct periodic follow-ups to see if this changes. To further stimulate interest, the Volunteer Center's newsletter has begun carrying a small section on volunteers and technology.

In conclusion, we feel that currently, volunteer groups are too new to the computer to justify coming together to share. It might be that right now the scale is tipped toward the need for information, which suggests that conferences, rather than sharing, is more appropriate. Perhaps an ongoing written communication, such as a section in a newsletter to keep the dialogue open, is all that is warranted and that as more agencies get machines, face-to-face interaction will be appropriate. ♥



Before You Start NEEDS ASSESSMENT FOR COMPUTER DECISION-MAKING

By Denise Vesuvio

The decision to add computer services to an office is a major step for any organization. The investment of staff and money is costly, even with proper planning and effective decision-making. The cost of not making a wise and thoughtful decision is enormous.

Many nonprofits have realized too late that even a free computer drains both staff and the organization's finances. It is common to hear recipients of a donated computer bemoan the fact that after making a major investment to use the free computer, it still is not meeting their needs. hindsight shows that they could have purchased a computer for the money they spent trying to adapt the free computer.

There is an eight-step process that—if followed completely—can keep this from happening to you. It is a needs assessment and must be completed by you and your staff. Collectively, you must agree you will not start the needs assessment with the assumption that you will computerize. Objectivity is critical to this exercise.

The Eight Steps

1. Make a commitment to conduct the

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needs assessment.

2. Conduct an assessment of the organization's information process.
3. Orient and train your staff to the language, terminology and features of computers.
4. Study alternatives to achieving the goal of adding computer services to your organization.
5. Evaluate the alternatives.
6. Develop specifications for the system or service that is ideal for your organization.
7. Review and analyze the prices you obtain from vendors.
8. Plan the next step.

First, Answer These Questions:

Before you begin, answering the following questions (in writing) will help you prepare for the needs assessment process. They were compiled by Marc Rotenberg of the Public Interest Computer Association who's an expert in advising nonprofits on computerizing their systems.

1. What is the purpose of your organization?
2. Is there someone who can help your organization get started in computerizing? (This person can be from a nonprofit that is computerized or a computer user group.)
3. Does your organization do a lot of writing?
4. Can your organization afford a computer?
5. How does your staff feel about a computer purchase?

6. Does your organization currently pay for computer services, either for list management or word processing?
7. Who in your organization can take responsibility for system selection, software development and staff training?
8. What will happen if your organization purchases a computer and it doesn't work?
9. What is your organization's plan for expansion?
10. What does your organization expect from a computer three months, six months and a year after its purchase?

Some of the answers will prepare you better for the needs assessment process, and others may suggest that now is *not* the time to conduct the assessment. If you do decide to postpone the needs assessment, make a commitment to review the questions at a future date.

If you are now ready to begin the requirements and needs assessment, follow these eight steps:

Step 1. Plan to Plan.

As the manager, you must insure that your organization allocates appropriate resources to a needs assessment within a specified timeframe. The process requires that staff have enough time to complete this assignment. It may mean putting other projects on hold until the assessment is complete. If that is not possible, postpone the process for another time.

If it is a good time for a needs assessment, set a timeframe for completing and reviewing each step and stick to it.

Follow This 8-Step

ASSESSMENT PUTER MAKING

Step 2. Describe Your Organization's Information Processes.

First, devise a form or procedure for staff to record their information-generating tasks that might consist of some of the following products:

- One-time letters and memos
- Contracts and variable paragraph letters
- Standard forms
- Reports
- Tables and statistics
- Lists and data files
- Graphs and charts
- Computer programs

Leave room for evaluating your future workload. Are there new service programs your organization will be providing? Where are the expected growth areas in your organization? Write the answers down.

This exercise provides a skeletal framework for determining the percentage of staff time devoted to repetitive typing tasks, list duplication, compiling statistical information and other tasks. It will help define the computer services needed to support your operation and the required capacity of the system.

Step 3. Learn the Language.

This is the time for you and other staff to orient yourselves to a computer's components, jargon and terminology. An understanding of computer language is necessary when it comes time to write the specifications for the computer system you will need.

To do this, read computer magazines and books, attend basic computer training classes, borrow time on someone else's computer, visit computer shops. Also schedule visits to other organizations with a computer to see it operate and talk to its users.

Remember, you are going through this process to learn. Admit your ignorance and take every opportunity to ask questions. You are preparing yourselves to be in a position to ask good questions when talking with vendors.

Step 4. Study Alternatives.

Start considering various methods for achieving your goal. At least one of the alternatives should be not to purchase a computer. Your major consideration is cost effectiveness.

Your review of the alternatives should include

- Timesharing—renting access time on someone else's computer
- Outside sources—paying for word processing, mailing lists and other computerized services
- Manual system—maintaining or improving your current noncomputerized system
- Lease or rental agreement—contracting with a vendor to provide the computer and other equipment for a specified time and amount

Rate each alternative by the following criteria: capital costs; personnel costs; maintenance costs; ability to meet current objectives; flexibility/capacity; flexibility/format. Be sure to search carefully for hid-

den costs and benefits associated with each.

Other considerations at this point:

- Possible configuration and number of work stations
- Type of storage—hard disk or floppy disk
- Software options for each required system
- Dot-matrix or letter-perfect printer
- Amount of memory required for the system
- Specific features needs for the word processor, data base management, spreadsheet and/or telecommunications software.

Step 5. Evaluate the Alternatives.

Establish criteria for making a decision. Learn how other administrators have approached the problem.

Step 6. Write Up Specifications.

Be clear about what you want your machine and software to do and specify it to the vendor.

Spend time compiling an excellent list of vendors that represent a cross-section of potential equipment.

Step 7. Review the Bids.

Develop a list of specific questions you will ask during your visit to each vendor. Allocate enough time to test the equipment. Take note of those questions that are not answered completely or that the vendor sidesteps. It could be an indication that the system does not provide you with all the features you are seeking. Encourage your staff to share all concerns they have for each system.

Compare your requirements and budget with the price information (bids) you receive from vendors.

Step 8. Plan the Next Step.

Whether or not you decide to purchase a system, the next step still is to plan your next move. If you purchase a computer, consider a training schedule and evaluation of the system within your organization. This will allow you to build your computer system according to office needs and to include staff by supporting computer comfort.

If your decision is not to buy now, plan a time to do another needs assessment.

Source for this article: Basic Computer Knowledge for Nonprofits: Everything You Need to Know Made Easy by VOLUNTEER—The National Center and The Taft Group. (See resource box in this section.)



Handling Volunteer Files on Your Computer —with Ease

By Patrick Saccomandi

Anatural match exists between a computer and the need to register and keep track of volunteer activity. There's so much information a volunteer administrator has to deal with—volunteer skills, agency requests, appointment dates, follow-up dates, hours, monthly summaries—it's a wonder that a volunteer office doesn't drown in paperwork! (Many do.)

At the same time, computers are often more trouble than they're worth. Neither the volunteer nor agency information enters itself into the computer. It takes a lot of planning, effort and discipline to design computer files, get the software to work and stick to the daily job of managing computer files.

All of this comes as no surprise. Change always has a price. Yet, in over two years of actively supporting computerization among volunteer programs, VOLUNTEER has learned a lesson or two about how to approach this technology successfully.

If you recently have obtained a computer and are looking for a way to program the thing so that it will handle your office files,

Pat Saccomandi is a leading expert on computers and data base management applications for community-based, volunteer organizations. He has consulted with and provided workshop training for several hundred nonprofit professionals and is a consultant to VOLUNTEER's Apple Computer Project, which is distributing 50 complete computer systems a year to volunteer organizations.

1. Find a fanatic.

You know whom we are talking about. This is the person who dives into the keyboard and emerges on Thursday. It's a mixture of obsession, thrill and pride that drives these people to solve any puzzle the computer throws out.

You need this person because you do not have the time and you probably do not have the inclination to penetrate all of the itty-bitty-gritty problems that plague any new computer system. Save yourself the frustration. Find a friendly fanatic who will just love to prove his/her stuff on your computer.

2. Stay in control.

Be nice, but be firm. Be sure that the problems to be solved relate to your needs. Your computer helper may want to get involved in a rhapsodic effort of writing the perfect computer program—in a software language no one else could decipher.

The most productive (and safest) way to manage the talents of your computer whiz is to spell out clearly what information you want to go into the computer and what you want it to look like when it comes out. As for the middle part, where the software does its thing, use a good, off-the-shelf data base package (dBase III, RBase 4000, Condor III, Reflex, Knowledgeman, Powerbase, Helix and others). These packages can build a file system that custom fits your needs. And, they can be mastered by a noncomputer person, especially after someone more skilled sets up the initial applications and concretely demonstrates how it works.

3. Take the plunge.

Face it, your computer friend will soon leave (when the thrill is gone), and the time will come when you must take "hands-on" control of the computer. Something that powerful and important to your office must be mastered directly. Finding other computer fanatics will become increasingly more difficult. (Like all adventurers, their excitement comes from being the first on the scene.)

OK, you say. But is it as easy as one, two, three? To start, how do I find this computer whiz?

This is probably the easiest of the steps. Community colleges and four-year institutions have loads of computer and business students who are looking for internships. Your needs give them the chance to polish skills that readily can be converted for the job market. Other candidates come from your regular volunteer recruiting. Business people seeking to flex their skills, transitioning homemakers wanting to develop a marketable skill, and retirees preferring to continue using their talents are just some of the resources that can be tapped. Last year, VOLUNTEER distributed 50 Apple computers to nonprofits, and most have engaged volunteer technical support in this fashion.

A Data Base Package?

What is that? Why not purchase a "volunteer computer package" that is already set up to go?

There are over 80 Volunteer Centers who have developed computer programs for their offices, virtually all of whom use

one of the generic data base packages listed above. About 10 of these centers also have indicated an interest in making their software applications available to others for some fee. Over the course of the next year, we will attempt to analyze the qualities of these applications to be able to give advice on the appropriateness of their use.

But, we stick by our original suggestion: Obtain a good data base package and build your own files. We say this because all volunteer programs want different things from their software. What you want to record about volunteers and requests for volunteers will be markedly different from others. Any program set up by someone else, therefore, probably will be inadequate for your needs. The effort required to modify it would be equal to the task of starting from scratch. What you can certainly use from another's computer system is printed copies of that person's data entry screens, menus and report formats. These can be models to give you ideas on how to set up your own.

A generic package, such as dBASE, RBASE, etc., will cost from \$350 to \$650. Look in the computer magazines (*INFOWORLD*, *PCWORLD*, *Personal Computing*) for ratings and prices. Use this software for your full range of data base needs, such as special files for donated materials, information and referral programs, subscription information for newsletters.

By the way, these computer packages are known as "relational" data base packages. This means that the files you build with them can be linked up with others. For example, they can join the name-address information from the volunteer file with the contact information from the agency file to produce a worksheet for follow-up calls for recent volunteer referrals.

One last argument on this. A good relational data base package will help attract that volunteer "techy" to aid you. They know that skills and a track record with one of these packages is a real plus in the job market.

Data Input

OK . . . the next step. How do you best direct the energies of your computer volunteer to the task of making a data base package work for you? We said that you should give specific instructions on what data you want in the computer and what reports you want out of it.

Think of the data input as a computer

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*****AGENCY FILE*****
AGENCY# 11003   AGENCY Easides Multi-purpose Center   ENTERED 10/16/83
                DIVISION After School Enrichment Program   UPDATED 02/11/84
STREET 4312 Atkinson Boulevard   CITY Decatur   STATE PA   ZIP 19445
PHONE 215-339-5522   HOURS M-F 8 to 5:30; SAT 10-1:30   HANDCAPACCESS? Y
Director's DAPL Mr.   DFN Charles   DLN Anderson
Contact's  CAPL Ms.   CFN Sarah   CLN Capaletti
SERVICES After-school care includes remedial tutoring in elementary level reading/math
  
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*****JOB DESCRIPTION FILE*****
AGENCY# 11003   JOBTITLE Elementray level reading tutor   JOB# 11003-12
DUTIES Tutor classes for Elm. grade schoolers in remedial reading   ENTERED 11/4/84
SKILLCODES T110, T112   VOLNUMBER 12   MINAGE 18   UPDATED 12/17/84
                M/F/B? B   EDLEVEL 10
Job Contact's: JAPL Ms.   JFN Jackie   JLN Gibson
TIMES: STARTDATE 1/15/85   ENDDATE open   FILLDATE
        WORKHOURS 3:00-5:30 M-F   MINHOURS 50
BENEFITS/TRAIN Parking, snacks, Pool pass, Orientation required (2 hours)
COMMENTS Tutors will work in teams of 5 and be assigned to 3 children each
  
```

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*****REFERRAL FILE*****
AGENCY# 11003   JOB# 11003-12   VOL# 1845   SKILLCODE T110   ENTERED 11/23/84
REFDATE 11/23/84   APTDATE 12/1/84   PLACEDATE 12/15/84   TERMDATE
CALLBACK 1/15/85   HOURS
COMMENTS For the callback, ask if she was able to recruit her friend, Chris.
  
```

Sample volunteer request and referral files as they appear on a computer screen.

entry screen, where the questions on your paper forms are given labels and where spaces are provided to hold the answers. The illustrations show the contact information for agencies, the volunteer job requests from agencies and the referral activity. Each agency will have one entry completed in the agency file, but probably will have several entries in the volunteer job and referral file—one entered for each request and one for each referral.

Now, create your own. Your "palette" for each file will be screens that hold 80 characters across and 24 lines down. Use label names that are succinct, because you will not want to waste limited screen space. As with the illustrations, indicate the amount of space for the answers by using underlines—one underline for each character. For example, for a last name, you may wish to assign a line 15 characters long. Again, be efficient with the space, not only because of the screen size, but also because your computer will have limited amounts of storage to hold all the information from your files.

Try to make your questions (labels) as specific as possible. The computer quickly finds skills, dates, cities and other data when they are entered into their own space on the screen. Open-ended answers should be used sparingly because they eat up a lot of computer storage. Also, computer searches are much slower and less accurate when wading through information in a text format.

Use the computer as an index to your file information. Keep large amounts of background descriptions in a file drawer to be viewed after the computer has winnowed down matches between volunteers and assignments to a few likely candidates.

When possible, use hierarchical codes. This best applies to skills and interests, as illustrated by the excerpt from a Volunteer Center's skills listing. You will notice major headings with specific skills. The major headings use a letter of the alphabet, and the specific skills have numbers. Thus, you can ask the computer to find an agency wanting a particular skill (B210—Personnel Management), or you can list the agencies wanting anyone with a business skill (all the "Bs"). This use of hierarchical codes can be extended to occupations, agency types and other areas. (Note: *The Volunteer SkillsBank*, a manual published by VOLUNTEER, provides extensive examples of skill categories and other information you may wish to put in a computer file.)

Skill Categorization Sample

A - Agriculture/Environment/Animals

- 100 General
- 110 Animal Care
- 120 Ecology
- 130 Energy Use
- 140 Environmentalism
- 150 Farming
- 160 Forestry
- 170 Gardening
- 180 Landscaping
- 190 Naturalist
- 200 Nuclear Energy
- 210 Soil Management
- 220 Solar Energy
- 230 Water Use Conserv.
- 240 Wildlife
- 250 4-H Clubs
- 400 Other

B - Business Management

- 100 General
- 110 Accountant
- 120 Banking/Loan Systems
- 130 Bookkeeping
- 140 Budgeting/Cost Analysis
- 150 Computer Management
- 160 Development/Fundraising
- 170 Financial Planning
- 180 Grantsmanship
- 190 Management Training
- 200 Marketing/Advertising
- 210 Personnel Management
- 220 Program Development
- 230 Program Evaluation
- 240 Property Management
- 250 Public Relations
- 260 Tax Analysis/Reporting
- 270 Other

This illustration also points to the need to have more than one file to hold the data

on an agency's requests. Trying to put all the information you need into one file would create an impossibly large entry, because any one agency may have several volunteer job requests and referrals pending. But because these files are built with a "relational" data base package, the job and referral entries are "joined" to the agency information when a report is needed with information from each. This is accomplished by linking the agency ID and the JOB numbers.

This article is not going to get any more technical on these points. That is what your volunteer computer whiz is going to do for you. Carrying out this exercise, however, should help your computer volunteer understand what information is going into the computer and how many files need to be set up to handle the job.

You go through a similar exercise for your output reports (on the screen or printer). Paint the report formats you want, identifying the data that go into the report, how they appear on the report (what is on the first line, second line, etc.), and how you want the report organized (in order by zip codes, last name, skill code, etc.). See

Report Sample

In the accompanying sample, the report uses abbreviations for how a skill may be applied:

- DIR = direct assistance to an individual
- ADM = Administrative assistance to an organization
- BRD = Board participation
- TRN = Trainer
- 1 = "interest"
- 2 = skilled
- 3 = highly skilled

Full Report of Volunteer Information									
#10045	Abe1	Lewis						HPhone	522-6614
	673 Buckingham Place	Milwaukee	WI	54612				WPhone	331-2300
	Occp:	Public Relations Manager		Wislon Tool & Dye				Areas:	NW SW
	Client Pref:	Teens, Handicapped							4/1/85
	Referral Pending?	N	Last Placement:	City Baseball League					
	Skill Name		Code	DIR	ADM	BRD	TRN		
	Fundraising		B160	2	2	2	1		
	Marketing		B200	3	3	3	2		
	Public relations		B250	3	3	3	3		
	French		L140	2					
	Baseball coach		R210	2			2		

the example for a volunteer listing.

Typically, you will want a format that gives all the information on the file, one that is limited to a line or two for each entry so that you can quickly scan through them, and several special-purpose ones, such as for mailing labels, staff worksheets and summaries.

Now for the last step—taking the plunge and getting “hands-on” experience in managing your data files. For the Apple Project, we have noticed that the Volun-

teer Centers who do best are those whose executive director and program directors become skilled with the computer. Their own enthusiasm carries over to the staff so that the computer is actively applied to the office's needs. Everyone sees that if a busy director can learn how to use it, all should be able to. Avoiding direct contact with the computer sends a signal to the staff that the computer is something different and forbidding.

Personal experience with the computer

also means that the director understands its capabilities and can develop the most appropriate applications for it. An abstract awareness of what a computer can do is no substitute for that “hands-on” feel.

Fortunately, today's microcomputer systems can be mastered by the noncomputer person. Find a friendly fanatic to help break the ice (who knows, you may be a closet computer fanatic) and discover the joys of learning how to use this powerful technology. ♥



Nonprofits Enter the Computer Age. Community Careers Resource Center, 1520 16th St., NW, Washington, DC 20036, (202) 387-7702. 1984. 35 pp. \$6.95.

Updated and expanded from a four-part series that first appeared in *Community Jobs* magazine, this booklet was written by Marc Rotenberg, founder of the Public Interest Computer Association in Washington, D.C., and writer-editor Iris Rothman. It is based on the experiences of community groups that have computers and offers advice for nonprofits who want to buy one. The authors are convinced that the best way for groups “on the brink” to save money and grief is to turn to other nonprofits who already have taken the plunge. The reprint also includes a list of groups and individuals around the country who are helping nonprofits get the most out of computers.

Basic Computer Knowledge for Nonprofits—Everything You Need to Know Made Easy. VOLUNTEER—The National Center and The Taft Group. 250 pp. 1985. \$25.00 + \$3.25 postage/handling (unless prepaid). Order from: Volunteer Readership, 1111 N. 19th St., Suite 500, Arlington, VA 22209, (703) 276-0542.

This new manual offers vital knowledge a nonprofit needs *before* exploring computerization. Its easy-to-use format is divided into the following sections:

Section 1: The Computer's Role; Is Computerization Appropriate for Your Organization?
Section 2: Does Your Organization Need a Microcomputer? Step-by-Step Require-

Resources

ments for Analysis/Needs Assessment; The Consultant Method; The Piecemeal Solution Alternative; The In-House Computerization Plan; Self-Proposal Outline; Needs Assessment Forms

Section 3: Building Computer Comfort; Making a System Decision; Printer/Software Configuration; Supplies; Bibliography

Section 4: Introduction to Word Processing; Five Major Elements to Consider; Hardware Requirements; Bibliography

Section 5: Basics of Data Base Formation; The Application of a Relational Data Base; Software Selection; Equipment Requirements; Bibliography

Section 6: Introduction to Spreadsheets, Applications, Spreadsheet Software; The Concept of a Template; Spreadsheet Commands and Functions; Bibliography

Section 7: Introduction to Telecommunications; Applications; Services/Features of Communication Services; Hardware Requirements; Communication Software; Selection; Reflections of a User; An Application Story; Bibliography

Section 8: Collaboration Strategies for Nonprofit Computer Users; Applications; Computer Learning Opportunities; User Groups; Computer Training Labs, Workshops; Computer Sharing; Agreements on Standards and Operations; References

Computer Awareness Workshop Kit. VOLUNTEER—The National Center, 1985. \$25 + \$3.25 shipping/handling. Order from: Volunteer Readership, 1111 N. 19th St., Suite 500, Arlington, VA 22209, (703) 276-0542.

A packet of workshop curriculum and audio/visual materials on computer awareness for nonprofits. Topics cover computer needs assessment and introduction to computer concepts, and there are tutorials on word processing, file management, spreadsheets and communications. Materials include a 200+ page workbook, scripts for five slide/tape

shows and a 60-page instructor's guide. (If you choose to conduct the workshop, VOLUNTEER will provide you with a workbook for each attendee and loan you the five slide/tape shows at a cost of \$15 per attendee.) The slide/tape shows, containing over 350 slides, may be purchased separately for \$295.

VOLNET. An electronic mail/news service for members of the volunteer community. For information on how to join and equipment requirements, contact Denise Vesuvio or Patrick Saccomandi at VOLUNTEER—The National Center, 1111 N. 19th St., Suite 500, Arlington, VA 22209, (703) 276-0542.

VOLUNTEER launched VOLNET in January to provide three important communications services for its members:

—Direct electronic mail service to and from VOLUNTEER and its membership

—Direct electronic mail service between VOLNET members

—A weekly news and information service on the volunteer community containing from five to eight pages of text

By January 1986, VOLNET's services will expand to include

—On-line database of Volunteer Centers and their services

—On-line database of volunteer field-related bibliography

—Regular updates of VOLUNTEER's membership directory

—Reviews and abstracts of volunteer field-related periodicals and publications

—Teleconferencing on major issues affecting volunteering and nonprofit management

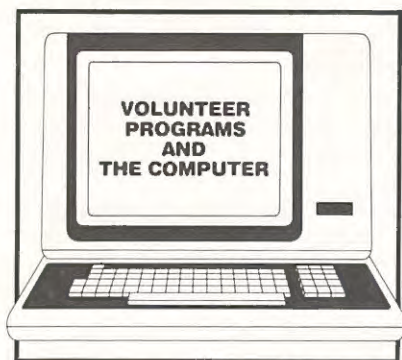
—Calendar of training events

—Descriptions of VOLUNTEER's upcoming events and activities

—Travel schedule of VOLUNTEER staff and national trainers

—Individual mailboxes for personal mail

VOLNET members also receive services offered by VOLUNTEER's telecommunications vendor, such as economic databases and general news wire reviews.



THE NEXT STEP: Telecommunicating with Other Volunteer Programs

By Mark P. Sidler

As the price of computerized technology comes into the range of affordability for virtually all nonprofit organizations, the idea of maximizing the use of a computer investment should encompass the possibility of telecommunications. What can a nonprofit expect from telecommunications?

First of all, telecommunications can increase the power of a computer several times. Electronic bulletin boards can serve as a communications medium to provide widespread notification to other nonprofits at little or no cost. Additional options, such as electronic mail (EMAIL for short), allow for the transfer of data many times faster than express mail. Let's also not leave out the option of allowing those people being served by clinical nonprofits the creative stimulation of communicating with others by viewing the computer screen.

With telecommunications, it becomes possible not only to link with other nonprofits but also to tap into large "mainframe" computers that offer information services (CompuServe, The Source, NEXIS, LEXIS). What do such information services offer? Just about everything from A to Z. Some of the services of special interest to nonprofits are: IRS tax information, government publications, budgeting, clinical advice, user directories, handicapped services, insurance, banking, jobs, other networks, newsletters such as *Fedwatch*

*Mark Sidler is president and owner of Micro*Terminal Systems Computer Training Center, an organization specializing in training courses and seminars on applications for micro computers in Madison, Wisconsin.*

Newsletter, and data provided by many special interest groups (SIGs).

What is exciting is that this is only the tip of the iceberg. Many nonprofits can band

together to share mailing lists and other information, facilitating more efficient use of their time and money. Only the imagination limits what can be accomplished.

Why An Electronic Communications System for the Volunteer Field?

Several years ago, VOLUNTEER—The National Center realized computers would fast become the primary office equipment for nonprofits. With the increased use of databases for storing and selecting interoffice information and word processing for creating and distributing information, it was only a matter of time before the volunteer community would move into the realm of telecommunications.

The request and retrieval of information via the telephone line and a computer could rapidly increase a volunteer program's effectiveness. Implementation of an electronic communications system would allow VOLUNTEER to respond quickly to the needs of its constituency. Distribution of information could be expedited by moving from the traditional "hard" copy and paper mail methods to almost instantaneous forwarding of information via electronic means.

Thus, VOLUNTEER made a commitment to developing an electronic communications system for the volunteer community. With last year's launching of the Apple Computer Project, a joint program of VOLUNTEER and Apple Computer Corporation, VOLUNTEER distributed 50 Apple computers, modems and communications packages to nonprofits—mostly Volunteer Cen-

ters—who applied. (Fifty more recipients will be selected this fall.)

Then, in January 1985, VOLUNTEER launched VOLNET, its electronic communications service, among the 50 Apple recipients. (See complete description in Resource box elsewhere in this section.) Each member received individual computer training and technical assistance on electronic communications and VOLNET. It included everything from how to hook up the computer/modem to special instructions for speeding up access to the system.

The results have exceeded both VOLUNTEER's and Apple's expectations. Twelve new members joined VOLNET within its first six months of operation. Eighty percent of the members use VOLNET's services regularly. Members say the service provides them with direct responses to their technical questions in less time. The text from VOLNET's weekly news bulletins allows them to build up their own library and research files, to develop new services and to provide timely distribution of information in their community.

For further information, contact Denise Vesuvio or Patrick Saccomandi at VOLUNTEER, (202) 276-0542.—*Denise Vesuvio*

How, then, can you tap into the potential of telecommunications? First, of course, you need a computer. Cost need not be a big concern. Even the Radio Shack Model 100 (at less than \$800) has a built-in modem (a device that transforms electronic signals into audible sound and vice versa for phone line transmission), which will allow you to tie into other computers for information. It would be helpful, however, to have a system with one or more disk drives for storing data to be sent or retrieved. After that, the sky is the limit! It won't be long before you will be right at home sending EMAIL to all other nonprofits that have the same ability.

Aside from the computer itself, the modem is the most important piece of equipment for telecommunications. Modems range in size, shape and ability. There are internal modems that fit inside or are built into a computer and external modems that sit on the desk and are connected to a computer board and the phone. While internal and external modems work equally well, external modems are cumbersome if you need to move your computer frequently. I would also recommend a modem that has the ability to transmit at different speeds (baud rates). The most common speed currently is 300 baud or 30 characters per second. The 1,200-baud-rate option is desirable for greater speed, but when sending data both modems must be operating at the same speed, and not all services and users have 1,200-baud capability. I feel it is an option that should be included.

I would also ask about the software that operates the modem. Somehow you must tell the computer to send data, dial the phone, receive data, set the sending speeds, and so on, and you can do so either by writing a program (almost impossible for a novice computer user) or operating the software designed for the modem when you purchase it (by far the best choice.) Inexpensive modems come with very little software, and expensive ones do all the work for you.

The price range for modems, while it is still coming down, is anywhere from \$150 to \$800 and up. The average is around \$450 for a pretty good setup.

This article was published in Nonprofit World, November-December 1984, and is reprinted with permission. Nonprofit World is published by The Society For Nonprofit Organizations, 6314 Odana Road, Suite 1, Madison, WI 53719, (608) 274-9777. ♥

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Tool Box

Child Welfare—Special Issues. Child Welfare League of America, Journal Order Dept., 67 Irving Place, New York, NY 10003, (212) 254-7410. \$4.50 per copy plus \$1.50 postage/handling.

CWLA has announced publication of several special issues of its bimonthly journal, *Child Welfare*: "Toward a Feminist Approach to Child Welfare" (May/June 1985), "Child Abuse: Guidelines for Intervention" (July/August 1985) and "A Comprehensive Bibliography on Foster Families" (November/December 1985).

The Art of Asking. Rev., 2nd ed. Paul H. Schneider. Fund-Raising Institute, Box 365, Ambler, PA 19002, (215) 646-7019. 1985. 184 pp. \$19.95 + \$2.25 shipping/handling.

Written by an experienced fundraiser for the Mormon Church's LDS Foundation, this book explores eight factors that motivate a donor: religious belief, guilt, need for recognition, self-preservation, tax rewards, obligation, pride and self-respect, and pressure. He details what must happen before asking for a donation and analyzes four asking techniques.

The Meeting Manager. Gloria Resnick. The Meeting Procedures Co., 27500 Cedar Road, Cleveland, OH 44122. 1983. Pamphlet. \$1.50 postpaid. Quantity discounts available.

This simplified guide to conducting business meetings is based on *Robert's Rules of Order Newly Revised*. It is a handy, five-panel outline organized under the headings Order of Business, What Motion to Use, Some Rules of Debate, Minutes, Common Methods of Voting, Kinds of Motions, Obtaining the Floor and Processing a Main Motion, and Amendments.

How to Make BIG Improvements in the Small PR Shop. Compiled by R. Keith Moore; revised by Susan Hunt. Council for Advancement and Support of Education, Publications Order Department, 80 S. Early St., Alexandria, VA 22304. 1985. 116 pp. \$16.50.

This handbook for PR managers with limited staff and resources contains samples of guidelines, policies, job descriptions and objectives that can help clarify the role of the office. A section on forms shows how their use can streamline routine activities. Other sections cover "Methods that Work," "Organizing for Effectiveness" and "Establishing Control through Policies and Guidelines."

Non-Profit Service Organizations: 1982. National Center for Charitable Statistics, 1828 L St., NW, Washington, DC 20036. 276 pp. \$25.

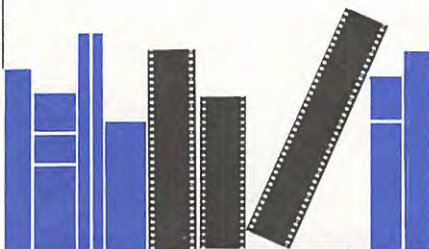
Presenting the final results of the 1982 Census of Service Industries, this report contains information assembled from the 52 separate Census reports. Statistics include revenue, expenses, annual payroll and employment of nonprofits covered in the 1982 Census.

Research in Progress, 1983-84. A National Compilation of Research Projects on Philanthropy, Voluntary Action, and Not-for-Profit Activity. INDEPENDENT SECTOR, 1828 L St., NW, Washington, DC 20036. 260 pp. \$25.

This second annual report identifies researchers and describes their current research on issues of concern to the independent sector. It includes research on giving, voluntary action and not-for-profit activities.

The Whole Nonprofit Catalog. The Grantsmanship Center, 1031 S. Grand Ave, Los Angeles, CA 90015. Free.

This first edition is billed as "a compendium of sources and resources for managers and staff of nonprofit organizations." The publisher invites reader input to shape future issues.



Compiled by Donna Hill

Supporting Families Who Care for Severely Disabled Children at Home: A Public Policy Perspective. Francis G. Caro and Susan Cina. Order from: Community Service Society, Office of Information, 105 E. 22nd St., New York, NY 10010. 1984. 74 pp. \$5.

A CSS "working paper," this report reviews available data on the extent of serious disabling conditions among children and provides an overview of programs available to assist parents in caring for these youngsters at home. Income and service strategies that would increase availability of respite to family caregivers are discussed.

Social Policy Issues Affecting the Poor. Georgia L. McMurray. Order from: Community Service Society, Office of Information, 105 E. 22nd St., New York, NY 10010. 1983. 37 pp. \$3.50.

The product of a series of CSS staff discussions on the current federal administration's policies affecting poor people, this working paper covers employment and income security, education, housing, health, personal social services and governance. It identifies populations of concern and policy options to guide and develop research, advocacy, technical assistance and demonstration programs.

Empowerment: A Future Goal for Social Work. Bertram M. Beck. Order from: Community Service Society, Office of Information 105 E. 22nd St., New York, NY 10010. 1983. 20 pp. \$2.

In this working paper, the CSS director maintains that much of contemporary social work practice is related to social control and that social work historically has combined altruism with judicious concern for the maintenance of social injustice. He explains how to change current practice and to attain personal and collective social goals.

Elvirita Lewis Foundation Newsletter. Elder Press, 255 North El Cielo Road, Airport Plaza, Suite 144, Palm Spring, CA 92262-6914. Free.

This quarterly newsletter focuses on the activities and concerns of the Elvirita Lewis Foundation—namely, that older people should be allowed their independence and a voice in the issues that affect their lives.

The Learning Community. Mary Richardson Boo and Larry E. Decker. Order from: National Community Education Association, 1201 16th St., NW, Suite 305, Washington, DC 20036, (202) 466-3530. 1985. 24 pp. \$3.50.

An overview of the community involvement process advocated by community educators for almost 50 years, this booklet reflects community educators' belief that "public education is a community enterprise, that learning is lifelong, and that self-help efforts foster individual dignity and community pride." The authors point out that many public schools have become isolated, with few ties to the majority of residents.

Resources for Youth Workers and Program Planners. Center for Early Adolescence, Suite 223, Carr Mill Mall, Carrboro, NC 27510, (919) 966-1148. 1985. 24 pp. \$5.

This annotated resource booklet is one of several publications published under the Center's Lilly Endowment-funded project, "Helping Young Adolescents, Families and Communities." It describes resources helpful to those who work with 10- to 15-year-olds in out-of-school settings, such as churches, recreation departments, community education programs, youth organizations, libraries, museums, clubs and volunteer programs. Topics include program development, model programs, funding, youth participation, community collaboration, social trends and public policy, promoting physical and emotional health.

Volunteers & Voc Ed. National Center for Research in Vocational Education, Ohio State University, Publications Office, Box N, 1960 Kenny Road, Columbus, OH 43210-1090, (800) 848-4815. 1985. 37 pp. \$4.25.

This publication outlines the benefits, planning, implementation, operation and evaluation of vocationally oriented volunteer programs. Author Douglas S. Katz, of Conserva, Inc., presents eight steps in the planning of a volunteer vocational program and discusses its benefits. Sample forms and appropriate questionnaires are included.

Disability Practice Manual for Social Security and SSI Programs. Legal Counsel for the Elderly, Box 19269-K, Washington, DC 20036. 1985. 259 pp. \$26.95 (for nonprofits) + \$2 postage/handling.

First published in 1981, this highly regarded reference provides an overview of the law and detailed information for everyday practice by attorneys and paralegals as well as laypersons who work with Social Security disability cases. Printed in an easy-to-use two-column format, the manual includes an expanded chapter on basic procedures and jurisdictional issues on Social Security appeals and a new chapter on the Social Security Disability Benefits Reform Act of 1985. The book also contains detailed information on eligibility, claims, appeals, administrative hearings, federal court review procedures and all the recent legislative changes in disability law. New information on administrative advocacy was included to help paralegals and other advocates.

Volunteers as a Resource in Long-Term Care. Research Monographs on Aging, Pennsylvania Dept. on Aging, Div. of Planning, 231 State St., Harrisburg, PA 17101. 1984. 235 pp. Free while supply lasts. (Note University of Pittsburgh Contract No. 842004 when ordering.)

This report is one of four researched and written for the Pennsylvania Department of Aging that synthesize research results and make recommendations to help in program planning for the well-being of the state's older citizens.

As I See It

(Continued from page 2)

their accomplishments in our weekly employee newspaper, and we host frequent meetings and banquets at which our top executives personally acknowledge the accomplishments and commitments of our volunteers.

But the most important thing we do to encourage volunteerism is to try to set a good example. By "we," I mean our top executives, many of whom are extensively involved in community civic affairs.

People have asked me how I find the time for it all when they learn that I attend between 30 and 35 civic meetings a month outside the bank. The answer is simple. You make the time. You come to the office a little earlier and you work a little later on days when the meetings pile up. Above all, you learn to work efficiently, not to waste time.

I'm not quite as hard-nosed on the issue as one company president who said, "I don't have time for executives who don't have time for community affairs." I realize that this is usually a matter of leadership and that our executives can be

Volunteerism is a personal statement of involvement and commitment that cannot be duplicated through mandatory quotas or involuntary conscription. Much of the satisfaction that comes from volunteering is the knowledge that those who volunteer are serving beyond the required, above the mandatory.

led to realize how much they are needed and how much they can give.

Then, when they look at my own schedule of outside activities—and they know that I do not in any way shirk my responsibilities as Security Pacific's chief operating officer, they can see that the "don't have time" argument simply doesn't hold up.

I think that today it is more important than ever for business—and for business men and women—to increase their involvement in community affairs.

Clearly, the need is there, and so is the opportunity for all of us who care deeply about the future of our society and the world that our children and their children will live in. We can improve the standards of our community programs, especially programs for young people who hunger for role models to help guide them in acquiring those values that lead to a productive and satisfying way of life.

That is why I'm pleased that Security Pacific's primary community volunteer program, called "Securiteam," has become such a successful effort in so short a time.

Founded in 1982, Securiteam was established to take advantage of the time and talents of our 30,000 current and former employees. We made a conscious decision to invite and encourage our retirees to participate in this program and have worked to increase their involvement in our outreach efforts.

I'm excited that our Securiteam effort seems to be snowballing and growing at an almost geometric rate. From the small group that started in 1982, we've continued to double the number of participants and hours volunteered every six months.

Securiteam currently has some 1,200 members in chapters from San Francisco to San Diego. Since April 1982, they have donated approximately 30,000 hours of volunteer time to over 100 community groups.

Our basic philosophy for Securiteam, and perhaps it is an underlying sentiment for volunteers everywhere, is "Everyone Wins."

The volunteers gain the deep personal satisfaction of knowing that they've contributed to making a stronger, healthier community. In turn, the community organizations receive the benefit of time and expertise needed to keep pace with the growing needs of the population.

The strengths and merits of volunteerism are becoming so important that they are helping to shape national and international events. Increasingly, volunteering means working outside one's own neighborhood.

To use a personal example, I've been western region finance chairman for the United States Olympic Committee since 1981. This volunteer work requires trips to Denver, Phoenix, Seattle, Tucson, Portland or anywhere else in the western half of the country where we have been raising money for our American Olympic efforts. In that effort, we've been able to recruit hundreds of key volunteers.

It's not always convenient for me to make those trips, but I think you'll agree it's important work that must be undertaken. I believe the success we've had in fundraising—enabling us to provide better training and coaching for our American athletes—had a part in the many medal-winning performances we witnessed during the 1984 Olympic games in Sarajevo and Los Angeles.

My involvement in the U.S. Olympic Committee was a good example of the "Everyone Wins" philosophy. I felt greater pride while watching our fine young athletes take gold medal after gold medal, and I'm sure athletes realized that without the increased financial participation of hundreds of companies and thousands of private citizens, their moment of glory might not have been possible.

More recently, an international event that has torn at the emotions of concerned people worldwide is the African famine.

By last November, repeated media coverage of the human disaster occurring in Ethiopia made its impact on the conscience of the world. Then, a massive volunteer effort commenced, attempting to help alleviate the suffering of the impoverished African people.

Everett McDonough, Security Pacific's first vice president of community relations and a personal assistant of mine, went to Ethiopia last December as a member of a Red Cross

team. They visited the famine camps, the port facilities and the people of Ethiopia.

I'd like to try and convey some of the feelings and experiences Ev brought back with him from Ethiopia. The following excerpts are from the daily journal he kept while on the mission:

December 4th, 8:00 a.m. How do you explain a place that has three doctors and 28 grave diggers? That is the city of Bati. Never have I seen such poverty. Everyone is poor, not just some, everyone. The land is so dry, so arid. Dust and flies are everywhere. They do mass burials here. No telling how many are in a grave.

The staff that we met here is an international mix of volunteers. Dr. Miles is from Australia. The nurses are from Iceland, Germany and Finland. The bags containing grain, food and supplies are printed in many languages.

The ships that we observed unloading their cargoes of food and supplies were from countries throughout the world. Greek, Japanese, English, Russian and American ships were all delivering their precious supplies for distribution.

December 6th, 1:00 a.m. The basic message of hope I can bring back from this trip is that I saw volunteers from around the world loading Canadian wheat into a Russian plane filled with American fuel to help Ethiopian people. The entire focus of the world has seemingly settled on this problem of such intense magnitude that cooperation between nations is absolutely required. Perhaps, just perhaps, I saw the beginning of real world peace. The fact that the world is turning into the predicted "global village" never seemed clearer.

Although Ev McDonough and the others on the Red Cross mission returned safely, you may have heard that many individuals who toured Ethiopia on such fact-finding missions required psychological counseling upon their return to help them cope with the horror of what they experienced. Ev McDonough, although emotionally touched by what he saw, was also encouraged and uplifted by the spirit of hope and cooperation provided by the volunteer efforts I just described.

I think Ev's account is proof that volunteerism knows no boundaries or country borders. Volunteerism can mean traveling across town or halfway around the world. It's up to each one of us to decide what we want to do and how we want to become involved.

Since many companies are now just beginning to involve themselves in the volunteer movement, they would be wise to look to the American Red Cross as a source of expertise that is unrivaled in this country.

By the same token, it's up to us as leaders to encourage company-wide volunteerism efforts, like Security Pacific's Securiteam, in order to help produce the volunteer human resources that can do so much for so many.

Last year, the American Red Cross utilized the services of 1.5 million adult volunteers and 2.5 million student volunteers. The Red Cross also was able to entice another 5 million Americans into volunteering a most precious asset—their blood.

This willingness and enthusiasm on the part of the public to become more involved in community activity is perhaps one component of the positive upswing in mood and feeling that has overtaken America during the last few years.

The gloomy, negative attitudes of earlier days have given way to the positive, confident and self-assured times we are now experiencing. Perhaps the volunteer movement has helped initiate our climb toward a bright and positive future.

I'm personally convinced that a revitalization of religious faith is a major factor in that future.

In addition to an expansion of religious faith and accompanying activity, I think you will agree that government has played a role in the growth of the volunteer movement in America during the 1980s.

President Reagan has continually stressed less reliance on government and encouraged greater public volunteerism and cooperation between the public and private sectors to achieve common goals.

Every year since taking office, the President officially has acknowledged the increased contribution volunteers have made in filling the void created by the reduction of federal funding. The President also has challenged private business to use its vast resources creatively to provide help when and where it is needed most. For example, over 100 companies were recognized in a special White House ceremony last month for aggressive and effective action in meeting community social needs.

Today, we see companies and corporations "adopting" schools, working in depressed urban neighborhoods and stepping in to offer job training. We see other programs designed to raise the standard of living in impacted areas.

The gloomy negative attitudes of earlier days have given way to positive, confident and self-assured times. Perhaps the volunteer movement has helped initiate our climb toward a bright and positive future. I'm personally convinced that a revitalization of religious faith is a major factor in that future.

It was Abraham Lincoln who said, "Government should be concerned with things that citizens cannot do for themselves, but in things that citizens can and should do for themselves, government ought not to interfere."

This is an exciting time to be involved with volunteers and the field of volunteerism. There is opportunity for imagination, creativity and growth. I'm certain that the Red Cross and other agencies that rely heavily on volunteers will continue to meet those challenges.

It's been said that all of the excellent intentions and beautiful sentiments in the world weigh less than one single useful action. Our biggest job is to translate intention and sentiment into deeds and work.

If we work together, and work hard, we can raise the money needed, recruit the volunteers needed, build the public support we must have and succeed in our efforts to produce a healthier, happier, more secure tomorrow. ♥

10 Ways To Improve Your Performance As a Volunteer Administrator



1. Learn About Performance-Based Certification
Fall 1983 VAL



2. Improve Your Volunteer Job Descriptions
Summer 1983 VAL



3. Recruit Volunteers Through An Annual Appeal
Winter 1984 VAL



4. Involve the Handicapped As Volunteers
Spring 1984 VAL



5. Order from Our Toolbox Every VAL



6. Prepare an Effective Recruitment Campaign
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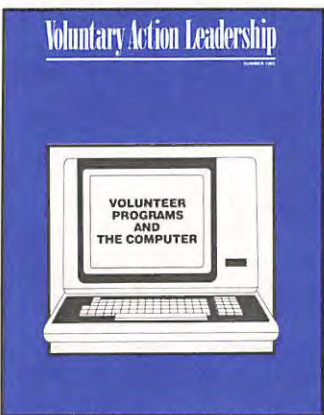
7. Recruit Families
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8. Justify the Financial Support Your Volunteer Program Deserves
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9. Educate Your Board Members
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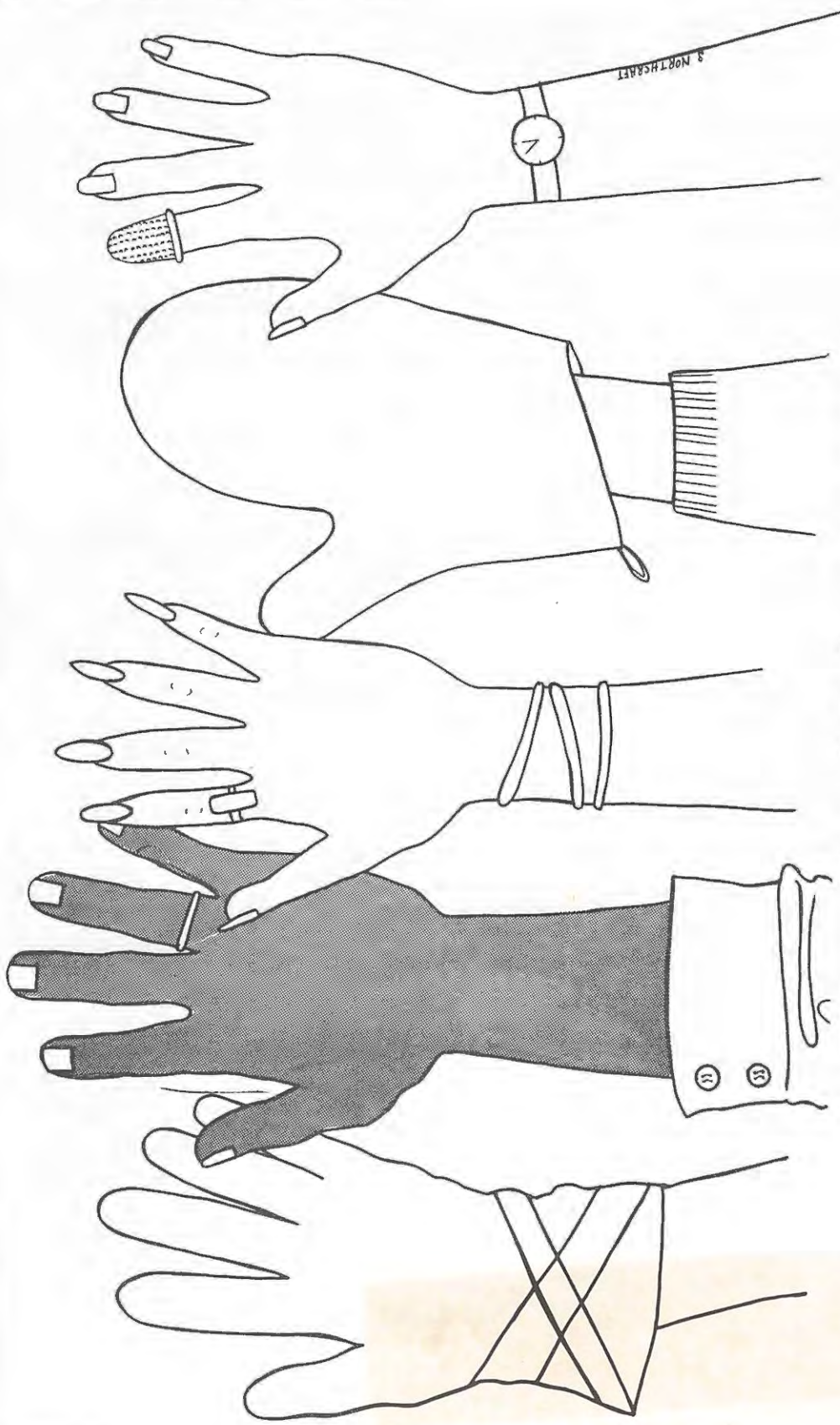
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POSTER



Thanks, Volunteers!
You Do Make A Difference

This poster, designed by a volunteer artist, is brought to you courtesy of the Voluntary Action Center of the Human Services Planning Council of Schenectady County, N.Y., Inc., The Volunteer Center of Albany, Inc., and the Troy Volunteer Bureau. You may reproduce the art for your own volunteer recognition and recruitment purposes. (Insert your program name and phone number in space at bottom.)

Calendar

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

- Sept. 29 - Oct. 1 **Chicago, Ill.: T.I.E. (Training, Industries and Education) Conference**
A national conference cosponsored by Correctional Industry Association and Illinois Correctional Association, which will focus on "TIE"—Training, Industries, Education: A Unified Approach to Correctional Programming.
Contact: Peggy Ashline, Illinois Host Committee, 1301 Concordia Court, PO Box 4902, Springfield, IL 62708, (217) 522-2666.
- Oct. 2-4 **Annandale, Minn.: Lake Sylvia IX Conference**
The Lake Sylvia Conference is a participatory learning conference focusing on issues and directions in voluntary citizen involvement. This year's conference will feature sessions on developing creative potential, lifestyles and values, visions and options for your preferred future, and planning for accomplishment. Speakers: Sandra Hirsh, organizational development consultant and Gordon Ingram, nationally known futurist and seminar leader.
Fee: \$195, incl. conference fee, materials, meals and lodging
Contact: Vi Russell, Community Volunteer Service of St. Croix Valley Area, 115 S. Union St., Stillwater, MN 55082, (612) 439-7434.
- Oct. 22-26 **Seattle, Wash.: 1985 National Conference on Volunteerism**
The annual conference of the Association for Volunteer Administration will address the theme, "A Sound Approach," through a variety of workshops. Key tracks on volunteer management for beginners, personal development, organizational support, public relations, trends, new technologies, corporate volunteerism. Complete program available.
Fee: Ranges from \$130 to \$210, depending on membership status and registration date.
Contact: AVA, 305 S. 43rd St., Renton, WA 98055, (206) 226-0210 or (206) 362-4949.
- Nov. 10-15 **Boulder, Colo.: Third-Level Volunteer Management Workshop**
One week of highly concentrated, in-depth learning experiences in a specific topic area including survival skills for managers, innovative volunteer program models, training of trainers, managing conflict.
Contact: Office of Conference Services, Campus Box 454, Boulder, CO 80309, (303) 492-5151.
- 1986**
Feb. 23-28 **Boulder, Colo.: Second-Level Volunteer Management Workshop**
A one-week course that focuses on implications and challenges, rather than specific skills. Includes planning, conflict, training, personal and organizational management, creativity, power, advocacy, issues and more.
Contact: Office of Conference Services, Campus Box 454, Boulder, CO 80309, (303) 492-5151.
- June 8-11 **Dallas, Texas: 1986 National Conference on Citizen Involvement**
VOLUNTEER's annual conference will be held on the campus of Southern Methodist University. Watch for details in next three issues of VAL.



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