voluntary action
leadership
WINTER 1976

PHILANTHROPY IN AMERICA: Which way do we go from here?

Special Pull-Out Supplement:
Program Planning and
Proposal Writing

As I See It

By Harry Hogan
Assistant Director
Office of Policy & Planning
ACTION

The text of the following article is excerpted from a speech delivered by Mr. Hogan to the NCVA/ACTION Information Institute at the Ambassador West Hotel in Chicago, Illinois, October 17, 1975.

Federal activity in voluntarism is based on two premises. One is substantive and expresses a moral purpose—i.e., that it is essential in our society to provide opportunities for a free people to help each other. The second is procedural—it is an absolute necessity that Federal involvement support the private sector in volunteerism and not hurt it.

Therefore, Federal interest in volunteerism is certain to increase. Volunteerism has two aspects. One involves the volunteer and his motivation. It has a moral base which, summed up, is citizenship. Secondly, it delivers a service to a beneficiary. In both respects, the Federal Government has an intense concern. Volunteerism is motivationally based; you all know that. Anybody who volunteers has a special, a warm, a social, a responsible view of his role in society. He wants to carry out a responsibility that he feels for his fellow man and expresses it in doing a service.

We've got all kinds of problems in our society, but a lot of them trace back to a major problem that's directly relevant here: the institutions that support the value systems in our society are shifting. What we've got is an evolution, an evolution which is shifting the burden of social responsibility out of the private sector into the public.

If all of us here were meeting six hundred years ago, we would all be heads of religious orders—nuns and monks—because it would be such institutions that would be delivering the services with which we are concerned. Our society, as part of the Western European tradition, has moved strongly in the last several hundred years away from an institutionalized religious base. That movement is now paralleled by a weakening in the family. Most of you would not be able to name your second cousins; many of you would not be able to name your first cousins. None of you, I assume, have your parents living with you; none of you expect to provide major support for your parents as they grow older. None of you now educate children in your homes; you expect to send them to school—either private or public. None of you would expect to take care of a sick member of the family in intensive, long-term care situations. That member of the family would be hospitalized.

The shift of responsibility away from the family and institutions controlled by religion into private and public institutions is increasingly accompanied today by a shift in support to the tax dollar. It should be evident in your own daily dealings that your financial support—money—comes increasingly not from private charitable contributions, but from funding by major public institutions—city, county, state or Federal. A grant or a contract is now a substantial source of your support. The shift from the private sector to the public is of major proportions.

The point is that the Federal part of the support of private sector institutions is increasing because the Federal Government is intensely concerned about both of the primary aspects of volunteerism. It is concerned that its citizens have a respect for each other and accept a citizenship responsibility for each other and do daily those things which make civilized life possible.

This concern about citizenship goes way back in history. It antedates Christianity. Traditionally, the morality of citizenship was inculcated by family and religion. For example, in the major Western civilization antedating Christianity—that of Rome—you recall the early legend of Horatio at the bridge. The Etruscans had declared war on Rome and their mighty army was on the banks of the Tiber. Horatio had to make the decision to fight them, alone, on the bridge that they had to cross to gain access to the city. Macaulay's *Lays of Ancient Rome* described Horatio making up his mind:

"For how can man die better than facing fearful odds for the honor of his fathers and the glory of his gods."

To a Roman, citizenship was based upon family and religion. In this instance, Horatio's defense of the bridge

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calendar

March 15-29 Philadelphia, PA: *Grantsmanship Training Program.*
Subjects to be covered include foundation funding, Federal funding and "New Federalism," program planning and proposal writing and non-grant resource development.
Fee: $295
Contact: Natalie Hope, The Grantsmanship Center, 1015 West Olympic Boulevard, Los Angeles, CA 90015. Phone (213) 485-9094.

March 16-18 Dallas/Ft. Worth, TX: *Community Service Course.*
Eva Schindler-Rainman and Ron Lippitt will explore division of labor, meeting change and challenge, building teams, support services, better communication, collaborative skills, professionalism, the expanding role of volunteers and time management.
Fee: $60
Contact: Kathleen Kurtz, Eastfield Community Service, Eastfield College, 3737 Motley Drive, Mesquite, TX 75149.

March 18 Atlanta, GA: *2nd Annual Community Board Institute.*
Seminar dealing with needs and problems of the volunteer board member. Workshops will include recruitment of volunteers and operational structure, tools for communication, and evaluation of agency programs and goals.
Fee: $6
Contact: Community Board Institute, 3154 Northside Parkway, N.W., Atlanta, GA 30327.

March 22-24 Durham, NH: *Planning and Managing Change.*
Seminar is aimed at producing information to focus on accomplishment, not on activity; organizing information to improve, not to maintain; using information to make things happen, not to predict what will happen.
Fee: $375 includes room and board
Contact: Center for Constructive Change, 16 Stafford Avenue, Durham, NH 03824. Phone (603) 868-5433.

March 22-26 Wheeling, WV: *Grantsmanship Training Program.*
See details March 15-19.

March 24-26 Boston, MA: *Child Welfare League of America Regional Conference.*
Conferences will cover training for foster parents, adoption of older children, management by objectives, family day care, evaluating executive performance, Title XX update, special education, homemaker programs, family therapy, residential treatment, establishing group homes and working with teenage parents.
Fee: $40
Contact: George Harper, Executive Director, Children's Friend and Service, 2 Richmond Street, Providence, RI 02903.

March 27 Tuscaloosa, AL: *Experiential Learning Seminar on Simulation/Gaming.*
A one-day program designed for educators and trainers interested in developing a basic understanding for instructional purposes.
Fee: $20
Contact: Peter Balsamo, Continuing Education in Human Services, The University of Alabama, P.O. Box 2967, University, AL 35486. Phone (205) 348-6300.

March 29-April 2 Las Vegas, NV: *Grantsmanship Training Program.*
See details March 15-19.

March 29-April 2 New Orleans, LA: *Grantsmanship Training Program.*
See details March 15-19.

March 31-April 2 Charleston, SC: *Child Welfare League Regional Conference.*
See details March 24-26.
Fee: $25
Contact: E. Bentley Lipscomb, Deputy Commissioner, Bureau of Services Provision, South Carolina Dept. of Social Services, P.O. Box 1520, Columbia, SC 29202.

April 4-10 Washington, DC: *Management Work Conference in Interpersonal Competence.*
Participants will examine their images of their roles, learn how others react to these, and see the consequences of different managerial styles for group operations and decision making.
Fee: $400
Contact: National Training Laboratories, P.O. Box 9155, Rosslyn Station, Arlington, VA 22209. Phone (703) 527-1500.

April 5-8 Boulder, CO: *Creative Basics.*
A workshop designed to examine methodologies, roles, and job definitions in basic volunteer program functions and to assess effectiveness in these areas.
Fee: $100
Contact: Gwen Winterberger, NICOV Conference Manager, P.O. Box 4179, Boulder, CO 80302. Phone (303) 447-0492.

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voluntary action leadership

WINTER 1976

Honorable George Romney .... Chairman
Kerry Kenn Allen .... Executive Director
Patricia A. Lantz .... Editor
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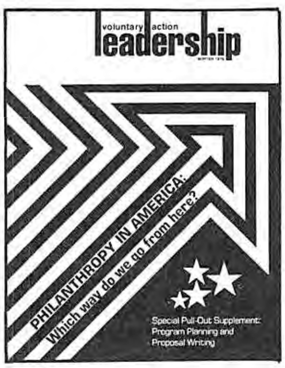


NCVA Announces Two Five-Day TRAINER INSTITUTES

West
July 19-23

East
July 26-30

(Exact locations will be announced at a later date.)

► **Qualify for Trainer Network.** NCVA is now developing a Trainer Network to respond to an increasing number of requests for high-quality workshops. Institute participants selected for membership in the Trainer Network will conduct workshops as requested and when available on an expense-reimbursement basis for volunteer organizations and agencies throughout the country.

► **Sharpen Your Skills; Learn New Techniques.** All Institute participants will have opportunities to develop improved skills in training techniques, use of training aids and group process.

► **Acquire Expertise in Content for Nine Workshops:** (1) Planning and Conducting a Workshop; (2) Organizational Goals, Objectives and Program Evaluation; (3) Management Skills in Personnel and Finance; (4) Legislation, Regulations and Government Agencies; (5) Training for Improved Board Service; (6) Public Information and Media; (7) Recruiting and Retaining Minority Groups; (8) Information Collection and Retrieval; (9) Training Volunteers.

ONLY 50 persons will be invited to each of the two institutes. These individuals will be selected on the basis of

- previous training experience
- understanding of the learning process and ability to determine and sequence learning objectives
- working knowledge of basic audio-visual equipment
- experience in STAND-UP handling of groups
- willingness to conduct a reasonable number of workshops for volunteer organizations and agencies on an expense-reimbursement agreement (travel and accommodations).

(Expenses for individuals selected to attend the Institute will be paid for by NCVA under a grant from the W. K. Kellogg Foundation.)

TO APPLY: Submit a **short** letter outlining **briefly** your qualifications for consideration as a participant in NCVA's Trainer Network. Emphasize your training or teaching experience, and list any recent group meeting or training sessions you have conducted.

Send information to:

Ms. Mary Catherine Cameron
Special Programs Administrator
Education and Training Department
National Center for Voluntary Action
1785 Massachusetts Ave., N.W.
Washington, D. C. 20036

comment

A personal message from our new executive director

The private sector is rapidly reaching a cross roads. The decision as to which road it will take will have a lasting impact on the ability of voluntary organizations to be meaningfully involved in solving the problems that confront this nation on the eve of its third century.

Down one path lies greater governmental involvement in the affairs of the private sector. Modified tax laws are already changing traditional giving patterns. The Filer Commission has recommended a permanent quasi-governmental commission on philanthropy. ACTION is seeking new ways to support private volunteer efforts. Increasingly government may look on private volunteerism as a vehicle for delivering domestic social services; the implications are both encouraging and frightening.

The other path leads to continued or expanded freedom from government. But it also leads to the recognition of new realities and responsibilities. If the private sector is to endure, it must develop new mechanisms, cooperative arrangements, and coalitions that will allow it to examine itself. Freedom brings the responsibility to accurately assess real needs, to eliminate overlapping and duplicative services, to make best use of scarce resources. Freedom brings the responsibility to organize one's self so as to pass the inspection of the balance of society.

We are pleased in this issue of *Voluntary Action Leadership* to open debate on these questions. You will find no firm answers on these pages, only guideposts for your thoughts and explorations. In a series of loosely related articles, we have sketched out some of the basic questions which must be considered.

Harry Hogan has begun by exploring the potential relationship between the public and private sectors. He begins with the premise that there is in fact a role for the federal government in supporting private programs. From that starting point he looks at the future and describes a day in which the private sector will become the delivery mechanism for human services.

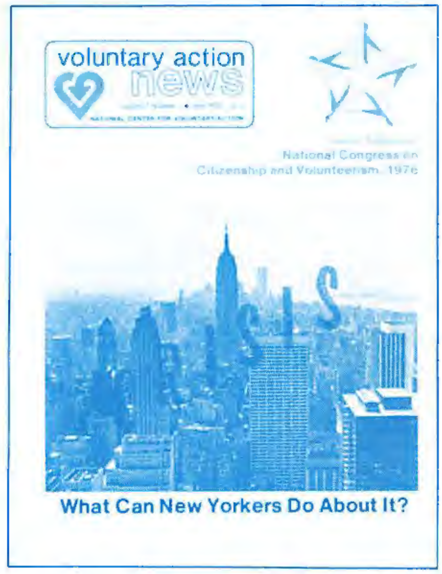
Gordon Manser and James Abernathy then look at the report and recommendations of the Filer Commission, assessing their strengths and weaknesses. NCVA is in the midst of a series of convenings around the nation to discuss the Filer Report. If the work of the Commission is ultimately to have meaning, it will be because leaders of private programs, both local and national, have debated this report and identified those areas of consensus in which action should be taken.

Turning to the more immediate problem of survival, we are pleased to welcome the Grantsmanship Center to VAL. In a special "centerfold" we are reprinting their excellent article on "Program Planning and Proposal Writing." We look forward to your reaction to this new contributor.

Finally, may I direct your attention to the National Congress on Volunteerism, '76. The Congress is NCVA's major Bicentennial activity. Through a series of forums and meetings at the local, district, state, and national levels, those of us involved in the voluntary sector will have the opportunity to work together on common problems. The agenda will be developed by the participants; the action planned will grow from the agenda. NCVC '76 offers a mechanism for discussing the issues outlined here. I urge you to consider how the Congress can be implemented in your community.

Kerry Kenn Allen

Stay in Touch With Volunteerism



If you believe, as thousands do, that voluntary action will be a significant force in helping to shape the direction of this nation in the years ahead, you may stay informed on this movement through *Voluntary Action News.*

Utilizing the extensive resources of the National Center for Voluntary Action and more than 300 affiliated Voluntary Action Centers throughout the country, our goal is to keep you up-to-date on "what's happening" in the world of volunteerism.

WHAT'S IN IT FOR ME?

If you are a volunteer or if you work for an organization involved in voluntary action, you may be interested in the following areas featured regularly in *Voluntary Action News:*

- profiles of individual volunteers and local and national volunteer programs;
- reports of volunteer trends and issues;
- editorial comments by volunteer leaders;
- news of current legislation and regulations affecting volunteers;
- reports on conferences and workshops;
- book reviews and announcements of literature, materials and services available;
- announcements of forthcoming events; and news from the National Center for Voluntary Action, including:
  - —National Congress on Citizenship and Volunteerism, 1976
  - —National Volunteer Awards Program
  - —Volunteer Week
  - —publications and services available

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2☐ Administrator
3☐ Board Member
4☐ Other

B. Volunteer Activity

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2☐ Courts and Corrections
3☐ Education
4☐ Environment
5☐ Government (city, county)
6☐ Government (state, federal)
7☐ Health/Mental Health
8☐ Recreation
9☐ Religion
10☐ Senior citizens
11☐ Youth
12☐ Welfare/Family Services
13☐ Other

Send to:

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The National Center for Voluntary Action
1785 Massachusetts Avenue, N.W.
Washington, D.C. 20036

update

Volunteerism TV Program

A one-half hour color television program entitled, "Volunteerism: A Bridge to Paid Employment," has been produced by the Manpower Education Institute.

The program features a cross section of voluntary activities with the theme that volunteering increases one's job potential. Further, it should be ideal as a means of promoting interest in volunteering. The videotaped program, suitable for television viewing, includes a one and a half minute time allocation for a local sponsor's message. Copies of the program may be purchased through the Institute for $350 plus handling charges.

For additional information contact James McFadden, President, Manpower Education Institute, 127 East 35th Street, New York, New York 10016. Phone (212) 532-4747.

NCVC, '76 Local Forums Begin

This year Americans will have a unique opportunity for direct participation in the identification and resolution of problems they view as vital to our national welfare.

The National Congress on Volunteerism and Citizenship, 1976 (NCVC '76), NCVA's major bicentennial activity, is being made possible by a major grant from the W. K. Kellogg Foundation.

From now until April 15 private citizens, neighborhood blocks, community organizations and chapters of national organizations will convene Local Forums to develop a list of issues for further discussion in Congressional District Forums.

"The issues to be dealt with in the National Congress Forums are those of individual judgment and influence, the role of each citizen as volunteer. The discussions will take part on the basis of citizen responsibilities, seeking to identify areas of agreement without influence to partisan loyalties or economic interests," said Hon. George Romney, chairman of the National Advisory Committee.

Local Forum participants and other interested citizens may attend a Forum in their Congressional district between May 15 and August 15 of this year. Conveners will be selected by the NCVC, '76 Steering Committee. Attendees will discuss local forum reports, prioritize the issues and make further recommendations. At this time delegates and alternate delegates to the National Congress will be elected.

Official delegates, representatives of national organizations and other interested citizens will be invited to Washington, D. C. to attend the National Congress from November 19-23. In statewide caucuses agreement will be reached on each of the issues. Later, in plenary sessions, delegates will hear and vote on all resolutions and recommendations. Approved recommendations will be fashioned into citizen action plans during State Conventions scheduled for the spring of 1977. Plans will be implemented primarily through existing organizations.

NCVC, '76 is under the direction of James I. Luck, formerly associate director of the Bicentennial Youth Debates.

Copies of *Guidelines for Your Participation* are available from the NCVC, '76 national office at 1785 Massachusetts Avenue, N.W., Washington, D. C. 20036. Or call, toll free: (800) 424-8630. NCVC, '76 is an official activity of the American Revolution Bicentennial Administration.

ARBA Deadline Near

The American Revolution Bicentennial Administration (ARBA) has set March 31, 1976 as the deadline for submission of applications for the Bicentennial Communities Program.

The program affords national recognition for Bicentennial efforts of communities of all sizes, as well as college and university campuses. To date, more than 7,500 communities and 554 campuses have joined the program. This encompasses over 75 per cent of the nation's population.

John W. Warner, Administrator of

the ARBA, hopes the action will provide incentive and stimulus to those communities or groups not yet recognized to expedite their planning and submit applications.

"More importantly," he said, "this action is intended to allow more intensive and qualitative assistance to community Bicentennial efforts from both state and federal agencies. Our goal is to see participation by every community in our country and have the national Bicentennial flag proudly flown by all Americans during our Bicentennial year."

Applications for Bicentennial Community status are available from State Bicentennial agencies.

Social Reporting Program

In 1974 two out of every five life and health insurance companies had programs to encourage employee participation in community and civic work according to the *1975 Social Reporting Program.*

The Clearinghouse on Corporate Social Responsibility survey of 189 companies shows that the economic recession has not reduced corporate social responsibility; rather, some companies have increased their involvement particularly in day care and transportation programs. The greatest areas of involvement were in youth activities, student and school activities, civic and cultural programs.

The number of employees released during normal business hours to participate in volunteer work increased by one-third over 1973. Forty-two per cent of companies reporting released 6,441 employees for 162,692 volunteer hours.

A limited number of copies of the booklet are available from Stanley Karson, Director, Clearinghouse on Corporate Social Responsibility, 277 Park Avenue, New York, New York 10017. Phone (212) 922-4976.

Management Certification

A certificate program in association management is being offered in Washington, D. C. by the American Society of Association Executives in conjunction with the University of Maryland.

The Professional Development Program will "... turn association specialists into well-rounded management executives capable of assuming chief staff positions," said William D. Nelligan, chairman of ASAE's education committee.

The program will operate two nights a week for nine months of the year beginning in February. If the pilot program proves successful, the course may eventually be replicated in other major association centers such as Chicago and New York City.

Nine subject areas—taught at the baccalaureate level—will be offered: Association Programs and Activities, Law & Political Science, Finance, Public Relations, Marketing, Economics, Business Management, Communications, Human Relations and Group Dynamics. Supplementing the courses will be practical class sessions on such specific association-related disciplines as convention operations, research, educational programs and management of special public-interest projects.

Tuition for the program will be approximately $10 per classroom hour.

Association Executives who cannot attend classes in Washington, D.C. may take advantage of ASAE's Voluntary Certification Program. Experienced executives who pass a comprehensive examination covering management-related subjects such as law, education and statistics will be considered for ratification by ASAE's Certification Board. The cost of $75 covers the filing and examination fees.

For additional information contact the American Society of Association Executives, 1101 16th Street, N.W., Washington, D. C. 20036. Phone (202) 659-3333.

Human Services Clearinghouse

The Department of Health, Education and Welfare announced in November the establishment of PROJECT SHARE, the National Clearinghouse for Improving Management of Human Services.

PROJECT SHARE is part of a major new HEW policy to assist elected officials of State and local governments to improve their capacity for planning, managing, and delivering human services.

PROJECT SHARE will be a central information clearinghouse for documents of all kinds concerning many aspects of human services planning, management and delivery. The PROJECT will collect, abstract and index both published and unpublished documents from a wide variety of sources. It will also issue a quarterly *Journal of Human Services Abstracts* announcing (and indexing) all of the documents processed by the clearinghouse. Other publications will include topical bibliographies on subjects of special interest to PROJECT SHARE users and Monographs describing both the state-of-the-literature and the state-of-the-knowledge in the field of human services.

A reference service will be provided for PROJECT SHARE users where they may write or phone with requests for information. Reference specialists will use automated and manual means to provide the information requested and to identify other, outside sources for the user to consult.

For further information contact PROJECT SHARE, P. O. Box 2309, Rockville, Maryland 20852. Phone (202) 245-6863.

Public Service Announcements

The Clearinghouse for Public Service television has collected a bank of more than 40 public service spot announcements produced and tested by community service and state government agencies across the country. The films, which cover subjects such as mental health, drug abuse, alcoholism and health education, are being offered at a fraction of the original cost of production. The Clearinghouse licenses the spots for TV broadcast rights on the basis of the size of the community for which the license is requested. The fee covers three copies of the spot and includes addition of the purchasing agency's signature to the spot. The licensing fee is used to help the producing agency recover part of their production costs. Any spot can be rented for previewing purposes at a small weekly rate, and complete campaigns may be purchased for non-broadcast use at a fixed price per 16 mm print. Additional prints are available at $7 each print.

A brochure of spot titles and their prices is available from the Mental Health Materials Center, 419 Park Avenue South, New York, NY 10016. Phone (212) 889-5760.

legislation regulations

By Eugene Goldman

The following is a report which summarizes the status of legislation affecting the work of volunteers. NCVA will continue to monitor and periodically report on the status of the volunteer-related legislation.

Volunteers in Parks (VIP). Legislation which calls for extending the authorization and increasing the appropriation of the National Park Service's VIP program has cleared Congress and been signed into law by President Ford. The legislation (H.R. 5631), originally sponsored by Rep. Roy Taylor of North Carolina and Rep. Keith Sebelius of Kansas, increases the annual appropriation of VIP from $100,000 to $250,000. The larger appropriation should enable the National Park Service to substantially increase the number of volunteers recruited and trained for various services such as assisting handicapped visitors, teaching arts and crafts and instructing visitors in the art of crossbow shooting, fly fishing and other recreational activities. The bulk of the appropriation will be used to fully reimburse volunteers for their transportation and meal costs.

The number of visitors to the parks during this Bicentennial year is expected to be significantly higher than in previous years. Most of the additional volunteers recruited under the new law (approximately 4,000 of the 6,000) will serve in Bicentennial programs. While volunteers serving through the National Park Service are considered federal "employees" solely for purposes of liability protection and workmen's compensation, they are not used in maintenance or labor capacities. For a full discussion about this legislation see p. 8 of the December, 1975 issue of *Parks and Recreation*, a publication of the National Recreation and Parks Association, Washington, D. C.

Eugene Goldman is NCVA's special assistant for legislative and regulatory Affairs.

Student Volunteers. In June, hearings were held by the House Subcommittee on Manpower and Civil Service on legislation (H.R. 2162) which would authorize U.S. Government agencies to accept the voluntary services of high school and university students. Such authorization would serve as an exception to Title 31, sec. 665(b) of the U.S. Code which prohibits federal agencies from accepting voluntary services except in cases of emergency involving the safety of human life or the protection of property. Existing exceptions to Title 31 permit volunteers to serve through the ACTION agency, National Park Service and the Veteran's Administration.

Increasingly, volunteer and community service programs have become incorporated into the school curriculum as sources of internships which earn academic credit. Organizations endorsing the concept that classroom learning should be complemented by voluntary service projects believe that it is now proper to set aside the prohibition which prevents the federal government from serving as a useful source for internship placement. Testifying in favor of the legislation were: Executive High School Internships Program, National Association of Secondary School Principals and the Association for Supervision and Curriculum Development. The Subcommittee is expected to adopt the measure in late February with the following conditions:

- student volunteers may be accepted providing they are enrolled at least half-time;
- student volunteers may be accepted providing their internship earns academic credit;
- there will be safeguards against the displacement of any full-time or part-time federal employees;
- volunteers would not be considered federal employees except for injury compensation and liability purposes;
- legislation will be administered by HEW instead of the Civil Service Com-

Charity Lobbying Bill Backed in Senate. Forty-five United States Senators, including a majority of the important Senate Finance Committee, have sponsored legislation which would moderately expand and clearly define the extent to which public charities may act to influence legislation. The bill, S. 2832, is identical to the "Conable" bill (H.R. 8021) which is sponsored by more than a majority of the House Ways and Means Committee which has jurisdiction over tax legislation. S. 2832 is sponsored by a diverse group of Senators including McGovern, Humphrey, Church, Goldwater, Curtis and Dole. The broad sponsorship of S. 2832 illustrates that the need for clarifying existing law is widely recognized. You may help NCVA and the Coalition of Concerned Charities, a group of more than sixty national charities supporting H.R. 8021 and S. 2832, by (1) requesting your congressman to write to Rep. Al Ullman of Oregon urging him to have the House Ways and Means Committee consider H.R. 8021 as soon as possible and (2) requesting your senators to write to Senator Russell Long of Louisiana urging him to have the Senate Finance Committee consider S. 2832 as soon as possible. For a full description of the Conable bill see Sept/Oct issue of *VAN* and Fall '75 issue of *VAL*.

mission so that the educational aspects of the bill will be emphasized. Senator Hubert Humphrey is the sponsor of the bill in the Senate (S. 672).

Volunteers in Weatherization. Legislation which calls upon volunteers to assist in the effort to weatherize a small number of homes possessed by the poor passed the House in July. H.R. 8650 would authorize the Federal Energy Administration to channel $55 million per year for three years to the states. A state's application for weatherization funds would be evaluated by the FEA on criteria which include the amount of fuel to be conserved by the state's weatherization proposal, the climatic conditions of the state, the number of dwellings to be weatherized and the *mechanisms for attaining services of volunteers.* No more than 10% of the money received by the states may be used to administer the program. The bulk of the money will be used for weatherization materials such as ceiling insulation, storm windows, caulking and weatherstripping. It is apparent that unless the bill is later amended by the Senate the states will have to rely on skilled volunteers and public service employees to distribute and install the materials.

For the past six months there has been waged a bureaucratic war between the Community Services Administration (formerly OEO) and the FEA over the issue of which agency shall be deemed the one responsible for administering federal weatherization programs. FEA won the war after arguing that it is better equipped to administer a program which would save thousands of barrels of needed petroleum per day. Supporters of the CSA claimed that its Community Action Agencies have developed experience with its previous and existing weatherization programs. It was also argued that the CSA has the most experience dealing with the nation's poor. The Committee report of H.R. 8650 provides that in areas where Community Action Agencies are effectively implementing their own weatherization programs, funds made available to the states should be used to supplement the existing programs and not replace them. The Senate is expected to strengthen the position of the CSA by giving it a part in writing regulations for H.R. 8650. It has been the experience of the CSA that, although organized volunteer efforts such as the Jay-Cee's Project Mainstream have been helpful in the past, pure volunteer labor is not satisfactory for effectively protecting the millions of homes in need of weatherization materials.

Child Care Deductions for Volunteers Based on communications sent to NCVA from the field, H.R. 1980, sponsored by Rep. James Quillen of Tennessee, has received more support from volunteers than any other piece of volunteer-related legislation. The bill would provide a tax deduction to a volunteer for dependent care expenses which free that volunteer to perform charitable activities. There is a $400 per month maximum deduction which decreases as the taxpayer's income rises over $20,000. The theory behind H.R. 1980 is that payments to a baby-sitter which enable an individual to volunteer are out-of-pocket charitable contributions. The bill is modeled after existing tax law which allows a business deduction for dependent care service expenses necessary to free an individual to be gainfully employed. The House Ways and Means Committee, as part of its deliberations on tax reform, voted to amend this law by changing the dependent care deduction to a tax credit in order to reach taxpayers in the lower brackets. It is highly unlikely that Ways and Means will consider H.R. 1980 during this session of Congress.

Much of the response to H.R. 1980 has come from middle-income women who file a joint return with their spouse and seek volunteer work as a rewarding outlet. Sponsors of legislation which would provide a tax benefit for volunteer time are looking to H.R. 1980 as a less costly and more feasible measure than a deduction based on time. A meeting of legislative assistants to sponsors of volunteer-related legislation is expected. The meeting may result in (1) a consensus that H.R. 1980 is the approach to follow, and (2) a reintroduction of the bill with more sponsors. The new bill may be modified to provide a tax credit for expenses instead of a tax deduction.

Raising the 7-cents-per-mile rate. H. R. 4558, sponsored by Rep. Edward Roybal of California, and H.R. 8895, sponsored by Rep. Richard Ottinger of New York, would amend the Internal Revenue Code by setting a standard mileage allowance which may be used in determining the amount of expenses a volunteer may deduct for driving on behalf of a charitable organization. Standard mileage rates have been set administratively by the Internal Revenue Service. Both Congressmen have received letters from their constituents which complain that the present 7 cents-per-mile rate is too low. While the IRS is probably correct in stating that the 7 cents rate is sufficient in light of tax law which permits deductions solely for oil and gasoline, there is, according to an aide to Rep. Roybal, the belief among volunteers that they are losing money when they use their automobiles and that an amendment to the tax code is necessary to remedy the situation. Roybal's bill would set the rate at 9 cents while under the Ottinger bill the rate would be 15 cents per mile.

Deductions or Credits for Volunteer Time. Rep. Joseph Vigorito of Pennsylvania has joined a list of lawmakers sponsoring legislation which would provide a tax benefit for volunteer time. Vigorito's bill, H.R. 10611, and H.R. 5765, sponsored by Rep. James Burke of Massachusetts, are identical to a bill introduced earlier by former Rep. Ella Grasso, now Governor of Connecticut. The Vigorito and Burke bills would allow volunteers who work a minimum of 50 hours a year for public-service, nonprofit organizations to deduct $2 an hour up to a maximum of $2,000 per year. Under the bills, public-service, nonprofit organizations include "any" 501(c)(3) organization (tax exempt and tax deductible), "any" 501(c)(4) organization (tax exempt), private or governmental public-safety groups, and nonpartisan groups engaged in advancing electoral or legislative reforms. The introduction of the Vigorito bill may have been in response to an editorial appearing in a major newspaper in his district which called upon him to reintroduce the old Grasso bill. The editorial argued that passage of such a measure "would constitute quite a reward and an incentive for public service." H.R. 5765 and H.R. 10611 do not support the argument that a donation of services should be considered a charitable contribution because the bills permit an individual to

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research

We are beyond merely feeling that voluntary action is an important part of our society ... At last we can prove it

By David Horton Smith

One of the most interesting questions that voluntary action scholars are beginning to answer in detail is, "What does the voluntary sector in the United States really consist of?" This leads to such related questions as the value of all the volunteer time contributed in the U. S., the number of volunteers and volunteer groups in the country, the relation between giving time and giving money to volunteer groups, the respective characteristics of successful and unsuccessful volunteer groups, and a host of other questions.

These kinds of questions and their answers, as far as we can now give them, were taken up recently by a variety of researchers at one of the most interesting sessions of the national convention of the Association of Voluntary Action Scholars (Sept. 27-30). The session was entitled "National Empirical Surveys of the U. S. Voluntary Sector," and we shall look at some of its most important findings here.

The first part of the session dealt with further analyses of the 1974 national survey of volunteers performed for ACTION by the U. S. Census Bureau as part of its Current Population Survey. A report entitled "Americans Volunteer—1974" was published by ACTION in early 1975 describing preliminary findings of that survey; but various scholars have further analyzed the data to yield new and different insights.

Harold Wolozin, an economist from the University of Massachusetts at Boston, for instance, was able to show that the dollar value of volunteer time contributed to organized charities and programs in the year prior to April 1974 was about $34 billion. He arrived at this figure by estimating the value of volunteer service time to be more or less equivalent to the value of paid work time in the service sector of the economy (see his article in the *Journal of Voluntary Action Research*, vol. 4, no. 1-2, for more details on his method).

Another pair of participants in the session, James Morgan and Judith Hybels, economists from the University of Michigan, offered some related results from another national survey performed for the Commission on Private Philanthropy and Public Needs (the Filer Commission). They found that about six billion hours of volunteer time were given by household heads and their spouses to religious and charitable groups (for 1973), corresponding to about $29 billion in monetary value. The fact that this estimate is lower than the independent Wolozin estimate may in part result from the exclusion of children aged 14 and over in the sample (unlike the Census survey).

Whichever figure is used, however, it is clear that the amount of time contributed by Americans to volunteer groups and programs in a given year is very substantial indeed. The total of American volunteer service time has a dollar value that is larger than the dollar value of all paid work producing goods and services in many of the countries of the world (although it constitutes only about two per cent of the total value of all paid work producing goods and services in the U. S.). Looked at from another angle, each American adult contributed an average of at least one forty-hour week of volunteer work to religious and charitable groups in 1973 (using the Morgan-Hybels figures), or nearly three times that using the Census-ACTION figures. Either way, it is hard to ignore or dismiss as trivial the voluntary action of our nation when it all adds up to such astronomical totals.

The most important result of these

The dollar value of American volunteer service time is greater than that of all paid work producing goods and services in many countries

studies is that now we are beyond merely *feeling* that voluntary action is an important part of our society and national activities. At last we can prove this in a variety of ways that should make even the most dollar-conscious businessman or power-conscious gov-

(Continued on p. 32)

David Horton Smith is associate professor of sociology at Boston College, and executive officer of the Association of Voluntary Action Scholars.

PHILANTHROPY IN AMERICA: Which way do we go from here?

THE FILER COMMISSION REPORT
Giving in America— Toward a Stronger Voluntary Sector
Summary by Gordon Manser

THE COMMISSION ON PRIVATE PHILANTHROPY AND PUBLIC NEEDS, a privately initiated, privately funded citizen's panel, was established in November 1973 to study the role of philanthropic giving in the United States and to make recommendations to the voluntary sector, to the Congress, and to the American people at large concerning ways in which the voluntary sector and the practice of private giving can be strengthened and made more effective.

The twenty-seven members of the Commission (known as the Filer Commission after its Chairman, John Filer of Aetna) were aided in their deliberations by the work of an Advisory Committee of 100 experts in economics, sociology, law, and taxation, by the contributions of 14 general and special consultants, and by 86 commissioned studies of various aspects of philanthropy and nonprofit activity.

The comprehensive report of the Commission, *Giving in America—Toward a Stronger Voluntary Sector,* was released to the public in December 1975. Its content falls into two major sections: Findings and Recommendations.

FINDINGS

1. The voluntary sector is a large and vital part of American society, more important today than ever. But the sector is undergoing economic strains that predate and are generally more severe than the troubles of the economy as a whole.

It is estimated that there may be six million private, nonprofit organizations in the United States. Traditional philanthropic organizations include 350,000 religious organizations, 37,000 human service organizations, 6,000 museums, 5,500 private libraries, 4,600 private secondary schools, 3,500 private hospitals, 1,514 institutions of higher education, and 1,100 symphony orchestras.

The economic strains that threaten the sector include the recent economy-wide pressures of inflation and recession, with many of the extraordinary increases in costs beyond the control of nonprofit causes.

2. Giving in America involves an immense amount of time and money, is the fundamental underpinning of the voluntary sector, encompasses a wide diversity of relationships between donor, donations and donee, and is not keeping pace.

Individual giving in 1973 is estimated at $26 billion. In

Gordon Manser is a consultant for NCVA.

THE DONEE GROUP REPORT
Private Philanthropy: Vital and Innovative? or Passive and Irrelevant?
Summary by James W. Abernathy, Jr.

THE DONEE GROUP, a coalition of minority and women's groups, public interest, social action and volunteer organizations, has been acting as an advisor to the Commission on Private Philanthropy and Public Needs and using the Commission's own research. It has reached different conclusions and developed quite different recommendations.

The Donee Group resulted from a perception of many that given the auspices under which the Filer Commission began and the fact that no other body was involved in such an endeavor, it would be likely to have a great influence over those public and private institutions which will be making decisions of vital importance to the nonprofit sector.

Because of its importance, many individuals and organizations became concerned with the composition and consequent direction of the Commission. A catalyst for acting on these concerns was an article written by Pablo Eisenberg, now president of the Center for Community Change, in the January 1975 issue of *The Grantsmanship Center News.* He complained that "the donors of philanthropy have been stressed at the expense of recipients of philanthropy and the general public."

Mr. Eisenberg said that "the questions, 'Who gets what?,' 'What are the priorities of foundations and voluntary organizations?,' and 'Do current conditions meet society's changing needs?' have either been played down or largely ignored." Postulating that the emphasis of the Commission's work resulted from the composition of the Commission and its advisory committee, he noted that they reflected "very disproportionately the establishment side of both the voluntary sector and philanthropic organizations."

The Commission responded to this criticism by asking Mr. Eisenberg to assist them in convening a meeting with public interest groups and others in Washington on March 6, 1975. As a result of that meeting and subsequent ones, at its April 18, 1975 meeting, the Commission ap-

James Abernathy served as staff of the Donee Group and Special Consultant to the Commission on Private Philanthropy and Public Needs while on loan from the Grantsmanship Center. He has returned to his position as Research Director of the Grantsmanship Center and has also been serving as Interim Staff Director of the Committee for Responsive Philanthropy, the successor to the Donee Group.

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addition, nearly six billion hours of volunteer work was contributed, with an estimated value of another $26 billion. At least 13 per cent of individual giving comes from the 1 per cent of the population with the highest income; more than half of all giving comes from households with incomes below $20,000. As a percentage of gross national product and as a proportion of personal income, giving is not keeping pace with the growth of the economy.

3. Decreasing levels of private giving, increasing costs of nonprofit activity and broadening expectations for health, education and welfare services as basic entitlements of citizenship have led to the government's becoming a principal provider of programs and revenues in many areas once dominated by private philanthropy. And government's growing role in these areas poses fundamental questions about the autonomy and basic functioning of private nonprofit organizations and institutions.

The growing role of government is evident at every turn in the nonprofit sector, for example, in medical and health spending and in higher education. In addition, there has been an increasing involvement of government in the finances of nonprofit organizations. And finally, giving itself is influenced by government through the tax system.

4. Our society has long encouraged "charitable" nonprofit activity by excluding it from certain tax obligations. But the principal tax encouragement of giving to nonprofit organizations—the charitable deduction in personal income taxes—has been both challenged from some quarters in recent years on grounds of equity and eroded by expansion of the standard deduction.

The charitable deduction was instituted in 1917 to sustain the level of giving in the face of new steep tax rates and because it was held that personal income that went to charitable purposes should not be taxed because it did not enrich the giver. The charitable deduction has been criticized as inequitable because, under the progressive income tax, the higher the deductor's tax bracket, the greater the tax savings the giver receives from taking a deduction. The maximum standard deduction, which contains no incentive since a taxpayer may take it whether or not a charitable contribution is made, has been increased from $1,000 in 1970 to $2,500 in 1975.

RECOMMENDATIONS

The recommendations of the Commission may be summarized under four principal thrusts.

I. To Increase the Level of Philanthropic Giving

1. That to increase inducements for charitable giving, all taxpayers who take the standard deduction should also be permitted to deduct charitable contributions as an additional, itemized deduction.

2. That an additional inducement to charitable giving should be provided to low- and middle-income taxpayers. Toward this end, the Commission proposes that a "double deduction" be instituted for families with incomes of less than $15,000 a year; they would be allowed to deduct twice what they give in computing their income taxes. For those families with incomes between $15,000 and $30,000, the Commission proposes a deduction of 150 percent of their giving.

According to econometric projections, the first of

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proved the proposal of public interest, social action and volunteer organizations to provide additional research and consultation on matters of mutual concern to those organizations and to the Commission.

The Donee Group (as it called itself partly for want of a better name) has engaged in a variety of activities, including consultation, research and the sponsoring of several meetings attended by a wide cross section of interested organizations and individuals. As a result of this activity and other measures, the Donee Group was able to influence the Commission to change some of its decisions. However, the Group had many differences with the Commission on both the basic policy issues and the recommendations which flowed from them. Therefore, the Donee Group issued a report entitled *Private Philanthropy: Vital and Innovative? or Passive and Irrelevant?*

The report charged that the Commission has virtually ignored basic policy questions it considers essential to an adequate evaluation of philanthropy: "What are the nation's public needs? How are they being met by private philanthropy, and by the government?" The group stated that the Commission ignored the question of basic values which must be faced: "Which needs should be met by government and which needs met by private philanthropy? Who *should* benefit from private philanthropy?"

Philanthropy is supported in large part by the federal government through tax deductions to donors. This requires individuals and other institutions to bear an increased tax burden. This distortion of the tax system is justified on the premise that philanthropy is providing a valuable service in supporting unpopular causes, finding new solutions to social problems and acting as a flexible source of funds able to react to new and emerging social issues and needs without delay.

We believe that instead of being the venture capital for social change, philanthropy has, for the most part, patterned itself after its corporate and governmental counterparts. Most of it has become bureaucratic, safe and more conservative and less willing to take risks than the government.

Other observers support this contention. For example:

- Archibald Gilles, President of the John Hay Whitney Foundation in an article entitled "Real Politics" in the January/February 1975 issue of *Foundation News* finds that less than 1% of foundation grants in 1972 and 1973 dealt with fundamental questions relating to the functioning of major political and economic institutions in the United States.

- Herman Gallegos in his study, *Foundations' Responsiveness to Concerns of Minority Groups*, finds that less than 1% of foundation grants in 1972-73-74 went for the benefit of social and ethnic minorities.

- Sarah Carey in her Commission paper, "Philanthropy and the Powerless," says, "Regardless of how the pie is sliced, there is no question that grants made directly for social change or to assist the powerless are dwarfed by the massive philanthropic contributions made annually in support of education, the arts, health services and the like."

- Mary Jean Tully in her Donee Group paper "Who's Funding the Women's Movement?" finds that projects designed to improve the status of women amounted to less than 1/5 of 1% of foundation grants between 1972 and 1974.

- The figures in *Giving, U.S.A., 1975* show that 35.4% of all philanthropy goes to established institutions of higher education, hospitals, museums and the like with another 43.1% expended on religion. Most of what remains is used to support

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these two recommendations will yield an additional $1.9 billion in giving, the second recommendation an additional $9.8 billion. In arriving at these recommendations, the Commission studied and rejected alternate proposals for a system of tax credits and for matching government grants. The charitable deduction would increase the number of people who contribute, increase the amount of giving, increase inducements to giving by those in low- and middle-income brackets, and preserve private choice in giving.

3. That corporations set as a minimum goal, to be reached no later than 1980, the giving to charitable purposes of 2 per cent of pre-tax net income. Moreover, the Commission believes that the national commission proposed in this report should consider as a priority issue additional measures to stimulate corporate giving.

Under present law corporations may deduct up to 5 per cent of their taxable income. Although corporate giving has grown over time, it has stood at around 1 per cent of net income. The Commission believes corporate giving can and should be larger.

4. That income deducted for charitable giving should be excluded from any minimum tax provision.

5. That the appreciated property allowance within the charitable deduction be basically retained but amended to eliminate any possibility of personal financial gain through tax-deductible charitable giving.

6. That the charitable bequest deduction be retained in its present form.

II. To Maintain and Build Public Confidence and Trust in the Non-Profit Sector and Its Institutions

The following recommendations revolve around ideas of openness, of accountability, and of accessibility. The inner workings of nonprofit organizations must become more visible, their decisions more public and more clearly responsive to public needs and social change.

1. That all tax-exempt charitable organizations except churches and church affiliates be required to prepare and make readily available detailed annual reports on their finances, programs and priorities.

2. That grant-making organizations be required to hold annual public meetings to discuss their programs, priorities and contributions.

3. The Internal Revenue should continue to be the principal agency responsible for the oversight of tax-exempt organizations.

4. That a system of federal regulation be established for interstate charitable solicitations and that intrastate solicitations be more effectively regulated by state governments.

5. That as a federal enforcement tool against abuses by tax-exempt organizations, and to protect these organizations themselves, sanctions appropriate to the abuses should be enacted as well as forms of administrative or judicial review of the principal existing sanction—revocation of an organization's tax-exempt status.

6. That tax-exempt organizations, particularly funding organizations, recognize an obligation to be responsive to changing viewpoints and emerging needs and that they take steps such as broadening their boards and staffs to insure that they are responsive.

7. That a new category of "independent" foundations be established by law. Such organizations would

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institutions with large overhead expenses which perform functions and provide services similar, if not identical, to those performed by government.

The Donee Group believes that there are a variety of reasons for this, including:

(1) Philanthropy is not open and accessible to groups struggling to cope with emerging social problems. It continues to fund established, safe and noncontroversial programs.

(2) Currently, the major contributors to philanthropy are the same people who control America's major institutions. So long as this remains so, philanthropic institutions will refrain from supporting innovative approaches to meeting social problems, many of which challenge the existing balance of power. The Commission's proposed changes in the present system of disproportionate tax benefits to wealthy givers does nothing to correct this fault.

(3) The I.R.S., which is the only federal regulatory agency with any power over private charitable giving, does not encourage innovation and has in many cases worked against it.

(4) Statutory prohibitions against lobbying by tax-exempt groups do not allow this large and well-informed sector to actively participate in the formation of legislative policy, further preventing philanthropy from performing a path-finding role in developing effective solutions to social problems.

The Donee Group has prepared several sets of recommendations which it feels will meet these problems—primarily through increased government regulation—and cause philanthropy to re-order its priorities.

RECOMMENDATIONS

I. Improving the Philanthropic Process

The Donee Group's most important conclusion is that individuals, and organized philanthropies must reorder their priorities for giving to insure that, in the words of Alan Pifer, President of the Carnegie Corporation, "the benefit should go to those who are most in need of benefit. That is, the poor, the downtrodden, those that have suffered discrimination." Such an exhortation is ineffective unless specifically implemented, but given past history, it is unlikely to be acted upon voluntarily. Therefore, we endorse the following specific legal remedies which, in our opinion, will change the rules of the philanthropic marketplace sufficiently so that groups engaged in "citizen empowerment" and other social change activities will be able to compete on a more equal basis with the older, larger and more nationally oriented groups now enjoying a substantial monopoly.

1. In order to improve access to the philanthropic process, the Donee Group recommends a phase out of donor control over charitable organizations. Specifically, **the governing boards of all foundations would be required by law to have no less than one third public members immediately and no less than two thirds public members after five years. Public members would be defined negatively to eliminate donors, their relatives and business associates.**

2. We believe that the removal of donor control is just the first step in realizing needed changes in the governance of philanthropic institutions. Those replacing the donor and his designees must bring new ideas and per-

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enjoy the tax benefits of public charities in return for diminished influence on the foundation's board by the foundation's benefactor or by his or her family or business associates.

8. That all tax-exempt organizations be required by law to maintain "arms-length" business relationships to profit-making organizations or activities in which any member of the organization's staff, any board member or any major contributor has a substantial financial interest, either directly or through his or her family.

III. To Remove Existing Inequities in the Law

1. That the present 4 per cent audit tax on private foundations be repealed and replaced by a fee on all foundations based on the total actual costs of auditing them.

For the years 1971-1973 the 4 per cent audit tax yielded $175 million; IRS costs of auditing tax-exempt organizations for these three years amounted to $55 million. The unexpended balance goes into general revenues of the government. The tax is not on foundations, but on recipients of foundation grants.

2. That the duplication of legal responsibility for proper expenditure of foundation grants, now imposed on both foundations and recipients, be eliminated and that recipient organizations be made primarily responsible for their expenditures.

The present law represents an unnecessary and undesirable restraint on the openness and venturesomeness of some foundations and places foundations in a policing and surveillance role.

3. That to discourage unnecessary accumulations of income, a flat payout rate of 5 percent of principal be fixed by Congress for foundations and a lower rate for other endowed tax-exempt organizations.

The present payout rate, fixed by the Secretary of the Treasury, is higher than the yield that can be expected from a balanced investment portfolio. Hence some foundations must invade capital in order to meet their current commitments.

4. That nonprofit organizations, other than foundations, be allowed the same freedoms to attempt to influence legislation as are business corporations and trade associations, that toward this end Congress remove the current limitation on such activity by charitable groups eligible to receive tax-deductible gifts.

The present law is uncertain in its meaning and restrictive in its effect. As a result, nonprofit organizations are reluctant to attempt to influence legislation and risk loss of their tax-exempt status.

IV. To Strengthen the Voluntary Sector on a Long-Term Basis

The purposes of the proposed commission would include: gathering and disseminating data concerning the nonprofit sector; observing trends in order to speak authoritatively on the present and future needs of the nonprofit sector; exploring and suggesting ways of strengthening the nonprofit sector; providing a forum for public discussion of issues; and studying in depth the existing relationships between government and the nonprofit sector looking toward the encouragement of cooperation while preserving the effectiveness and independence of the voluntary sector.

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spectives to those boards or there may be no change of consequence.

We therefore recommend **that organized philanthropies with broad purposes be required by law to expand their governing boards to include significant representation from the general public and nonprofit agencies and, in particular, women and minorities. For those philanthropies which have a specialized purpose or geographic or program limitation, we recommend that the law require representation of those communities which are affected by or which have a special interest in those programs or areas.**

3. Opening the boards of some private philanthropies to more points of view will not improve access for some charities because the lack of professional staff is an even greater impediment. There can be no real consideration of proposals, much less affirmative outreach, unless there is adequate staff.

Since exhortation has not been successful in the past in changing the staffing of grant-making organizations, the Donee Group recommends **that there be a legal requirement that any organization making grants in excess of $100,000 per year employ at least one full-time professional, i.e., not a bookkeeper, accountant or donor's secretary, or, as an alternative, join in a cooperative venture with other organizations sharing common staff.**

4. Governance and staffing are not the only barriers to accessibility to philanthropic dollars. The absence of information is at least as important. At present, only 352 private foundations out of the total of 26,000 go beyond the legal requirements and publish reports which define their program areas and describe grant procedures. In the case of religious, corporate, union and United Way funders, there are no legal reporting requirements. Except for United Ways, almost none of these groups reports voluntarily.

All of these persistent problems lead us to recommend **that all grant-making organizations which are exempt or which receive deductions through their grants (including churches, unions, corporations, United Ways, etc.) be required by law to publish annually: (a) nature of the program areas in which they make grants; (b) criteria by which they make decisions between individual applicants; (c) amounts available in each program area; and (d) a list of grant recipients with amounts and a short description of the purposes of the grant and the recipient.**

Those grantors with $250,000 or more in assets devoted to grant programs or $100,000 or more in total grants per year would additionally be required by law to provide applicants with specific explanations for rejection of grant requests. They would also be required to publish annually a formal procedure of request for proposals; a statement of the organization's efforts to evaluate its programs in light of changing public needs; a statement of the methods used to recruit new members of the governing board and new staff; a list of staff, consultants and board members with their salaries and fees; and a statement of efforts to work with other grantors to avoid duplication and to seek out worthy projects for funding.

5. As a corollary of the public information requirement, we recommend **that the law require annual public meetings of the governing boards of grantors with**

$250,000 or more in assets or $100,000 or more in total grants per year. These meetings, which are standard procedures for organizations in other sectors, would include a program assessment; a preview of future priorities; a review of staff and board member selection; a review of major grants; a forum for the public to state grievances and such other matters as members of the public may wish to raise. Appropriate notice to the public and affected constituencies should be required.

6. One special barrier to access to philanthropic funds by new and struggling organizations is the expenditure responsibility requirements placed on private foundations by the Tax Reform Act of 1969. Under the Act foundations and their managers are subject to severe financial penalties if they made grants to organizations which use the funds for non-charitable purposes. This has caused a tremendous decrease in foundation grants to non-tax-exempt organizations. Before 1970, 39% of foundations made such grants—now only 20% do.

Therefore, we recommend **that the law be amended to eliminate expenditure responsibility requirements.**

7. One of the types of organized philanthropies which presents special problems of access is the federated fund-raising organization, such as United Way. (One of the great voids in the Commission's work is the absence of any substantive comment or recommendations on federated fund raising campaigns.) It is for this reason we have included such federated campaigns in our other recommendations on access such as broadening membership of governing boards, public information, public meetings, *etc.*

We recommend national legislation to require businesses to provide equal access to workplace charitable solicitation and payroll deduction programs for all federated charitable campaigns if access is provided to any such campaign.

We recommend legislation to prevent conflicts of interest between the governing boards and allocation committees of federated fund-raising organizations on the one hand and the governing boards of recipient agencies on the other.

We recommend that the governing boards of all United Ways, United Funds and similar, ostensibly representative federated fund-raising organizations should be discouraged from having more than minimal (preferably ¼ or less) control by effective donors.

II. Redefining the Donor Community

In discussing changes in the tax laws affecting charity, we must first state that the Donee Group favors basic tax reform to restore the progressivity of the income tax and to eliminate those preferences and other devices which allow great disparities to continue. We do not, however, believe that if tax reform is gradual and piecemeal, as it is likely to be, that the tax incentives for charitable giving should be the first to go. We believe that there are far more unfair and costly tax preferences than the charitable deduction. They should be tackled first, since the benefits they provide do not compare with the support (meager though it may be) given to many useful movements and organizations for social changes.

1. As long as the tax incentive remains, however, it should be available on an equal basis to all citizens without regard to income or filing status. We feel strongly that the 8 million households which do not earn enough to file a tax return and the 50 million taxpayers (60% of all taxpayers) who do not earn enough to itemize their deductions should also receive a government subsidy for charitable contributions. It is indeed these people who are most in need of a vigorous nonprofit sector performing advocacy roles for their interests.

Therefore the Donee Group recommends that the charitable deduction be retained in its present form and that, as an intermediate measure, a 100% tax credit for a modest but not insubstantial amount (for example, $100) be made available to all adults whose incomes are low enough so that the benefits are concentrated on low income people, but the revenue loss to the Treasury is not excessive. This would give all adult citizens the opportunity to utilize the advantages available now only to the wealthy.

2. In addition, a tax credit equal to 30% of the amount contributed should be available to both itemizers and nonitemizers as an option to the charitable deduction. The present ceilings on the percentage of income that can be donated should be retained.

After five years there should be a review of the effects of this system—i.e., the two recommendations above—to determine how efficient, democratic and equitable it is in practice. After this period of evaluation a decision can be made as to whether the charitable deduction should be eliminated and the credits recommended here as options should take its place.

3. Our recommendation on the charitable bequest is a corollary of our recommendation on the minimum tax. We feel that since it is possible to avoid paying any minimum tax at death because of charitable gifts, that the charitable deduction not be allowed to prevent the payment of a minimum estate tax.

4. We favor taxing all appreciation in donated property. If such a change were made abruptly and in conjunction with other changes in the charitable deduction, it would have damaging effects on certain colleges, hospitals and others. Therefore we favor a transition period in which increasing proportions of the appreciation is taxed.

In addition we would vigorously support measures to insure public support of some institutions to substitute for those revenues lost through this measure.

5. We recommend that there be a 2% tax added to the corporate tax which could be offset wholly or in part through gifts of cash to charity which were made through a private foundation, a majority of whose members were not corporate officers, board members, employees or otherwise under corporate control and which was subject to the disclosure and reporting requirements contained in our other recommendations.

6. We propose that state governments change their laws so that the exemption from property taxes of property owned by charitable organizations is limited to the property used for the charitable purpose of the organization.

III. Government Regulation of Philanthropy

1. The Donee Group believes that there is a need for a highly visible, impartial, non-political agency to regulate private philanthropy. Present regulation by the Internal Revenue Service is, in Alan Pifer's words, "quite ineffective, it is characterized by a negative

rather than positive attitude toward charity and it is located in the wrong place within the Government." It is our view that the I.R.S. is institutionally incapable of regulating and rendering adequate service to charitable organizations since exempt organizations are by definition excluded from the agency's main area of concern, which is raising revenue. The I.R.S. has given little attention, minimal funds and utilized the least skillful employees in their exempt organization activities.

We therefore recommend the removal of all ruling and audit functions regarding exempt organizations from I.R.S. and creation of a new independent regulatory commission with a Presidentially appointed board reflecting all elements of private philanthropy, including donees.

2. Establishing a new agency to accomplish informational, regulatory and advocacy goals will not be completely successful unless Congress is given specific oversight responsibilities. At present, no full or part-time staff and no legislative committee or subcommittee in either the House or Senate is devoted exclusively to examining the impact legislation will have on private philanthropy either directly or indirectly. This situation allows many bills to pass without their impact on charitable groups being assessed systematically. In the absence of a staff or Congressional advocate for philanthropy with some "turf" to protect, bills with punitive provisions such as the Tax Reform Act of 1969 will continue to be passed and ignorance will continue to rule by default.

We therefore recommend a permanent, staffed, standing committee or subcommittee in the House and Senate having oversight responsibility over any permanent regulatory or oversight agency and power to review any legislation affecting the nonprofit sector.

3. We recommend a uniform national law limiting to 30% the amount that may be expended for the expenses of solicitation by an exempt organization after its first two years of operation. All exempt organizations would be required to register with the new agency (or I.R.S. if a new agency was not created) and disclose to the public at the time of solicitation their financial audit and program evaluation. This would mean that the charity would have to prominently display their fund raising costs on all printed solicitations and make the costs clearly evident in all other media.

4. Present laws prevent judicial review of the denial of exemption, revocation of exemption or I.R.S.'s failure to act on an application for exempt status. The only recourse is for the organization to pay a tax and then sue to recover the tax or to have a donor contest the disallowance of a deduction.

We therefore recommend that the law be changed to allow action for declaratory judgment in Federal District Court to be brought by a non-profit organization denied exemption or seeking a determination of exempt status from I.R.S. when action is delayed for more than 90 days.

5. Another problem with I.R.S.'s present policy is that it makes arbitrary distinctions between charitable organizations on the basis of source of funds. It is particularly difficult to understand why some tax exempt organizations (mainly public interest law firms) should have limits placed on their right to receive fees for services which are pursuant to their charitable purposes while other

nonprofit groups (such as hospitals, colleges, *etc.*) operate under no such limits. **We therefore recommend that no limit be placed on the right of nonprofit groups to receive fees for services rendered in connection with their charitable purpose.**

6. We believe that the present 4% excise tax on foundations deprives nonprofit groups of funds they desperately need. We also believe that tax exempt groups should not be singled out for taxation or the payment of audit fees. **We therefore favor the complete abolition of the 4% excise tax.**

7. The Congress appropriately addressed a real problem in 1969 when it legislated foundation payout requirements. However, we believe that fluctuations in the foundation payout rate are not useful for the long-term planning and good management of either foundations or foundation donees. We also believe that foundations should be encouraged to increase their incomes to as high a level as possible for the benefit of potential recipients. Therefore, **we recommend a permanent payout rate of 6% of the market value of foundation assets plus one half of any excess of income over that.**

IV. Exempt Organizations and the Public Process

1. We recommend that all limitations on lobbying by tax-exempt organizations be removed except that no person should be allowed to form a private foundation for no other purpose than to influence legislation.

2. We recommend that all exempt organizations which have been in operation for three years be required to file with the agency regulating exempt organizations (I.R.S. or the new agency) an annual report with a financial audit and program evaluation. This report must be made available for public inspection by the regulatory agency. The agency must devise a means for easy public access for viewing the report and provide copies free of charge upon request.

3. We concur in the Commission's recommendation **that all tax exempt organizations be required by law to maintain "arms-length" business relationships to profit-making organizations or activities in which any member of the organization's staff, any board member or any major contributor has a substantial interest, either directly or through his or her family. In addition, we recommend that any person be permitted to initiate an action in Federal District Court to enforce this provision and that upon a finding that activities proscribed have caused a financial loss to the charity involved, the excise tax penalties applicable to private foundations be assessed against the charity and its managers and governors.**

THE SPECIAL EVENT

By Bernice Sheldon

The social function as a means of producing revenue for charity has become a permanent fixture of American society. Nowadays, art exhibits, fashion shows, house and garden tours, bazaars, theatre parties and countless other events are held to benefit everything from civic improvement projects to medical research.

Generally, the functions are planned and staged by volunteers through their affiliation with auxiliaries, committees, societies, associations, councils and assorted clubs and service groups. Some of the events achieve smashing success with net proceeds zooming way beyond projected goals; others, however, barely break even and many actually wind up in the red.

Bernice Sheldon has directed many public relations and fund-raising events, ranging from beauty contests to college reunions. She is co-author with Edwin Leibert of Handbook of Special Events for Nonprofit Organizations, *published by Association Press, 291 Broadway, New York, N.Y. 10007.*

What's behind those so-so results and the failures?

In most cases, it's a matter of ignoring a few basic principles which are essential to success: intelligent planning, a top-notch chairman, an industrious committee, sufficient time for preparation, a common-sense budget and an effective publicity campaign. Bypassing any one of these basics substantially reduces the odds for success.

Planning Comes First. Every fund-raising function needs the advantage of thoughtful planning. Yet, many an event is the product of impulse. Someone says, "Hey, let's have a bazaar, or a fashion show, or something!"

The idea catches on, enthusiasm builds, and in no time at all the event is on its way and most likely headed for an unhappy ending.

No organization should think of staging an event without carefully considering all the angles. This can best be accomplished by appointing a planning committee consisting of five or six individuals who understand the agency's policies, needs and objectives. Their job is to weigh the pros and cons and then decide "yes" or "no."

If their decision is favorable, then they become responsible for choosing the type of event to be held, selecting a date and naming a general chairman.

Selection of the best type of event—and specifically *the* event—is a vital consideration. To determine what sort of affair is most likely to have strong, general appeal, the planning committee must be familiar with the community's tastes and interests.

A community can give or withold its support in terms of its participation in local affairs; the audiences it provides can mean the success or the failure of a function. If it's not compatible with community preferences, the chances for success are minimal. People will not support an event unless it meets with their wholehearted approval.

For instance, a charity ball in one community might enjoy outstanding success. In another community, however, a ball could be a total fiasco. It all depends on what the people want and it's up to the planning committee to find out.

Before finalizing the date for an event, the planning committee should consult the Community Calendar. This will prevent two or more functions being scheduled on the same day and competing with each other for attention and attendance.

Usually the Community Calendar is maintained by an agency such as the chamber of commerce. In some areas, the local paper keeps a schedule of upcoming functions. In New York there's a central registry for listing social and cultural events. It's under the aegis of the City's Department of Civic Affairs and Public Events and staffed by volunteers. (Community groups interested in establishing such a clearinghouse may obtain how-to details from Mrs. Kelly Winter, Room 2200, 521 Fifth Avenue, New York, New York 10017.)

But no matter where the Community Calendar is kept, the planning committee should find it and be guided accordingly.

Wanted: A Super Chairman. The chairman plays a major role in an event's outcome, so finding the proper person to "run the show" is necessary. Qualifications to look for are ability to manage and organize, a flair for dealing with people, flexibility, patience, imagination, good judgment, a well-developed sense of humor, and a cool head to cope with pressure and emergencies that may arise.

The chairman is responsible for establishing a work plan and time schedule, recruiting the committee, overseeing and coordinating its activities, and keeping everyone busy and productive while maintaining peace and harmony.

The chairman needs the cooperation and assistance of an active, hard-working committee—people with the energy and resourcefulness to translate ideas into reality, handle details, meet deadlines and sell tickets. Each member of the committee, regardless of other duties, must sell as many tickets as possible to insure full attendance.

Haste Makes Waste. As the saying goes, time is of the essence. This is especially true when it comes to fund-raising functions. Ample time is necessary to manage the details related to organizing and staging and to conduct effective publicity and ticket-selling campaigns.

The amount of time required depends on the size and scope of the event. The larger and more elaborate the affair, the more time that's needed to insure its success. For example, a charity ball with an ambitious financial goal takes anywhere from ten months to a year; something more modest, like a card party, can be successfully staged with as little as three months' preparation.

Dollars and Sense. An event can be costly unless it's strictly budgeted. Expenses should be carefully calculated in advance and kept to a minimum to guarantee maximum net proceeds. Donations of services, materials and merchandise will keep costs down; although getting such help calls for a great deal of begging and coaxing on the part of the committee.

Canvassing business firms may turn up financial support in the form of expense underwriting. With this type of backing, an event's entire proceeds can go directly into charity.

Many companies have social responsibility programs which provide support for community projects. They realize that participation in local activities gives them exposure and enhances their image.

Application for assistance can be made by letter to the director of community relations. The letter should include a full description of the proposed event and specify how its proceeds will help to fulfill some community need or contribute constructively to community life. The presentation must be accompanied by a detailed budget that lists estimated income and expenses.

A request for financial aid usually goes through several channels before a final decision is reached. Obviously, this can be extremely time-consuming so efforts to seek underwriting support should be started well in advance of the date set for the affair.

"Selling" the Public. No event sells itself. A well-planned, well-coordinated publicity campaign is needed to handle the selling job. This means using all available outlets as fully as possible to attract attention and create interest.

These outlets include the press, radio, television and "visibles" such as posters, flyers, handbills, bumper stickers, balloons, announcement cards for store counters, window displays in banks and department stores, paid advertising and "statement stuffers." Prospects for the latter are department stores, banks, and telephone, utilities and other companies that mail monthly statements. If permission is granted, the notices must be folded and ready to insert when delivered to the various companies.

The press, radio and television are the most widely used publicity outlets and the least expensive.

Securing press coverage calls for clear, concise news releases that provide accurate information concerning who, what, when, where and why. The releases should be distributed to local daily and weekly papers as well as to those in nearby communities.

Most radio stations are willing to broadcast public service spot announcements related to community events. Usually about twenty seconds of air time are allotted to the spots; therefore, to fit into this time schedule, the announcement must be brief. A mini-version of a press release will suffice—*i.e.*, who, what, where, when and the price of tickets and how they can be obtained.

The spot announcements can be addressed to the community events editor and submitted approximately three weeks prior to the function.

The evening news broadcast on the local television station offers another means of promoting an event, although preference is usually given to those functions that involve widespread community interest and participation. The station can be alerted via a news release addressed to the news editor.

An excellent way to spread the news of a forthcoming event is "word of mouth." If the committee members are properly enthusiastic, their comments to friends, relatives and neighbors will be highly beneficial in helping to publicize the affair.

Post-Event "Musts." Everyone appreciates an expression of gratitude so the chairman should send thank-you notes to those who contributed to the event's success: committee members, donors of services, materials and merchandise, and news media people and others who helped to publicize the affair.

And the most important "must" of all: an honest evaluation of the event—no cheating allowed. A retrospective look will pinpoint weak spots, weed out those committee members who performed poorly and focus attention on mistakes. The information provided by a thorough review will prove invaluable in planning and staging future functions.

Each year thousands of special events take place in communities throughout the country. No one knows exactly how much revenue they produce; but it's safe to assume that without the income they provide, some voluntary agencies might be forced to close their doors. As a result, many communities would be deprived of important services.

As the following examples illustrate, the types of events which can be held are as diverse in nature as the causes they support.

THE JUNE FETE*

This annual benefit in behalf of Abington, Pa., Memorial Hospital is an outstanding example of imaginative ideas, volunteer and community participation, effective planning and staging. It is outstanding also because of highly successful results—continuous operation as an annual event for more than half a century, the funds it has raised, and the many benefits to the town of Abington as well as to communities in surrounding areas.

This is an event which might appear to be possible only in a very large city, undertaken by a very large organization; but Abington is a small town, ten miles from Philadelphia, with a hospital serving a community of approximately 65,000 persons. Nevertheless, in 1969 the June Fete involved 2,118 volunteers for six months in staging 26 Pre-Fete Events which provided "rain insurance" to cover all overhead expenses for the Fete; and a catalogue (souvenir journal) which has earned $75,000 in the past ten years. The 1969 June Fete brought $100,325 to the Abington Memorial Hospital. In total the Fete had raised $2,296,202 up to 1970. Although wet with showers, June Fete Day 1970 netted $88,409.

No professional fund-raisers have ever taken part. Individual volunteers (over 2,000 in 1970), banks, merchants, business and industry, newspaper, radio and TV stations have contributed to the Fete's success.

In addition to the fund-raising volunteers, the Volunteer Services Department of the hospital provides the continuing year-round life stream of devoted volunteer service. Its 989 volunteers in the fiscal year ending June 30, 1970, gave 65,288 hours to the in-service program, and 10,721 hours to projects outside the hospital.

June 6 was the date for the 1970 "June Fete and Village Fair Day." The timetable, from 8:30 a.m. to 6:00 p.m., included a Horse and Pony Show; Modern, Sports, and Foreign Car Show; Antique & Classic Car Show; A.K.C. Dog Show; Tea and Fashion Show. There were, also, a Refreshment Tent; Cafeteria; and Lobster Pot. The closing event was a dinner dance at seven o'clock.

Each year a theme is chosen around which to plan printing, decorations, *etc.* In 1970 it was "The June Fete Round the Clock" and the Village Fair booths featured: *arts and crafts* ("Take Time for A.M.H."); *attic treasures* ("Second Time Around"); *beverages* ("Happy Hour"); *children's activities* ("A Day With Mother Goose"); *country auction* ("Second Hand"); *entertaining ideas* ("Party Time"); *fruit punch* ("A Sip in Time"); *games* ("Beat the Clock"); *garden mart* ("The Early Bird Gets the Worm"); *gourmet corner* ("Thyme and Thyme Again"); *information* ("Ask Anything Any Time"); *men's booth* ("Watch and Fob"); *occupational therapy* ("A Stitch in Time"); *talent* ("Time on Our Hands"); *the June Fete catalogue* ("Each Shining Hour"); *the June Fete dress and sweater* ("Timely Fashions"); *The Women's Board Shop* ("Gifts for All Seasons"); *toys* ("Hickory, Dickory Dock"); *treasure chest* ("Kidd Time").

The events and features listed above provide a stimulating array of ideas for the Special Events Committee of any organization. For readers interested in how such a successful event comes about, copies of the Catalogue (journal) are available upon request for 80¢ postage. This catalog provides in 136 pages the complete story of the June Fete and the twenty-six Pre-Fete Events, with ideas and information about planning, organization, promotion and staging. Address The June Fete Office, Abington Memorial Hospital, Abington, Pa. 19001.

THE HAUNTED HOUSE

The Haunted House as a special event and potential fund-raising project during the Halloween season has become popular, at least in New England where witches originally settled along with the Pilgrims.

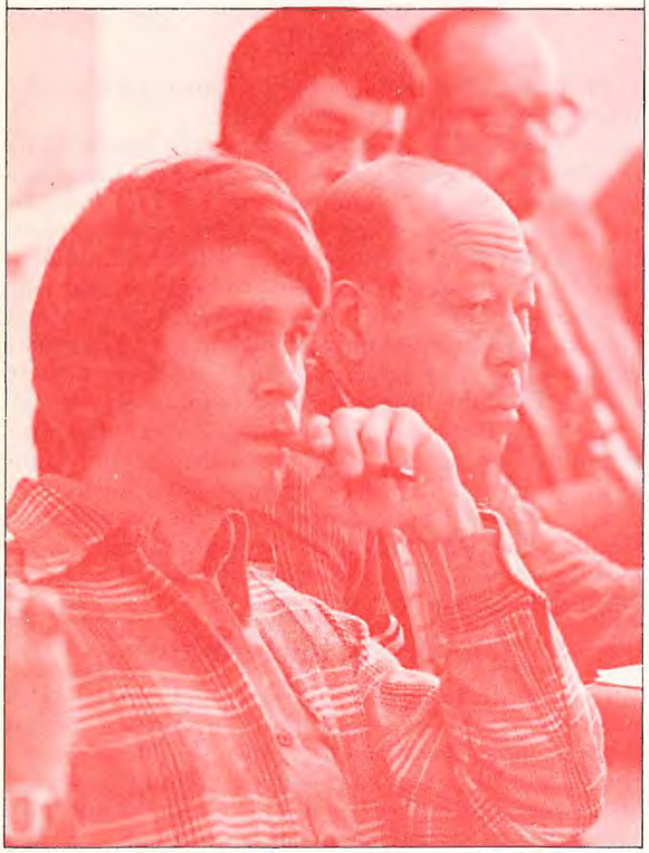
The Center for the Arts, Westerly, Rhode Island, demonstrated how to successfully concoct such a witchs' brew from Saturday, October 24 through Sunday, November 2, 1975.

An old house, scheduled to be torn down, was made available by the owner with *carte blanche* permission for developing gruesome scenes in its thirteen rooms. Volunteers from local high schools and business firms, art students, and members of the University of Rhode Island Rams Band used imag-

*Excerpted from *The Handbook of Special Events for Nonprofit Organizations*

PROGRAM PLANNING & PROPOSAL WRITING

By Norton J. Kiritz
Executive Director
THE GRANTSMANSHIP CENTER



Proposals written for foundations and those written for federal grants will differ markedly in final form. Foundations usually require a brief letter; federal agencies usually require you to complete an extensive array of forms and possibly attach your own narrative.

We suggest the following format as a basic planning format for all proposals. Thinking through the various sections as we suggest will enable you to draw from the content virtually all that either a private or public funding source will ask from you. Thinking through the various components will also enable you to develop a logical way to approach your plans and programs. And hopefully this planning will make your programs more effective.

The proposal format looks like this:

Proposal Summary
I Introduction
II Problem Statement or Assessment of Need
III Program Objectives
IV Methods
V Evaluation
VI Budget
VII Future Funding

Proposal Summary

The summary is a very important part of a proposal — not just something you jot down as an afterthought. There may be a box for a summary on the first page of a federal grant application form. In writing to a foundation, the summary may be presented as a cover letter, or the first paragraph of a letter-type proposal. The summary is probably the first thing that a funding source will read. It should be clear, concise and specific. It should describe who you are, the scope of your project, and the projected cost.

Some funding sources may screen proposals as a first step in grant-making. That is, they briefly examine each proposal to see if it is consistent with their priorities, if it is from an agency eligible to apply for their funds, etc. As a further step, the "screeners" may draw up a summary of their own and these proposal summaries may be all that are reviewed in the next step of the process. It is much better to spend the time to draw up a summary of your own that the funding source can use, than to hope that the reviewer sees the importance of your program in his brief initial look at your proposal. So do a good job!

The Grantsmanship Center, a nonprofit, tax-exempt educational institution, is a response to the critical need of nonprofit and public agencies for low-cost training in program planning and resource development. The Center conducts workshops, employs a research staff, maintains a library and publishes a magazine.

I
Introduction

This is the section of a proposal where you tell who you are. Many proposals tell little or nothing about the applicant organization and speak only about the project or program to be conducted. More often than not proposals are funded on the basis or the reputation or "connections" of the applicant organization or its key personnel rather than on the basis of the program's content alone. The Introduction is the section in which you build your credibility as an organization which should be supported.

Credibility

What gives an organization credibility in the eyes of a funding source? Well, first of all, it depends on the funding source. A traditional, rather conservative funding source will be more responsive to persons of prominence on your Board of Directors, how long you have been in existence, how many other funding sources have been supporting you, and other similar characteristics of your organization. An "avant garde" funding source might be more interested in a Board of "community persons" rather than of prominent citizens and in organizations that are new, rather than established, etc.

Potential funding sources should be selected because of their possible interest in your type of organization or your type of program. You can use the introduction to reinforce the connection you see between your interests and those of the funding source.

What are some of the things you can say about your organization in an introductory section?

- How you got started.
- How long you have been around.
- Anything unique about the way you got started, or the fact that you were the first thus-and-so organization in the country, etc.
- Some of your most significant accomplishments as an organization, or, if you are a new organization, some of the significant accomplishments of your Board or staff in their previous roles.
- Your organizational goals — why you were started.
- What support you have received from other organizations and prominent individuals (accompanied by some letters of endorsement which can be in an appendix).

We strongly suggest that you start a "credibility file" which you can use as a basis for the introductory section of future proposals you write. In this file you can keep copies of newspaper articles about your organization, letters of support you receive from other agencies and from your clients. Include statements made by key figures in your field or in the political arena that endorse your kind of program even if they do not mention your agency.

For example, by including a presidential commission's statement that the type of program which you are proposing has the most potential of solving the problems with which you deal, you can borrow credibility from those who made the statement (if they have any).

Remember, the credibility you establish in your introduction may be more important than the rest of your proposal. Build it! But here, as in all of your proposal, be as brief and specific as you can. Avoid jargon and keep it simple.

II
Problem Statement or Assessment of Need

In the introduction you have told who you are. From the introduction we should now know your areas of interest — the field in which you are working. Now you will zero in on the specific problem or problems that you want to solve through the program you are proposing.

Pitfalls

There are some common pitfalls which agencies face when they try to define problems.

Sometimes an organization will paint a broad picture of all the ills plaguing people in a part of the community. Proposal writers do not narrow down to a specific problem or problems that are solvable, and they leave the funding source feeling that it will take a hundred times the requested budget even to begin to deal with the problems identified. This is overkill. It often comes from the conviction of the applicant that it must draw a picture of a needy community in all its dimensions in order to convince the funding source that there are really problems there. All that this does is to leave the funding source asking: "How can this agency possibly hope to deal with all of those problems." Don't overkill.

Narrow down your definition of the problem you want to deal with to something you can hope to accomplish within a reasonable amount of time and with reasonable additional resources.

Document the Problem

Document the problem. How do you know that a problem really exists? Don't just assume that "everybody knows this is a problem . . ." That may be true, but it doesn't give a funding source any assurance about your capabilities if you fail to demonstrate your knowledge of the problem. You should use some key statistics here. Don't fill your proposal with tables, charts and graphs. They will probably turn off the reader. If you must use extensive statistics, save them for an appendix, but pull out the key figures for your problem statement. And know what the statistics say.

We saw one proposal where an agency presented demographic (population statistics) pictures of two communities, one in which the program was to be conducted and another nearby community where there would not be a program. Every statistic (percentage unemployment, ethnic breakdown, number of youth, number of juvenile arrests, etc.) pointed to a vastly greater problem in Community B than Community A yet Community A was the proposed site of the new program. Any reviewer would seriously question the program based on those accompanying statistics.

To summarize, you need to do the following:

- Make a logical connection between your organization's background and the problems and needs with which you propose to work.
- Support the existence of the problem by evidence. Statistics, as mentioned above are but one type of support. You may also get advice from groups in your community concerned about the problem, from prospective clients, and from other organizations working in your community and professionals in the field.
- Define clearly the problems with which you intend to work. Make sure that what you want to do is workable — that it can be done within a reasonable time, by you, and with a reasonable amount of money.

III Program Objectives

One of your concerns throughout your proposal should be to develop a logical flow from one section to another. Whereas you can use your introduction to set the context for your problem statement, you can likewise use the problem statement to prepare the funding source for your objectives.

An objective is a specific, measureable outcome of your program.

Clearly, if you have defined a problem, then your objectives should offer some relief of the problem. If the problem which you identify is a high incidence of drug abuse by youth in your community (substantiated, of course), then an objective of your program should be the reduction of the incidence of drug abuse among youth in your community. If the problem is unemployment, then an objective is the reduction of unemployment.

Distinguish between Methods and Objectives

One common problem in many proposals is a failure to distinguish between means and ends — a failure to distinguish between methods and objectives.

For example, many proposals read like this:

> "The purpose of this proposal is to establish a peer-group tutoring program for potential drop-outs in the ______ area of Los Angeles," or

> "The objective of this program is to provide counseling and guidance services for delinquent youth in ______."

What's wrong with these objectives? They don't speak about outcome! If I support your project for a year, or for two years, and come back at that time and say "I want to see what you have done — what you have accomplished," what can you tell me? The fact that you have established a service, or conducted some activities, doesn't tell me whether or not you have helped to solve the problem which you defined. I want to know what you have accomplished. I want to know the outcome of your activities. I want to know whether you have, through your tutoring program, reduced the number of dropouts with whom you have worked, or whether the delinquent youth with whom you worked got into less trouble over the past year. Knowing that you worked at it is not enough!

Some organizations, trying to be as specific as they can, pick a number out of the air as their measureable objective. For example, an agency might say that their objective is to "decrease unemployment among adults in the XYZ community by 10 percent." The question I ask is where did they get that figure? Usually it is made up because it sounds good. It sounds like a real achievement. But it should be made of something more substantial than that. Perhaps no program has ever achieved that high a percentage. Perhaps similar programs have resulted in a range of achievement of from 2 to 6 percent decrease in unemployment. In that case, 5 percent would be very good, and 6 percent would be as good as ever has been done. Ten percent is just plain unrealistic. And it leads me to expect that you don't really know the field very well.

If you are having difficulty in defining your objectives, try projecting your agency a year or two into the future. What differences would you hope to see between then and now? What changes would have occurred? These changed dimensions may be the objectives of your program.

In addition, I want to examine your objectives in a little more detail. Maybe some programs create jobs for people that are very temporary in nature, and they reduce the unemployment problem in the short term, but after a year or two the problem will be back with us, as bad, or worse, than ever. This gets into the question of evaluation, which clearly relates to the setting of measureable objectives, for a good set of well-drawn and realistic objectives becomes a set of criteria for the evaluation of the program, and thus serves another purpose.

IV Methods

By now you have told me who you are, the problem (s) you want to work with, your objectives (which promise a solution to or reduction of the problems) and now you are going to tell me how you will bring about these results. You will describe the methods you will use — the activities you will conduct to accomplish your objectives.

Research

The informed reviewer wants to know why you have selected these methods. Why do you think they will work? This requires you to know a good deal about other programs of a similar nature. Who is working on the problem in your community and elsewhere? What methods have been tried in the past, and are being tried now and with what results? In other words, can you substantiate your choice of methods?

One agency recently brought a proposal into class that dealt with the provision of counseling services to delinquent youth by professional social workers with MSW degrees. Each of these two professional staff members was to receive a salary in excess of $15,000 per year. The agency was concerned about the limited number of MSW's they could hire within their budget limitations.

A number of questions were raised about this program. One key question was this — why did you decide that professional social workers with MSW degrees and $15,000 salaries were necessary to the success of your program? Do you have any evidence that similar programs have been effective elsewhere? What other models exist that you could work with? Is it possible that para-professionals (non-degreed workers, even ex-offenders themselves) could do the job as well or perhaps better than the trained professionals you want to hire? Do you know of programs using para-professionals in this capacity and have you assessed the results of such programs? How can you complain of lack of sufficient money to employ more than these two highly-trained staff when you don't know if there is a less expensive, and perhaps more successful, model to follow.

The consideration of alternatives is an important aspect of describing your methodology. Showing that you are familiar enough about your field to be aware of different models for solving the problems, and showing your reasons for selecting the model that you have, gives a funding source a feeling of security that you know what you are doing, and adds greatly to your credibility.

One planning technique which you might want to use is this. Take a sheet of paper and divide it into columns. The first column is the "problem" column, the second is headed "objectives," the third "methods" and the fourth is "evaluation." If you list all your objectives separately in the second column, you can then identify the problem that it relates to, the specific methods in your program that deal with the objective, and the criteria of success in reaching the objective as well as the method of evaluation.

This helps you to see whether you are truly dealing with all of the problems you talked about, whether your objectives relate to the problem (s), whether you have a method of reaching each objective, and whether you have set up an evaluation mechanism to deal with your entire program. This leads us into the next proposal component — evaluation.

V Evaluation

Evaluation of your program can serve two purposes for your organization. Your program can be evaluated in order to determine how effective it is in reaching the objectives you have established — in solving the problems you are dealing with. This concept of evaluation is geared towards the results of your program.

Evaluation can also be used as a tool to provide information necessary to make appropriate changes and adjustments in your program as it proceeds.

As we have stated, measureable objectives set the stage for an effective evaluation. If you have difficulty in determining what criteria to use in evaluating your program, better take another look at your objectives. They probably aren't very specific.

Subjective and Objective Evaluations

Also, be sure you understand the difference between subjective and objective evaluations.

Subjective evaluations of programs are rarely evaluations at all. They may tell you about how people feel about a program, but seldom deal with the concrete results of a program. For example, we saw an example of an evaluation of an educational program that surveyed opinions about program success held by students, parents, teachers and administrators of the program. This is a pretty "soft" evaluation, and doesn't really give much evidence to support the tangible results of such a program.

In addition, this particular evaluation solicited comments from students when they completed the program, failing to deal with over 50 percent of the students who started but did not complete the program. Clearly, those students who finished the program are going to react differently, as a group, from those who didn't complete the program. And we might, as an agency, learn a great deal from those who didn't finish. From the nature of this evaluation, one might suppose that the educational institution involved was committed to producing what they thought would look like a good evaluation, but it wouldn't pass muster with a critical reviewer.

Subjectivity — introducing our own biases into an evaluation — will often come in when we evaluate our own programs. Particularly if we feel that continued funding depends on producing what looks like a good evaluation.

One way of obtaining a more objective evaluation, and sometimes a more professionally prepared evaluation, is to look to an outside organization to conduct an evaluation for you. You might go to other non-profit agencies, colleges and universities in your community which will work with you in developing an evaluation for your program. Sometimes it is possible to get an outside organization to develop an evaluation design and proposal for evaluation that can be submitted to a funding source, complete with its own budget, along with your proposal. This not only can guarantee a more objective evaluation, but can also add to the credibility of your total application, since you have borrowed the credibility of the evaluating institution.

It is essential to build your evaluation into your proposal and to be prepared to implement your evaluation at the same time that you start your program, or before. If you want to determine change along some dimension, then you have got to show where your clients have come from. It is very difficult to start an evaluation at or near the conclusion of a program, for you usually don't know the characteristics of the people you are working with as they existed prior to being in your program.

An Excellent Program Evaluation

I'd like to give you an example of what I think was a very fine program evaluation. It took a lot of time and resources to conduct, and it may look like a pretty big project in and of itself. That is true. The agency that conducted this evaluation had the resources to do it. But evaluations of this nature may have enough value in and of themselves to be able to be funded quite separate and distinct from the programs to which they are attached.

Some years ago the Los Angeles County Probation Department operated what was called the Group Guidance Program. Group Guidance was a program that employed "streetwise" Probation Officers as gang workers, with the goal of orienting gangs away from criminal behavior and into more productive activities. Some agencies questioned the effectiveness of the program and an evaluation design was created. (This is not a particularly good practice in setting up evaluations, in that evaluations set up to justify the continued existence of a program, and conducted by the agency itself, tend to be biased in favor of the agency.)

What is interesting is the evaluation design itself. It was an attempt to gather information about the presumed reduction in delinquent behavior among gang members involved in the project, and to put this data into an economic context which would justify the cost of the program. This is the basic evaluation design.

Gangs were identified which had reputations of being violent, moderate and quiet. It was proposed that the violent gangs got into far more trouble than the other two, and that this would be reflected in their court records — they would be arrested more often, and for longer periods of time, spend more time at correctional facilities, etc. The Probation Department, with access to court records, examined the records of all members of these varied gangs. They identified all contacts that a youth could have with one institution or another and then went to each institution, conferred with their business department, and came away with a cost figure, in dollars and cents, that could be attached to a particular entry on a court record. In other words, it cost X dollars for a youth to spend the night in Juvenile Hall and Y dollars for 24 hours in a Probation Camp. Each gang member's record had a total dollar value assigned to it.

The result of this was the finding that the three kinds of gangs in question did cost the community a varying amount of money, with much higher costs being attributed to the violent gang.

The agency had done a number of things in designing this evaluation. It had established a measurable "index of delinquency" and it had created a "dollar and cents" measure which could demonstrate to the funding source, the Board of Supervisors of the County of Los Angeles, a possible saving which could be realized were the records to show that the decrease in cost for the gangs worked with in the program was greater than the cost of conducting the program itself. Pretty ingenious!

The project proceeded with the involvement of the Group Guidance worker with the most violent gang, the provision of some form of peripheral services to the moderate gang by another agency and no "treatment" at all for the quiet gang.

The evaluation was a log of further contacts by gang members with social agencies, a determination of their cost, and an examination of whether the cost of the gang worker was paid for by the reduction in recorded offenses on the part of gang members with whom he worked.

VI
Budget

As with proposals themselves, funding source requirements for budgets differ, with foundations requiring less extensive budgets than federal agencies. The following budget design will satisfy most funding sources that allow you to design your own budget and, with minor changes that the sources will tell you about, can be adapted to fit most federal agency requirements. Our recommended budget contains two components — the first is Personnel and the second is Non-Personnel. You can expect that in most social service and related programs, approximately 80 percent of the budget will fall into the three components of the Personnel section.

PERSONNEL

A. Wages & Salaries

In this section you list all full and part-time staff in the proposed program. We suggest the following layout.

(No. of persons in each position)	(Title)	(Monthly salary)	(% time on project)	(No. of mos. employed in grant period)	Total	
					Requested	Donated

How does this look on a completed budget? Well, if you are employing an Executive Director at a salary of $1,000 a month, working full-time (100 percent) for the entire grant period (12 months) and you are asking the funding source to provide his salary, then it looks like this:

(1)		Requested	Donated
(1)	Executive Director at $1000 per mo. (100% time) x 12 mos.	$12,000	

You can list all of your staff this same way. If any of your staff are being paid out of another source of funds (for example, a staff person assigned to your project by a County agency) then you total up their salary and put it in the "donated" column. This column might also be called "non-federal" share in the case of federal programs, or also "matching" or "in-kind" contribution. Like this:

		Requested	Donated
(2)	Counselors at $700 per mo. (50% time) x 6 mos.		$4,200

This means that you will have two half-time counselors on your staff for six months and their salaries are being paid by somebody other than the funding source you are applying to. You still put their full-time salary in the budget ($700 per month), take half of it (they are only working 50 percent time), multiply the $350 in six months that they will be working on this project (giving you $2,100), and multiply by 2 (the number of people employed in this capacity). This gives you a total of $4,200 of donated counselor services in this project.

What does the $1,000 per month figure for the salary of the Executive Director represent?

It may represent his or her actual salary for each month of the year. However, particularly in a new program, it may not. Our suggestion is that all organizations develop a five-step salary schedule for each job in the organization. The salary range for an Executive Director in the above agency may look like this:

Step A	Step B	Step C	Step D	Step E
$900 per mo.	$950 mo.	$1,000 mo.	$1,050 mo.	$1,100 mo.

If you have developed this kind of salary schedule for each position, then you can place in the monthly salary column of your budget the middle step of the salary range for each position, place an asterisk next to each quoted salary, and a note at the bottom of the salary section telling the reader that all salaries are listed at the middle step of the salary range for that position. Then you can attach your salary schedule to the budget. This method allows for a good deal of flexibility in fixing salaries for individuals that are hired.

For example, you may have somebody in mind for the Executive Director's job who is presently earning $825 per month, and who would be delighted to come to work for you at the first step of the salary range for Executive Director ($900 per month). On the other hand, there may be an outstanding candidate for the job who is presently earning $1,000 per month, and who wouldn't come to work for you for less than $1,050 per month. Using salary range in this manner allows you to employ either person, at the appropriate salary, with the assumption being that all persons' salaries will average out towards the middle of the salary range.

How do you determine what the salary range for an Executive Director for your agency ought to be?

The Federal governmeny requires that all of your salaries are comparable to the prevailing practices in similar agencies in your community. To justify the salaries you build into your budget you must obtain information from other local agencies regarding the salaries of persons with job descriptions, qualifications and responsibilities similar to those of the jobs in your agency. You might go to the local city and/or county government, the school district, the United Way or United Fund, etc. By comparing the jobs in your agency with the jobs at other local agencies, you plan a salary for each position, and you keep the "comparability data" on hand, should you be asked by the funding source to justify your staff salaries.

B. Fringe Benefits

In this section you list all the fringe benefits your employees will be receiving, and the dollar cost of these benefits. Some fringe benefits are mandatory — but these vary from state to state, so you will have to determine what they are for your agency in your state. Mandatory fringe benefits may include State Disability Insurance, Unemployment Compensation, Retirement contributions, etc. Most nonprofit agencies may vote, when they are started, not to participate in Social Security. These fringe benefits are all based on a percentage of salaries. For example, FICA, which is going up, has been based on 5.85 percent of the first $10,000 of each person's salary. Therefore, an entry for FICA on your budget might look like this:

	Requested	Donated
FICA = 5.85% x $87,000	$5,090	

$87,000 is the total of all your salaries, up to $10,800 for any one person.

Some fringe benefits may be paid not on a percentage of salary, but with an absolute dollar amount for each employee. For example:

	Requested	Donated
Health Insurance = $10 per mo. x 8 employees x 12 mos.	$960	

How do you determine what fringe benefits to provide to employees in your agency?

If you already operate a variety of programs your answer is simple. Employees in a new project receive the same fringe benefits as those you already employ in some other activity. The Federal government requires this parity, and it is a good practice. If you are starting a new agency, or haven't formulated a fringe benefit policy yet, then you go to the same kinds of figures as you did when establishing your salary schedule — you provide in fringe benefits what is comparable to the prevailing practice in similar agencies in your community.

C. Consultants & Contract Services

This is the third and final part of the Personnel section of your budget. In this section you include paid and unpaid consultants, volunteers, and services for which you contract. For example, your project may not be large enough to warrant hiring a full-time bookkeeper, and you may want to use a bookkeeping service to keep up your books. An entry in your budget will look like this:

	Requested	Donated
Bookkeeping Service = $75 per mo. x 12 mos. = $900		

You should be running your two totals columns — requested and donated — through your entire proposal, so you have a choice of where you put the total for this service. If you are going to pay for it, it goes in the "requested" column:

	Requested	Donated
Bookkeeping Service = 75 per mo. x 12 mos.	$900	

If the services are being provided free by a friend of the project then it goes in the "donated" column:

	Requested	Donated
Bookkeeping Service = $75 per mo. x 12 mos.		$900

It is important to develop as much donated services and equipment as possible. No funding source likes to feel it is being asked to carry the entire burden of a project. If the project really means something to you and to your community, then you should have been able to develop a substantial "matching" contribution in your budget. Other kinds of contract services that might be included would be for auditing, public relations, etc.

In this section you can include all of our volunteer assistance. How do you value a volunteer's time for budgetary purposes? Well, Federal agencies maintain lists of various types of jobs, and assign a value to each hour of volunteer time for each position. For example, the time of a professional Social Worker may be valued at $7.50 per hour, and would look like this in your budget:

	Requested	Donated
(1) Volunteer Social Worker at $7.50/hr. x 4 hrs./wk. x 40 wks.		$1,200

figure which you get from a Federal agency volunteer valuation list may be less than the actual current hourly salary of the volunteer. In that case, you may use the actual hourly salary, but be prepared to substantiate that figure. Or, the volunteer may have worked as a paid consultant for $10.00 per hour. You can use that figure if you can document it.

With all of your volunteers you are required to deliver the promised volunteer services, just as if the funding source was actually paying their salary, and you will be asked to document the work performed by volunteers and keep records of their volunteer time which may be audited in the case of a Federal grant.

II. NON-PERSONNEL

A. Space Costs

In this section you list all of the facilities you will be using, both those on which you pay rent and those which are being donated for your use. Rent you pay, or the valuation of donated facilities, must be comparable to prevailing rents in the geographic area in which you are located. In addition to the actual rent, you should also include the cost of utilities, maintenance services and renovations, if they are absolutely essential to your program.

B. Rental, Lease or Purchase of Equipment

Here you list all of the equipment, donated or to be purchased, that will be used in the proposed program. This includes office equipment, typewriters, Xerox machines, etc. Let discretion be your guide in this section. Try to obtain as much donated equipment as you can. It not only lowers the cost of the program, but it shows the funding source that other people are involved in trying to make the program happen.

C. Consumable Supplies

This means supplies such as paper clips, paper, pens, pencils, etc. A reasonable figure to use is $75 per year for each of your staff. If you have any unusual needs for supplies — perhaps you are making a workroom available for community persons — then put in a separate figure for that. For example:

	Requested	Donated
18 staff x $75 per year	$600	
Supplies for community work-room x $30/mo. x 12 mos.	$360	

D. Travel

Divide the section up into local and out-of-town travel. Don't put in any big lump sums which will require interpretation or raise a question at the funding source. Remember, on local mileage all of your staff won't be driving on the job, and not all who do will drive the same amount. For example:

	Requested	Donated
Local travel		
Exec. Director at 100 mi./mo. x 12 mos. x 10¢/mi.	$120	
(2)Community Organizers at 500 mi./mo. x 12 mos. x 10¢/mi.	$1,200	

Out-of-town travel is a very vulnerable section of your budget. Plan and justify as completely as you can:

	Requested	Donated
Out-of-town travel		
(1) Community Organizer to NACD training program in Detroit, July 5-8, $242 round-trip airfare plus 4 days per diem at $25 per day	$342	

E. Telephones

Remember installation costs! Put in the number of instruments you will need times the expected monthly cost per instrument. Justify any extensive out-of-town calling that you will have to do.

F. Other Costs

This catch-all category can include the following:

1. Postage
2. Fire, theft and liability insurance
3. Dues in professional associations paid by the agency
4. Subscriptions
5. Publications, the cost of which may be broken up into:
    a. printing
    b. typesetting
    c. addressing, if done by a service
    d. mailing (separate and distinct from office postage above)
6. Any other items that don't logically fit elsewhere.

A NOTE about Indirect Costs

Some programs, particularly those conducted within a large institution, such as a college or university, also include an indirect cost figure. Indirect costs are paid to the host institution in return for their rendering certain services to the project. They may manage the bookkeeping and payroll, assume some responsibility for overseeing the project, take care of maintenance and utility costs, etc. The first time an institution conducts a federally funded program it projects what these indirect costs will be. Subsequently there is an audit by the federal government, and an indirect cost figure is fixed which will hold for the institution for all subsequent federal grants until the time of the next audit.

VII Future Funding

his is the last section of your proposal, but by no ns the least important. Increasingly, funding sources want to know how you will continue your program when their grant runs out. This is irrelevant for one-time only grant applications such as requests for vehicles, equipment, etc. But if you are requesting program money, if you are adding to your projects through this proposal, then how will you keep it going next year?

A promise to continue looking for alternate sources of support is not sufficient. You must present a plan that will assure the funding source, to the greatest extent possible, that you will be able to maintain this new program after their grant has been completed. They don't want to adopt you — they don't want you continually on their back for additional funds. Moreover, if you are having problems keeping your current operations supported, you will probably have much more difficulty in maintaining a level of operation which includes additional programs. The funding source may be doing you no favor by supporting a new project and putting you in the position of having to raise even more money next year than you do now.

What is a good method to guarantee continued support for a project? One good way is to get a local institution or governmental agency to agree to continue to support your program, should it demonstrate the desired results. But get such a commitment in writing. A plan to generate funds through the project itself — such as fees for services that will build up over a year or two, subscriptions to publications, etc., is an excellent plan. The best plan for future funding is the plan that does not require outside grant support.

Total Budget	Total $91,664		Requested $76,442	Donated $15,222
I. Personnel		Sub-total --------	$69,676	$ 4,000
A. Salaries and Wages			$50,100	
(1) Exec. Director @ $1,000/mo (100% time) x 12 mos		$12,000		
(1) Admin. Ass't. @ $700/mo (100%) x 12 mos		8,400		
(1) Librarian @ $800/mo (100%) x 12 mos		9,600		
(1) Research Ass't. @ $750/mo (100%) x 12 mos		9,000		
(1) Secretary @ $625/mo (100%) x 12 mos		7,500		
(1) Secretary @ $600/mo (50%) x 12 mos		3,600		
		$50,100		
B. Fringe Benefits			$ 4,576	
SUI (State Unemployment Insurance) 3.6% of first $4,200 of each salary, 3.6% x $24,600		$ 886		
Workman's Compensation = $100 for all employees		100		
FICA = 5.85% of first $10,800 of each employee salary = 5.85% x $48,900		2,870		
Health Insurance = $10/mo x 6 employees x 12 mos		720		
		$ 4,576		
C. Consultants and Contract Services			$15,000	$ 4,000
150 Trainer days to conduct training programs @ $100 per trainer day		$15,000		
Auditing Services (donated) 10 days @ $150 per day	$1,500			
Legal Services (donated) 5 days @ $200 per day	1,000			
Public Relations (donated) 10 days @ $150 per day	1,500			
	$4,000	$15,000		
II. Non-Personnel		Sub-total --------	$ 6,766	$11,222
A. Space Costs				$ 9,060
2,100 sq. ft. @ 30¢/ft/mo x 12 mos (donated	$7,560			
Maintenance @ $75/mo x 12 mos (donated	900			
Utilities @ $50/mo x 12 mos (donated)	600			
	$9,060			
B. Rental, Lease & Purchase of Equipment			$ 75	$2,162
(1) Desk @ $75		$ 75		
(6) Desks @ rental equivalent of $6 ea/mo x 12 mos (donated)	$ 432			
(3) Typewriters @ rental equivalent of $20 ea/mo x 12 mos (donated)	720			
(4) File Cabinets @ $60 (donated)	240			
(40) Student chairs @ $7 (donated)	280			
(10) Office chairs @ $40 (donated)	400			
(1) Adding Machine @ $90 (donated)	90			
	$2,162	$ 75		
C. Consumable Supplies			$ 900	
6 employees x $75 each/year	$ 900			
D. Travel			$ 1,651	
Local				
Exec. Director @ 100 mi/mo x 12 mos x 10¢ mi		$ 120		
2 Trainers @ 500 mi/mo x 12 mos x 10¢ mi		1,200		
		$ 1,320		
Out-of-town				
Exec. Director to NCOP Conf. in Detroit, Oct. 22-24 @ $256 r-t airfare + days per diem @ $75		$ 331		
		$ 1,651		
E. Telephones			$ 2,040	
Six lines @ $20/mo x 12 mos		$ 1,440		
Out-of-town calls @ $50/mo		600		
		$ 2,040		
F. Other Costs			$ 2,100	
Postage: $100/mo x 12 mos		$ 1,200		
Library acquisitions, including subscriptions to periodicals, such as		600		
Insurance		300		
		$ 2,100		

ination, paint, and a variety of props to create a suitable setting: surgical instruments, operating tables, coffins, "corpses," plus eerie sound and lighting effects and horrendous backgrounds.

Center volunteers manned the exhibits and provided safety-supervision throughout the event.

Publicity and promotion breaks were ideal with the press, radio and television cooperating fully. The Providence *JOURNAL-BULLETIN* Weekend Section featured a full cover page spread of photographs; the news section carried a boldface paragraph announcement and a lead story with description of exhibits and how-to-get-there information. It also included two other vital items: (1) "To tour the house costs 60¢, with money going to the Center for the Arts." (The 60¢ admission fee was a wise choice for families with children.); (2) "With your admission ticket you get a coupon for one of McDonald's hamburgers costing 30¢."

The results: (1) The total attendance reached 23,400; (2) McDonald's Restaurant was swamped; (3) an extra crew of cooks had to be assembled; (4) 17,500 free hamburgers were served to family groups and children's Halloween party groups; (5) a final net profit of $13,400 was realized for the Center for the Arts; and (6) undaunted, McDonald's manager smilingly offered to host another such party, come Halloween 1976.

RUMMAGE SALE*

Everyone loves a bargain, and the citizens of Norfolk, Va., are no exception when it comes to the annual Cancer Society Rummage Sale. The event has become a tradition. Tables are set up in Norfolk's spacious Town Hall. Volunteer clerks are on hand to sell merchandise donated by the public. You name it, they sell it—clothing for the entire family, housewares, bric-a-brac, food, plus a special table of new merchandise given by committee members.

Committees are selected well ahead of the event, with a chairman appointed for each table. Over-all chairmen coordinate the plans. Letters are sent out asking for donations, with a solid publicity program to follow-up the direct contacts. Volunteer workers from outside the local committee are recruited for the two-day project of unpacking, sorting and marking the items, thus making it truly a community affair. The price range is as wide as the list of items to choose from. Some carry price tags as low as a nickel. The day-long event, which annually attracts buyers from a wide area around Norfolk, netted $1,200 for the drive reported here.

ICE SHOW*

"Funorama on Ice" is presented each year by the Essex Skating Club, Inc. of New Jersey for the benefit of the Hospital Center at Orange, New Jersey. It has been held for eleven years in West Orange at the South Mountain Ice Arena, which has a seating capacity of 3,000. Peg Fleming, Tim Wood and famous figure-skating stars from all over the world have performed.

More than 1,000 volunteers are involved in putting on the event. Included in the group are 200 participants who are members of the Essex Skating Club. Several hundred volunteers from the Hospital Center assist, including trustees, women's auxiliary members, doctors, student nurses, candy stripers, Boy Scouts, church groups, Junior Chamber of Commerce and other community organization members.

For promotion a major insurance company makes available its community service unit, a department store contributes the use of its windows for advertising displays, and many business establishments accept posters produced in a poster-making contest. Country clubs offer combination dinner-Funorama parties to their members. Many organizations such as Girl Scouts and Boy Scouts purchase tickets in groups. The Funorama stars visit the hospital to talk with children and adult patients.

The event serves as an excellent public relations vehicle for the Hospital Center and creates considerable good will. It receives wide publicity in both local and New York City newspapers, radio coverage on local stations, and was even featured on *Wide World of Sports* one year. A dinner dance, cocktail party and other social festivities are tied in with the event.

"Funorama on Ice" has raised approximately $200,000 for special hospital projects selected for their public appeal—such as equipment for a heart clinic, renovation of the accident room, etc. A number of contributions from individuals and corporations are received each year from people who cannot attend.

Funorama is highly successful, particularly because of the cross section of the local population involved in staging the show. The Funorama team of volunteers includes prominent civic and business leaders and a wide range of individuals, young and old, of all races, from all economic levels.

*Excerpted from *The Handbook of Special Events for Nonprofit Organizations*

THE W

W EXPERIENCE

By Brenda Hanlon

Women and volunteering is a hot issue these days. The National Organization for Women cries "exploitation!" and many members of the women's movement agree. Volunteerism gives women the illusion of participation in society, these feminists argue, thereby keeping large numbers of capable workers out of the labor market. While making allowance for *change-oriented* volunteers who would work to improve the position of women, they accuse *service* volunteers of merely upholding the *status quo*. There is one women's organization, however—Wider Opportunities for Women (WOW)—which does not see volunteerism as an issue. As old as the women's movement itself, WOW has made a successful venture of integrating its three main concerns—women, work and volunteering—in its quest for equal rights for women.

Located in the nation's capital, WOW (formerly Washington Opportunities for Women) is a nonprofit group of women determined to erase the traditional stereotypes about "woman's place" and "women's work." Using Washington as its workshop, WOW has experimented with a number of programs designed to make women *and* employers aware of the benefits of new and promising work opportunities in fields usually dominated by men. There is a Career Center, which provides employment information and advisory services to local women and job referral to employers. There are a number of work-training programs (called "Getting It Together") which have opened up well-paid, skilled jobs for ex-offenders, female heads of household and other disadvantaged women. There are continuous career planning and upward mobility seminars for high school girls, female government workers and college students.

The success of these experiments has spread to other cities where WOW shares its "secret" with women wishing to start similar programs. And the rapidly-growing circulation of *Women's Work*, WOW's year-old bimonthly mag-

Paul Conklin for Washingtonian *Magazine*

Directors (l to r) Fleming, Nelson and Janney have good reason to smile: WOW has grown from a local job counseling service to a national model for social change.

Brenda Hanlon is editor of NCVA's Voluntary Action News.

azine, confirms its emerging role as a national model for real social change.

"If the success of our organization tells me anything," says Mary Janney, WOW co-director, "it tells me that we developed an instrument that met the needs of women in the mid-1960's." She and Jane Fleming, former Vassar classmates, are the co-founders of WOW and now share a co-directorship with a third woman, Christine Nelson. Seated around a little table in a corner of an office crowded with desks, staff, and telephones constantly ringing, they recall how WOW got started ten years ago:

"After several years of marriage and raising children," Janney remembers, "we began meeting with friends and alumnae to discuss a mutual need: how does the woman of uncertain age and skills get back in the job market after years away? We soon realized we had few answers to finding a job and even less confidence in landing one." So, they created their own agency to meet this need—"a place where we could get the kind of information and support we needed."

From humble beginnings—a free desk and space in the local Employment Service and an all-volunteer staff— Janney and Fleming's idea has grown into an organization that has expanded in scope and activities to realize a budget of half a million dollars (1974-75) and a paid staff of 25.

Their success is a reflection of the growing consciousness that all women, regardless of racial, socio-economic or educational background, share a commonality of problems in the job market. And this is why volunteers fit in so well at WOW. They feel the same needs as WOW clients—to be taken seriously, to assess their own interests and talents, and to develop skills for a next step in their lives.

Betsy Cooley, a WOW volunteer/intern since last summer, chose WOW and her assignment in national program development because she was seeking "a reasonably controlled work schedule and very stimulating work in a new field." (A pay check was the least of her priorities.) With a Master's degree in counseling, she had worked at the Civil Service Commission for several years before taking time off to become a mother.

When she was ready to return to volunteer work, she carefully researched and approached several organizations that appealed to her—including NCVA, Common Cause, some community mental health centers and a psychiatric hospital that was totally unprepared to place volunteers. But WOW had the edge. "I couldn't forsake the times I'd had with the women's movement and career development for women," she admits.

Two-time WOW client Pat Spellman was also attracted to WOW in search of a new career. "When I went there I was really desperate," she recalls. "It seemed like the whole world was a secretarial pool." Besides the concrete advice on where and how to look for a different kind of job, she was impressed with the friendly and supportive atmosphere created by the volunteer counselors. She landed one of her first non-secretarial jobs with a nonprofit voluntary organization, launching a new career as a writer/information specialist. Spellman compares her experience at WOW to "finding a Christmas tree with lots of presents underneath it."

WOW volunteers work within a structure specifically designed to overcome those feelings of "being out of it" that Janney and Fleming so well remember having when they started out. A volunteer must apply and compete for her job, then sign a contract agreeing to certain responsibilities and time commitments. For its part, WOW adheres to a bill of rights for volunteers, providing training, opportunities for advancement, transportation money ($4.00 a day), "credit" in the federal job market (WOW was a major force behind changes in the Civil Service requirements that now accept volunteer experience as valid work experience).

In the Career Center, a volunteer counselor signs up for one day a week. After a thorough training period, she

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Staffed almost entirely by volunteers, WOW's Career Center provides intensive individual counseling to women seeking meaningful careers.

works a five-hour day, from 9:30 to 2:30, beginning and ending in a staff meeting. In the morning, there are announcements and a weekly update of library (career-planning) materials. In the afternoon, the volunteers have a half-hour wrap-up with the head interviewer to discuss the day's interviews and how they handled them. The directors feel that by defining the day, the volunteer gets the message that her work is important.

There is plenty of room for flexibility and growth within this program structure. "Volunteers turn out to be terrific resources," says Jane Fleming. "We see them as tentacles in the community and would not want to be without them." The Career Center, WOW's oldest program and almost totally staffed by volunteers, is a model for productive change. Besides a new name (formerly The Information Center), the Career Center has converted from a free service to a fee-paying membership. Through the years the Center has personalized its services, now offering intensive individual attention rather than group counseling. It has also adapted its approach to a younger, more independent and career-oriented clientele. The result has been phenomenal growth: from 500 clients in 1967 to more than 1400 a month by 1974!

Many of these innovations stem from WOW's practice of allowing volunteers' ideas to filter to the top. For instance, volunteers developed the color-coded and very accessible resource system for members' use in the Career Library. Phoebe Taylor, author of *How to Succeed in the Business of Finding a Job* and a multi-resourceful volunteer, recently introduced a new service to the Career Center's members: a noon-hour discussion group called "Working on Working." At these meetings members are welcome to drop in and share information on how they are proceeding (and succeeding) with new career plans. "We realize it's a formidable task to launch or change a career," she says. "There is a lot of trial and error and frustration involved. Women find these lunchtime 'stroking sessions' very supportive."

There are other benefits to being a WOW volunteer. A number of former volunteers who responded to a follow-up survey indicated that they benefitted most from a combination of the daily interaction with other staff and access to the job development resources. Based on their comments, however, these benefits translate into *confidence:* "Most important was the return of confidence. . . ."; "Great increase in self-confidence enabling successful search for professional part-time job"; "I feel the biggest aspect . . . development of increased confidence in myself."

Helen Dupont, WOW's new business manager for Women's Work, agrees. With an extensive background in educational and employment programs, she was accepted as a volunteer counselor last winter. When the editor decided to start a volunteer program, Dupont became one of the first interns. "I'd always enjoyed writing fiction in my spare time, but had no formal experience or college courses in writing," she says. "The encouragement I received was very important to me." Her name soon appeared on the masthead as "contributing editor," and it wasn't long before she received several full-time job offers and some free-lance work. She believes that "WOW has been a terrific springboard" for her.

Former WOW volunteers have taken their new-found confidence into a multitude of new careers. They are now editors, students, college instructors, investors, business owners, consumer relations coordinators, directors of development, and many other kinds of satisfied career women. When these women applied for their volunteer positions at WOW, it was probably with little expectation that they would work themselves out of the job—and into a new career. It is no wonder that being a volunteer at WOW is commonly (and more appropriately) called "the WOW experience."

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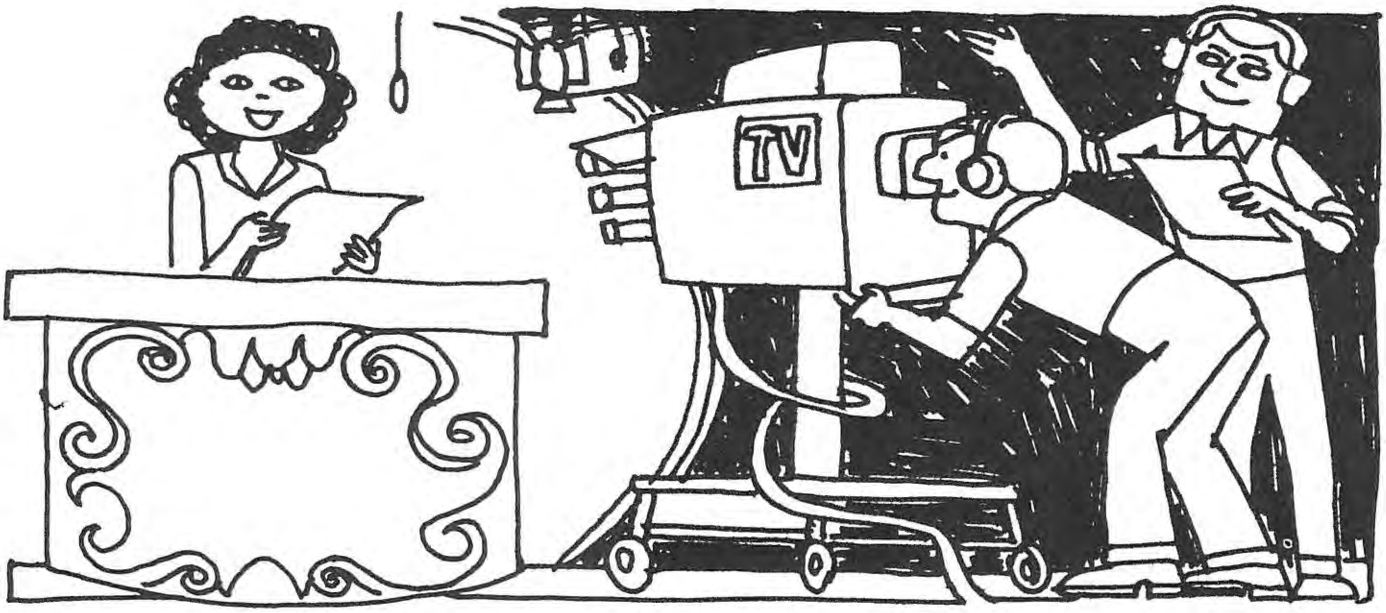
Many of its innovations result from WOW's practice of allowing volunteers' ideas to filter to the top. For instance, volunteers developed the color-coded and very accessible resource system for members' use in the Career Library.

communications workshop



By Len Biegel

Television and radio, as two of the most powerful media, present the most diverse opportunities for fund-raising. As with commercial advertising, spot announcements are the broadcast vehicles. (A spot, for those not sure of the jargon, is that frequent, seemingly ubiquitous, amount of time given to a radio or television ad: 10, 20, 30 or 60 seconds to advertise products and services, promote programs, and serve public causes.) Though public service time is the "leftover" time after commercial commitments are fulfilled, it is probably the most valuable time you can obtain in the media. Rarely does a station—and we are talking here exclusively about local stations—sell all of the available time positions; and it has pledged, as a condition of its license renewal, to grant a certain number of these unsold positions to public service causes at no cost.

Though the stations are obligated to provide public service time, they have frequently done so in a very arbitrary manner, often considering the material as a "filler." This explains why you will see a spot announcement for a cancer campaign running in a children's program—or an announcement for an obsolete event. This pattern of sloppy placement has, however, been on the wane as community groups across the nation have become more conscious of the rights of citizens *vis a vis* the broadcasters. And they have been complaining and petitioning, within the law, to deny license renewals. The complaints, varying from unequal employment opportunities to inadequate coverage of local affairs, have created a mood of greater responsiveness by the broadcasters. And now, more than ever before, the broadcaster will respond to you when you come to him with a request.

You must remember, however, that a broadcast station is a busy, complex place, and you cannot simply arrive and expect to be given all the attention you assume you deserve. There is a specific person at each station whose job concerns public service material, and that person is generally called the public service director. This person, frequently reporting to the general manager of the station, is the day-to-day operating party to implement your request. Do not, however, ignore any opportunities which may come your way to meet the station's program director or general manager. This additional personal contact can be a major ally for you.

There are many types of spots to choose from:

Television

Film or video tape spot. This spot is the expensive one. Commercial advertisers frequently spend in the six-figure category to produce one spot. The Ad Council produces about 30 national public service spots through their volunteer agencies each year, and the cause pays only for out-of-pocket costs and distribution. You can easily spend several thousand dollars to get good results—unless you can convince a lot of people in the community to volunteer.

Slide spot. This spot generally runs ten seconds, can be produced for under $200, and can be quite effective. Ten

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Len Biegel, communications consultant and television producer, is a regular contributor to Voluntary Action Leadership. *Twice winner of an Emmy Award for "Panorama," a Washington, D. C. talk show, he is also co-author of* Mediability: A Guide for Non-Profits.

seconds is quite a short time, and you must be able to tell all of your story in that short time; and then compete for the relatively few number of ten-second availabilities.

Community Bulletin Board. Most stations run a one-minute spot each morning, announcing community events and activities over a generic slide. Each portion of the announcement is generally allotted ten seconds. This costs you nothing at all; but don't count on one hundred percent success based on the Community Bulletin Board.

Radio

Audio tape spot. Much like the film or videotape spot in television, this is the expensive one, though radio costs are a small fraction of television. Once again volunteerism can keep the costs down.

Live spot. Radio disc jockeys thrive on talk between the records, and they are frequently willing to give excellent "plugs" for public service causes. For virtually no cost, this is one of the most valuable spot positions to aim for.

The success of any spot announcement effort is largely up to you. Take considerable pains to analyze your goals, your budget, the potentials for voluntary help and your audience. Observe and learn from the most creative, professional efforts; and translate this into your efforts. The public is accustomed to a considerable volume of quality commercial production, and they tend to respond to the most imaginative and informative efforts. Interestingly, the ones which create the most successful responses need not be the most expensive; and there is no reason you cannot be successful in your fund-raising on a modest budget. Your success will depend largely on a combination of several factors:

• *The clarity and imagination of your message.* Avoid gimmicks for their own sake, and use special techniques to attract attention and entertain—but never lose sight of the substance.

• *The placement at appropriate times.* Remember to give the broadcaster some general guidelines and encourage him to cooperate. The placement, however, is totally in the broadcaster's hands; and the more effectively and compellingly you make your case with the broadcaster, the more your chances of success.

• *The frequency of broadcast.*
• *The level of interest* or empathy of the audience.
• *The ability of the audience to respond.* Economic conditions and seasons are central to this point, and the analysis of the audience is a prime planning point.

Consideration of all these factors, taken as a group, will constitute a fascinating task; but only by so doing can you best organize and succeed. Do not ignore any—or your efforts will result in failure. Become a serious student of advertising, for it can help you to communicate effectively. And, in this highly unscientific craft, there are few hidden techniques. Observe. From your observations will come some important points you can put to work in your own campaign. Pay close attention to every spot you see or hear for several weeks—really think about them and discuss them with your colleagues. Did the spot entertain you? Did it compel you to an action? Did you even remember anything about it half an hour later? Find out whether thoughts have been stimulated or changed, what attendance or the volume of requests was, and how much money was raised. In short, ask those who have succeeded—their answers will be invaluable.

Perhaps we can offer, then, some general ground rules for spots that work:

• *Be simple and direct.* Conceive your material with the viewer or listener in mind. He or she is bound to have dozens of other distractions or priorities and can best address him or herself to your material when it is very simple and direct. Success in affecting an audience can best be accomplished by your doing some mental role-playing. Consider the "average" people outside your field and imagine them seated at home, looking at or listening to a spot about your cause. What language will reach them? Give this notion some solid hours of thought, and your chances of affecting and motivating people will be greater.
• *Be creative,* while at the same time remembering the guideline of simplicity and directness.
• *Adopt and stick to a policy of total honesty.* While most of your communications efforts have positive aspects to bring out, don't deny or hide your shortcomings.
• *Learn as much as you can,* not only about your audience, but about the business of radio and television.

• *Distribute your material* to every radio and television outlet in your community.
• *Determine the right media contacts* and use them.
• *Above all, be clear:* make every word and picture count.

For a great deal of the material, the physical production is a central concern; and your own dedication to volunteerism should play a role here. Broadcasters, for example, are constantly looking for opportunities to be commended for community service; and you frequently can prevail upon them to provide facilities and personnel for production of spots at no cost to you. But all will fail if your material does not get placed—or if it is placed in poor or inappropriate time periods. Assuming first that you cannot pre-empt the sold positions, (presumably you would have no station without them) fight for the best of the leftover. And leftovers can be superb, as any good cook will affirm.

Watch out, though, for the placement pitfalls, such as:

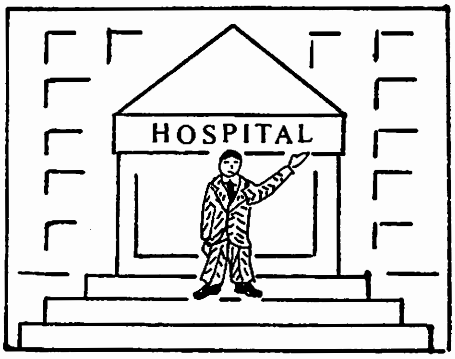
• Placement in inappropriate time periods.
• Placement in fringe time periods, such as 6 a.m. or 2 a.m.
• Sending the material to the wrong people.

How can you avoid these pitfalls? Personal contact. And that will be the subject of our next "Communications Workshop."

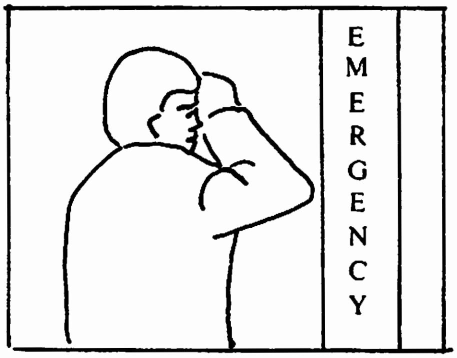
A Very Special Idea. Volunteering has its rewards, as we all know. And it is quite pertinent to radio and television. You, in fact, can play a role in fostering more and better-organized volunteerism in radio and television.

How? By encouraging creation of local chapters of an Ad Council.

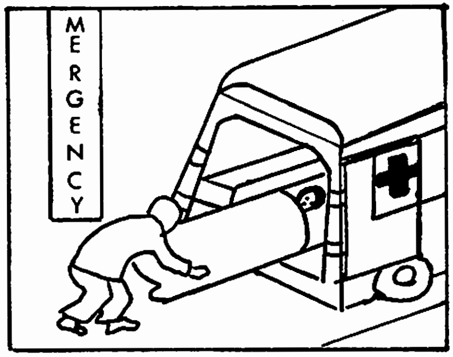
The Ad Council coordinates volunteer advertising agencies who put forth major efforts to create such national campaigns as "Don't Be Fuelish" and "Buy Savings Bonds." It was even the father of Smokey the Bear. Governed by a board of directors from a broad cross-section of business and civic life, they approve approximately 30 campaigns each year. These approved campaigns are then assigned to member advertising agencies who have expressed an interest in volunteering. The sponsoring organization for each campaign receives full creative efforts from the volunteering agency and distribution



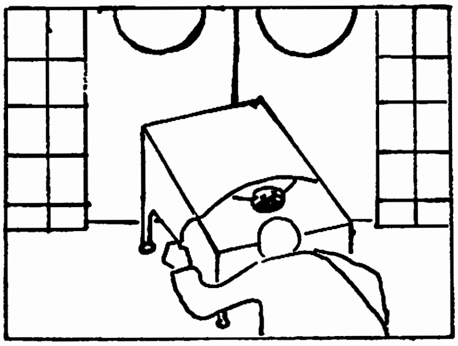
1. Music: Under and out in 4 seconds. "As mayor of Main City, one of my greatest



2. concerns is the health of our citizens. We never

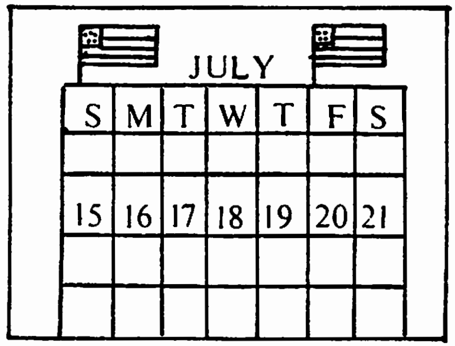


3. know when emergencies will strike us and

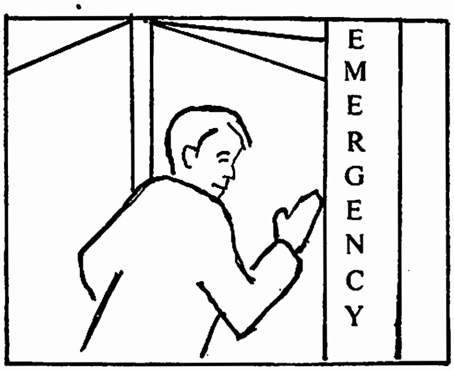


4. our loved ones.

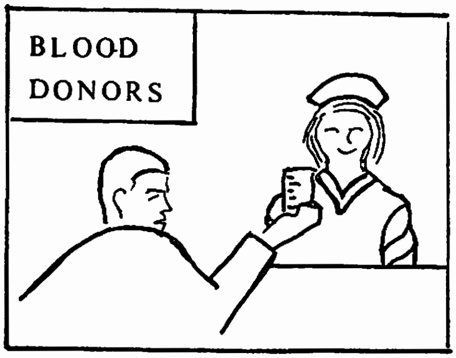
5. One of the clearest ways to provide protection for ourselves and our loved ones



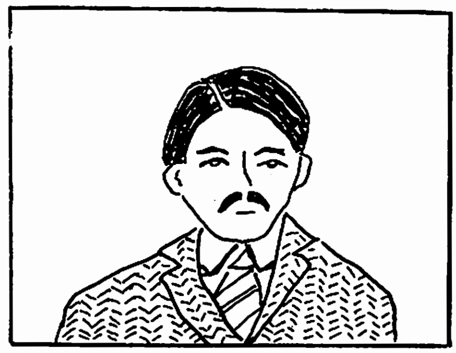
6. is to take part in the annual Blood Drive the entire seven days starting July 15.



7. Signing up and giving blood takes so little



8. time and does so much. If you are over 100 pounds, over 18, and in good health,



9. please help those who need blood to live—today and tomorrow.

10. You may make your pledge appointment by calling the special number, 828-6824, 9 AM through Midnight.

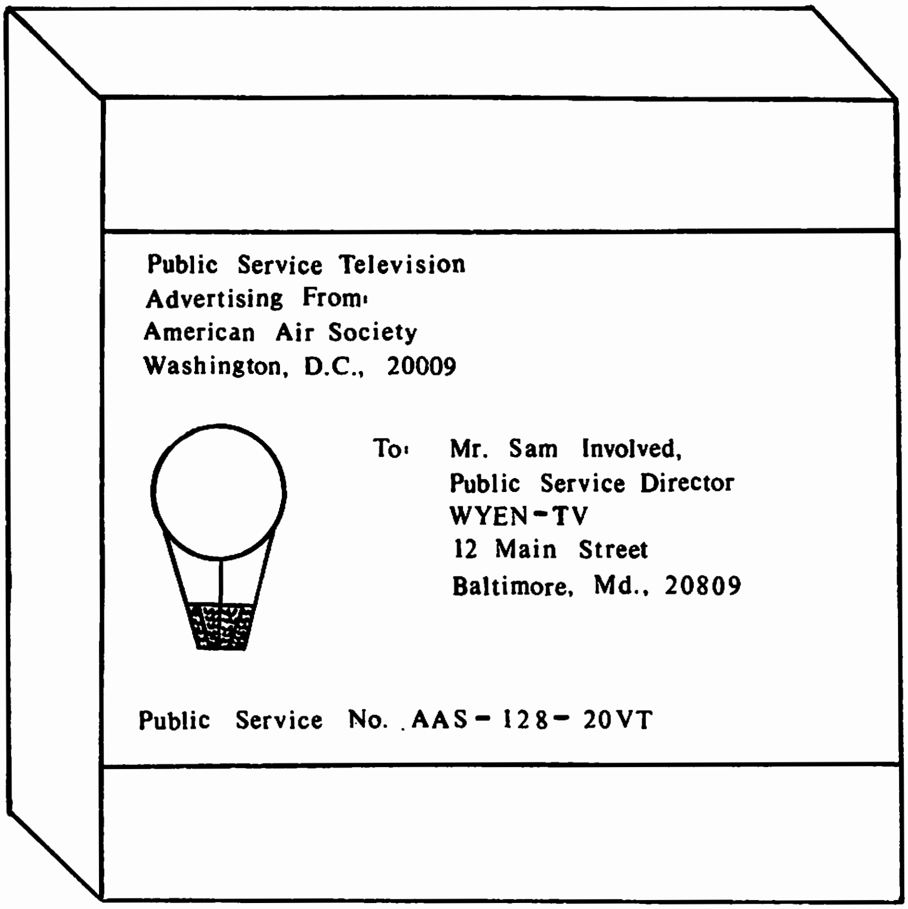
BLOOD DRIVE
WEEK
July 15 - 21

11. You can't afford not to."

828 - 6824

12. Music up and out. Fade to black.

Artwork above and following page by Roberta Biegel. Reprinted, with permission, from Mediability: A Guide for Non-Profits *© 1975 by Len Biegel and Aileen Lubin.*



If the material does not get to the right person at the right time, all is lost. Be specific, always addressing your package to a specific person's attention. Identify the contents and, if your budget and imagination can stand it, add attention-getting graphics to the package so that it will stand out in a huge volume of mail.

through the Council. The sponsoring organization is responsible for out-of-pocket costs only.

In most communities there are at least one and frequently several advertising agencies. Through your efforts, you might find that these agencies and the local radio and TV stations can form a community Ad Council. In this way, the most efficient use can be made of the volunteer resources available, their use can be encouraged, and a forum for exchange of local information can be formed.

A phone call to the right manager of the right station can get the ball rolling in your community.

Following are some responses to some general types of concerns which many people have:

How much time should I allow for production of a spot announcement?

This is a highly variable matter, and could be as short as one week or as long as six months. The shorter length of time should be adequate for the simpler types of spots—*i.e.*, those which are on slides or which involve only one person before a camera in a studio. For the latter type, the local television station usually invites you to come to their studio; and all of the production details are theirs. Other types of spots require careful planning of your message as well as shopping around for the best and most economical facilities. This could take as long as six months, although three months might be a better average. Remember, none of this includes time for distribution.

I've never done a spot before. Can I do it myself? Or do I need an experienced person?

Professional or amateur, you need an experienced person. You are competing for viewer attention in a competitive atmosphere and you need to aim for the best quality. Spot productions of the type you will require most likely can be produced under the leadership of one individual, who will serve as the producer/writer/director. He will manage the project for you, write the spot, and create coherent and artistically pleasing audio and video material.

There are many freelance people as well as staff members at the local television who can do this for you. If you are successful in convincing an experienced person to volunteer all or part of the services, so much the better.

Engage the producer/writer/director as early as possible and begin sketching the ideas roughly in a storyboard, which is a cartoon-like layout of the sequences you intend in the spot. (See example on p. 27)

Telethons seem to raise a great deal of money. How do I go about organizing one for my organization?

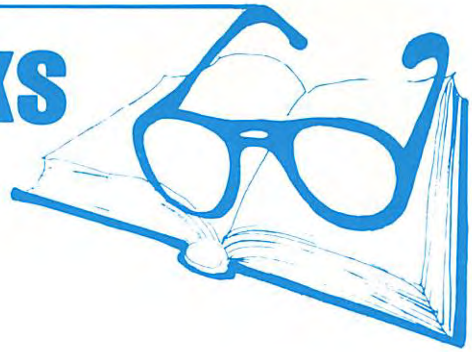
Proceed with extreme caution. Telethons are extremely complex and require a considèrable amount of money for organization, as well as a commitment from a station and the sanction of the performing unions. The latter is granted through an organization called Theatre Authority, and they are the first contact you ought to make. Located in New York City at 485 Fifth Avenue, they do a marvelous job of helping telethon efforts get on the right track and monitoring them so that poorly run telethons are kept to a minimum.

I've been invited by a local television station to a "Community Ascertainment Luncheon." What does all of that mean, and should I accept?

Community ascertainment is the formal phrase for the Federal Communications Commission's requirement that broadcasters maintain constant and in-depth contact with community leaders, in order to be aware of the developments and problems of the community. Many stations elect to do this at a monthly luncheon at which eight or ten leaders such as yourself are invited to speak informally on how they see the problems of the community. Be candid and brief; do not be patronizing. They need your input.

This is an excellent opportunity for you, too, to benefit; you may meet some of the station people in an atmosphere in which they can get to know you—and be of help to you in the future.

books



HOW TO GET MONEY FOR:
• YOUTH, THE ELDERLY, THE HANDICAPPED, WOMEN, AND CIVIL LIBERTIES, $7.95. 314 pp.
• CONSERVATION AND COMMUNITY DEVELOPMENT, $5.95, 137 pp.
• ARTS AND HUMANITIES, DRUG AND ALCOHOL ABUSE, AND HEALTH, $5.95, 232 pp.
• EDUCATION, FELLOWSHIPS, AND SCHOLARSHIPS, $5.95, 154 pp.
Human Resources Network, 2010 Chancellor Street, Philadelphia, PA 19103, 1975.

These books are similar in that they are all divided into two parts; the first twenty-four pages of which are the same in each book. This first section is devoted to general information about fund raising, program planning and proposal writing. If one has not prepared a proposal previously, this section can be helpful. It covers all aspects of the problem and suggests a logical arrangement of the facts so they can be readily understood.

The second section is a listing of funding sources which one would assume would be limited to those that indicate they have an area of interest similar to those in the title of the book. In the *Youth . . .* volume, for example, many of the listed sources support the United Way or the Community Chest. To the extent these organizations support youth organizations then it can be assumed anyone making a grant to them is supporting youth; but that is of no particular interest for anyone seeking support for his project.

As noted above, this book is prepared by the Human Resources Network. Thinking they could explain why so many seemingly unrelated funding sources were included in a "How To Book," I spoke with the publisher, Chilton Book Company, but they were ". . . not familiar with the Human Resources Network."

This series is scheduled to be revised annually. This is essential for a not too obvious reason. Funding sources change their areas of interest, and most printed matter is gleaned from annual reports. For this reason it is important that a potential funding source be contacted first before a proposal is prepared to be sure that the funding source continues to have the same area of interest as the project you have in mind.

BIBLIOGRAPHY OF FUND RAISING AND PHILANTHROPY, National Catholic Development Conference, 130 East 40th Street, New York, NY 10016. 1975. 84 pp. $22.50 prepaid.

This is a comprehensive list of titles appropriately arranged as to subject. It is a helpful tool for anyone interested in developing background information on what has been published to date on a particular phase of philanthropy. It is timely, being current through March of 1975. Its cost may tend to limit its availability to research libraries rather than everyone's bookshelf. It should be thought of as an initial reference before spending valuable time thumbing through the library card index.

—Charles M. Menagh,
NCVA Consultant

PRINCIPLES OF ASSOCIATION MANAGEMENT, American Society of Association Executives, 1101 16th Street, N.W., Washington, D.C. 20036, 1975, 436 pp. $20.

This book is a comprehensive description of trade and professional associations in the United States and their management. For the novice wishing to know about association management, it is a good introduction; for the veteran association personnel, it is a good review. The chapters march through history and purpose, functions and development, intra-agency needs and management qualifications to ethics and professionalism and America's and associations' futures.

Occasionally, the treatment is too basic for the veteran and irrelevant for the beginner. Much of this results from the method of creating the book; coordinating commentary on manuscript by "experts and consultants in the field." A variety of approaches is presented, not synthesized or analyzed, and is often used as a base for rather banal prescriptions that 'management should be humane' or 'training is good' or 'controls should be future-looking.'

Those considering careers in association management are strongly cautioned:

The association executive frequently has no distinct definition of his role or his status, and his success is measured in such abstract terms as member approval and value of services offered.

or

. . . the association executive is not the final authority in the association . . . (but) will be held responsible by the members for the association's success.

These cautions for the novice, which might serve as consolation for the veterans of association management, need serious analysis and strongly urged alternatives. Organizational qualities such as 'responsibility without authority,' 'undefined managerial status,' are not explored, only slightly deplored as constants in the management of associations.

Within all organizations, it is thought desirable and necessary to establish purposes, goals, and objectives; reinforce their definition with methods of achievement; monitor their achievement with techniques permitting revision; sanction revisions with encouragement and continued monitoring. Often developed in an intricate vocabulary by profit organizations and government agencies, these requirements remain for nonprofit associations a collection of bewildering and numbing questions in need of suggestions, if not answers. *Principles of Association Management* offers slight assistance and often retreats to gratuitous counsel. For example, early in the chapter "Concepts of Organizational Control," existing practices are supported:

Judgment—or hip-pocket, seat-of-the-pants, gut-level appraisal by the person in charge—is probably the most common method of standard-setting. And in some ways, it has never been excelled.

So introduced, the chapter, even though descriptively good, loses relevance and importance as a discussion of genuine tools for the management of non-profit associations.

A basic need of non-profit associations is a standard for evaluating performance. Some variety of 'cost-effectiveness' is required. While Program Evaluation Review Technique (PERT), Critical Path Management (CPM), and Management by Objectives (MBO) may not be appropriate for non-profit associations, the type of thinking which produced these systems is surely needed to develop management techniques for non-profit associations, the type of thinking which produced these systems is surely needed to develop management techniques for non-profit associations. The absence of such thought is the most serious weakness of this "textbook on the modern-day association."

—J. Dale Chastain, President, SMART Associates, Inc.

ALTERNATIVE SERVICES: THEIR ROLE IN MENTAL HEALTH, Raymond M. Glasscote et alia, *American Psychiatric Association, 1700 18th St., N.W., Washington, D. C. 20009, 1975, 329 pp. $8.00.*

The Alternate Services, an interesting compendium about runaway houses, counseling centers, free clinics and similar services, offers an intimate view into fourteen "unofficial helping agencies" (not wholly funded by official sources). These agencies primarily help a youthful population, extending in age through the late twenties.

Of the reasons which clients to alternate services named for using these facilities, the most pervasive was loneliness. While many initially come in for drug or sex counseling, most then verbalize feelings of being alone and of lacking a sense of relatedness. One explanation proffered for such alienation is the adolescent's passionate desire for the dependency of childhood. While this desire is discussed by the authors in terms of middle class, affluent, white adolescents, it is also notably experienced by alienated poor black youths from broken homes in which they act as father-surrogates to their younger siblings.

Although the earlier sections of this book drag a bit due to unnecessary overdetailing, for the most part the book provides particularly lucid descriptions of alternate services and of those who use them.

Carole Rayburn, Ph.D.
Clinical Psychologist

legislation/regulations
(Continued from p. 10)
take a deduction for organizations which are not charitable 501(c)(3) organizations. Other bills pending include H.R. 6462 (tax credit for assisting the physically and mentally handicapped through charitable organizations), H.R. 1662 (deductions for volunteer work done on behalf of tax exempt groups contributing significantly "to the welfare of the community"), H.R. 6792 and H.R. 8020 (deductions for volunteer services performed in Veteran's Administration hospitals), H.R. 4466 (deductions for volunteers over age 65). None of the bills are scheduled to be considered by Ways and Means in the near future. A lack of consensus from volunteers and the potential loss of revenue have contributed to a delay in consideration.

Nonprofits Receiving Public-Service Employees. Last year, Jill Ruckelshaus, NCVA's then Deputy Executive Director for National Affairs, submitted testimony to the Senate Subcommittee on Employment, Poverty and Migratory Labor in favor of channeling more public service employees and training funds to nonprofit institutions. Ms. Ruckelshaus noted that while local authorities (prime sponsors) in charge of allocating funds under the Comprehensive Employment and Training Act have experienced good relations with nonprofits, some prime sponsors deny nonprofits any consideration for CETA support and keep all public service employees within city hall. Other bills to be considered by the appropriate committees would give a larger share of CETA funds and employees to nonprofits—H.R. 11187 (Rep. Daniels of New Jersey) and S. 1797 (Senator Pell of Rhode Island).

Legislation which would change this practice by dramatically increasing the opportunity of nonprofit agencies to receive CETA support has cleared the House Education & Labor Committee. Under H.R. 11453, the prime sponsor would have to allocate 80% of the monies earmarked for new emergency employment to community institutions such as schools and nonprofit agencies. Passage of the bill would result in the disbursement of close to one billion dollars in CETA support to community institutions. The bill is expected to receive the early consideration of the House and Senate.

research *(Continued from p. 11)*
ernment leader or bureaucrat sit up and take notice. Moreover, these figures we have just given represent only the tip of a much larger iceberg; they refer only to organized volunteer work. There is every reason to believe that if unorganized and informal volunteer work (for people outside one's family) were adequately counted, the total hours and dollar value would be anywhere from twice to five times as large! Then, too, the total hours of volunteer work seems to have grown markedly in the past decade. However large the voluntary sector is now, therefore, it will probably be much larger next year and in the next decade.

Another economist, Marnie Mueller of Wesleyan University, used the Census-ACTION data to investigate discrimination against women in the voluntary sector as compared with the business sector. This discrimination is evident, in part, in what is called "occupational

If you want to recruit more volunteers to give time to your group . . . begin with those people who are already giving money.

segregation"—*i.e.,* the relegation of women to lower-level service jobs while men hold the higher-level managerial jobs. She found that this kind of discrimination against women does exist in volunteer organizations and programs, just as in business and government. However, the degree of discrimination seems to be quite a bit less in the voluntary sector. Women still have not achieved full equality, therefore, even in voluntary action; but at least there is more equality for women in voluntary action than elsewhere. Comparison of the 1974 data with similar data from 1965 showed that there has already been measurable reduction in discrimination against women in voluntarism. Let us hope that other surveys in the future show continuing improvement in this as well as other kinds of discrimination.

Other scholars working with the Census-ACTION data presented analyses of the variations in voluntary activity rates among metropolitan areas and the variations in volunteering among individuals, but we have not the space here to go into it. Let us instead shift to the results of some other national studies.

The study by Morgan and Hybels referred to earlier made another interesting finding—*i.e.,* for most people the contribution of *time* to a voluntary group and the contribution of *money* go hand in hand. People do not generally give significant amounts of time to one organization and significant amounts of money to another. Where they give time, they tend also to give money, and *vice versa.*

This finding has vital implications for recruiting and fund-raising by volunteer groups and programs of all kinds. It suggests that if you want to recruit more volunteers to give time to your group, you should begin with those people who are already giving money. Conversely, if you need more money to support your group or program, you are most likely to get additional support from those people who are already volunteering their time. A simple way to sum this up is to say that you are most likely to obtain both time *and* monetary support for voluntary action from among the same set of committed people. Conversely, if people feel no commitment to what you are doing, you are unlikely to obtain either time or money in significant amounts from them. This seems to be true regardless of the type or size of group involved, since the study was based on a national survey of people in all types and sizes of groups. (The main exception is that you may occasionally get very large gifts from donors who give little time).

Two other economists, Burton Weisbrod of the University of Wisconsin and Stephen Long of the Franklin and Marshall College, have performed a different kind of national study, surveying voluntary or non-profit groups themselves rather than their members. They used as a source of information the records of the Internal Revenue Service, which requires annual reports of all registered tax-exempt organizations. Based on a small sample of I.R.S. reports selected carefully and then extrapolated statistically, they estimated that the total revenues (cash flow, more or less) of all non-profit U.S. organizations for 1973 was over $500 billion. This double-counts many dollars that pass from one non-profit to another, however, and includes all non-profit hospitals, colleges, museums and the like as well as the more volunteer-based groups and associations. Nevertheless, it is still another indication that the voluntary sector is much larger than anyone had previously thought—and thus deserves much more attention than it has so far received.

Finally, psychologist Mary Ann Hoff reported on the results of a national survey of about 180 non-political, national voluntary organizations. With her colleagues, she has been examining the distinctive characteristics of about 40 of the best programs operated by this set of organizations, based on extensive evaluations of program quality.

Here are some of the features of really high quality voluntary organization programs that they have discovered: a sense of mission and organizational identity; capacity of the organization to expand and contract with the realities of funding and changing needs; outstanding, charismatic leaders; a set of well articulated and highly differentiated roles for volunteers; provision of training and self-development opportunities for volunteers; presence of a definite set of financial supporters for the program, usually users (as opposed to being dependent on United Way or foundation funding, for instance); use of internally devised but simple ways of measuring their own success; awareness of similar programs elsewhere and exchange information with them; perception by the clients that the organization is really providing a service to them; a good referral system for clients if the organization cannot deal with them; and clear changes in the character of the program over time, including changes in who "owns" the program—*e.g.,* local people or outside initiators.

By contrast, the poorest quality programs were characterized generally by the following features: lack of accountability in a variety of ways (to boards, clients, staff, volunteers, donors); distortion of mission to suit funding source(s);

Discrimination against women does exist in volunteer organizations and programs, just as in business and government

lack of adequate information flow and openness to the outside; over-attentiveness to fund-raising and public relations (rather than client needs); inability to change programs over time because of being too locked into a particular organizational image and fund-raising approach; over-professionalism in some areas and under-professionalism in others; inconsistent eligibility requirements for clients in different places; general lack of foresight and planning in programming; need to recruit even more clients because the institution and its buildings are too big and need to be supported; need to recruit volunteers very actively (as opposed to their being attracted routinely by the presence of a good program of which the public is aware).

On the other hand, some factors that you might think are characteristic of either a very good or a very bad program were *not* important—*i.e.*, they were neutral and non-discriminating: the number of volunteers involved with a group; the number of people in the population with a particular need addressed by the program; the administrative overhead level; the number of paid staff; the degree of social change orientation of the program; the ratio of professional staff to other staff; whether the program was supported by government funds or United Way funds; whether there were multiple funding sources or a single one; board composition; and other indicators.

Although these findings pertain principally to the quality of the programs of national voluntary organizations and programs, the results also seem to make a good deal of sense for smaller and local voluntary groups. And while a single study does not finally establish or disprove the truth about anything, the methodology and sampling of this study (so far as we know it now) suggest that its results are likely to be a much better guide to running your program than contrary "seat of the pants" conclusions derived from personal experience with only one or a few programs.

Overall, it is fair to say that a number of recent national empirical surveys have advanced our knowledge of the composition of the U. S. voluntary sector. Many of the results of such studies will be published in more detail in another year or so in a review volume sponsored by the Association of Voluntary Action Scholars (AVAS); still others will appear from time to time in AVAS' *Journal of Voluntary Action Research* or will be reported at future AVAS conventions. If you are interested in keeping fully informed on these and other kinds of voluntary action research, join AVAS (write to Box G-55, Boston College, Chestnut Hill, MA 02167).

TRAINING VOLUNTEERS
A Pragmatic Approach to Training

One-and-a-half-day practicum for exploring the training process.

Each workshop is limited to 100 participants who can attend all three sessions.

March 9-10 MOBILE, AL Sheraton Inn	April 6-7 WHITE PLAINS, NY White Plains Hotel
March 16-17 DENVER, CO Stouffer's Denver Inn	April 13-14 ST. LOUIS, MO Bel Air Hilton

First Day

Session I 9:30-12:00 a.m.
Session II 2:00-4:30 p.m.

Second Day

Session III 9:30-12:00 a.m.

PURPOSE

Why should volunteers be trained?
Which volunteers should be trained?
For what purpose should they be trained?

PARAMETERS

How do purposes affect training design?
How does design affect presentation?
How are logistical details important?
How do volunteers determine the design?

PRESENTATION

What kinds of techniques are there?
Which technique is most appropriate?
What are the advantages or limitations of each?

PROCESS

What are the principles of group process?
What are essential training principles?
How can the group **itself** be used?
How does one deal with the **individual?**

No registration fee. Personal expenses are the responsibility of participants.

To register, write:
Ms. Mary Catherine Cameron, Special Programs Administrator, Education and Training Dept., National Center for Voluntary Action, 1785 Massachusetts Ave., N.W., Washington, D. C. 20036. Indicate which workshop you plan to attend, and include your name, address and telephone number. (Don't forget your zip and area codes!)

As I See It *(Continued from Inside Front Cover)*
would inspire the city to meet terrible odds.

Rome later faced, as we face, a major shift in values. Rome always considered its primary problem a moral one. Rome tried a number of techniques to strengthen its moral base. One was to return to the old gods; that did not work. The second was to deify the state—i.e., set up Caesar as a god; it didn't work. Finally Constantine, at the Malvian bridge in 312 A.D., decided to obtain a moral base for the Roman state by accepting Christianity.

Then St. Augustine in the fifth century in *The City of God* legitimized the state as having a limited function but said that the final, ultimate responsibility of individuals was to carry out their duties as Christians in relation to a superior being. It's on that philosophic basis that our founding fathers wrote our Constitution 1,300 years later. The state budget, $52.4 billion, was spent on civilian service. At that time, in terms of quantitative priority, defense still outranked other expenditures. In 1973 the percentage of the Federal budget spent on civilian outlays rose to 66% and the amount of $168 billion—almost an incomprehensible amount. The budget for this year for the Department of Health, Education, and Welfare alone is $133 billion. Since the Depression we have seen an enormous increase in the formal dedication of our GNP—the nation's productivity—to the delivery of civilian services. Society is unable to amass the dollars to pay for the services needed. New York City is bankrupt. The Federal deficit this fiscal year is predicted to be $80 billion. Some way has to be found that will allow both qualitatively better service and more cost-effective delivery. Volunteerism is the answer.

In the last five to seven years we've seen a strong procedural reform in the delivery of services within the Federal Government. There has been a shift away from the delivery of services through expanding Federal bureaucracy towards revenue-sharing—that is, allocation of the money by the Federal Government directly to the states for redistribution through political and private local institutions. That delivery system is both more sensitive to local needs and more cost-effective because it minimizes duplicative bureaucratic structures. Many of you undoubtedly receive some of that revenue-sharing money now.

These two considerations lead logically to the next procedural reform, an emphasis on volunteerism, because volunteerism gives society a better way to deliver services than is otherwise possible. First, in terms of ultimate delivery to the beneficiary, the one who receives the service, volunteerism allows a warmth and a personal delivery which is not possible through a bureaucracy. Volunteerism incorporates the beneficiary into the social fabric, as well as allowing the volunteer, the one who is delivering the service, to participate as a responsible citizen. Secondly it's cost-effective. There's no way, no way at all, in which society can pay for delivery of social services through a paid bureaucracy. There isn't that much money. So it's got to be done on a value system other than that allowed for by the market system.

Our society is tentatively groping with the problem of how the Federal Government should deal institutionally with the delivery of such a vast spectrum of social services. The concern is to minimize the use of the Federal bureaucracy. Basically, there are two ways in which it is possible: one is to limit the Federal role to tax-gathering and allocation of resources through revenue sharing, and to obtain actual delivery through state and local agencies. The second is to increase Federal concern about what the private sector does with the money that it has raised for the delivery of social services.

Therefore, the Federal Government will examine the role of private philanthropy, the kind of thing that the Commission on Public Needs and Private Philanthropy (known as the Filer Commission) is talking about. There are two ways the Government allocates money (in this context): one is the direct tax and appropriation system, and the second is tax credits and deductions for non-profit associations that deliver social services. This tax credit and deduction system is based on the premise that the service performed in the private sector is roughly that which society wants.

If a man makes a gift to a non-profit association of $100,000, he gets a reduction in his income tax payment because the Federal Government traditionally has wanted to have the private sector perform services without processing the resource through the Federal treasury. It is a carry-over of the acceptance in Western society of the responsibility of the religious institutions. When the dominant part of our society was the religious institution, it composed its own tax system, the tithe, to obtain the resources to perform human services. The state has become important—nationalism has become important—since Joan of Arc, if you will. As society became increasingly secularized, the delivery of services moved to private-sector, non-religious institutions; and support of service delivery became increasingly a matter of tax support or tax credit.

It is predictable, I think, that our Federal Government will more and more impose various kinds of conditions on charitable contributions so as to direct gifts into the delivery of services which the Government wants accomplished.

Meanwhile, the Federal Government has become directly concerned about encouraging volunteerism in the delivery of the social services for which the Government has assumed responsibility. Thirty-four Federal agencies now have express statutory authority to use volunteers. Two to three million volunteers are now involved in activities that support Federal service delivery. In hospitals administered by the Veterans Administration, for example, about 107,000 volunteers work with ill people. In the case of the Department of Health, Education, and Welfare, volunteers work in the delivery of social services to poor people. In the case of the Department of Housing and Urban Development, they work in community development. HUD found that it was simply not enough to construct apartments or housing for people. Somehow or other, those people had to be given a feeling of social community; and, therefore, that department became intensely concerned about using volunteers in community development. In the case of the Law Enforcement Assistance Administration, volunteers have become important both in the rehabilitation of criminals and in diversion—i.e., working with people who are about to get into trouble with the law. Volunteerism is a major instrument through which society will help people who are headed for trouble and help those who are already in trouble.

In creating ACTION, the Federal Government took the next logical step. It created an agency with a primary responsibility for volunteerism. The Domestic Volunteer Services Act of 1973 is of three years' duration; it expires next June 30. Congress should hear from you in the writing of its new provisions. What do you want the Federal function to be? Describe your concerns to your Congressmen and Senators so that they will knowledgeably participate in the writing of a new Domestic Volunteer Services Act that will define the Federal responsibility.

The Act describes ACTION's responsibility in two categories. One is a responsibility to administer programs which, if you analyze them broadly, are directed to two pools of volunteers: the young and the old. The programs for the young, such as Peace Corps and VISTA, are no longer legally limited to the age group of twenty to thirty, but are, in fact, directed to that group. The Older Americans Programs are limited by statutory definition to people who are over sixty.

Let me call your attention to a couple of characteristics of those two pools of volunteers. First, they are people who, by and large, have felt alienated, have not felt integrated into society. In the last ten or fifteen years what we have seen among young people is an increasingly articulate expression of distrust or alienation. To a great extent the social activities undertaken in the sixties on the part of Government were in response to concerns felt by many but expressed most strongly by the young. That concern was expressed in the institutionalization of such organizations as the Peace Corps and VISTA which would allow young people to help the disadvantaged of society. There is no longer an ability or inclination on the part of the weakened family to integrate parents and grandparents as they grow older. People with early retirement and increased longevity find themselves with long years in which they are excluded from the market system. They do have productive capability, do want ways in which they can offer services and continue to participate as a vital part of the social fabric. The Federal Government has designed programs—Foster Grandparents, Senior Companions, Retired Senior Volunteer Program—which engage the interests and capabilities of older people.

The second thing that is characteristic of these two groups is that, by and large, they do not have money to support themselves in volunteer work. They need support. When the Federal Government provides that support, it runs head-on into a traditional belief in regard to volunteerism—*i.e.*, a volunteer should not be paid. The Federal Government says, "Here are two groups of people who should serve because society needs their help but who have meager incomes; and, therefore, the Federal Government has to provide subsistence support." I would defend that judgment first in terms of social necessity and secondly because it does seem clear no volunteer ever goes without food, or water, or clothing, or shelter; somebody provides it. It may be that he or she has a rich father; it may be that he or she has a rich spouse. Somebody provides the support; and if an individual is one that society wants to encourage in volunteerism and that individual does not have the means, society will recognize a social responsibility to provide it.

ACTION has developed a variety of techniques for carrying out the second category of responsibility described in the Volunteer Services Act. Actually, these techniques are ways of encouraging volunteerism in the private sector. One is what we might call technical assistance—i.e., research. Another is the Clearinghouse, which we funded through NCVA (now called Technical Services Division) which created a national center to receive and sort information on voluntary action from all over this country and make it available in the form of periodicals, articles, brochures or how-to-do-it pamphlets.

ACTION also provides short-term, start-up organizational support for recruiting and placing volunteers. You will recall that one of ACTION's concerns is that the Federal Government not hurt, discourage, or in any way adversely affect volunteer efforts. ACTION must help, not hurt. Short-term organizational support is a way of helping which entails minimum interference risk. It provides start-up money for VACs or VBs or for city, county, regional or state offices for the coordination of volunteers. The amount of money is always limited to just that which will support the organizational setup; it will pay salaries to the director and the secretary, the rent, the telephone and office supplies. You are not told how to program or plan.

In providing support for research, technical assistance and short-term organizational support, your decision-making process is not inhibited but rather facilitated. Such support should help you perform your job.

The remaining support category is to provide program money. ACTION has begun to do that. We're tentatively experimenting in two ways: mini-grants and large national grants. In the mini-grants, we require 50% matching over $2,000. The average size of the grant is about $2,500. It's for a short-term project that uses a large number of volunteers. The million dollars a year we provide in mini-grants has enabled a lot of associations or even local groups of people to get things done that they would not otherwise have been able to do.

ACTION has experimented also with large national program grants. This may be the future of program support. Here, without curtailing primary institutional independence, ACTION provides money to private entities to accomplish public program purposes.

In all these support areas—research, Clearinghouse, staff training, start-up organizational support, and program funding—we in ACTION want your advice. Are we right in providing support in these areas? How can we do it better?

In conclusion, I want to say again that the Federal Government has a major interest in volunteerism; and that interest will increase as the moral and service needs of our society grow. The Federal interest with regard to the volunteer will increase because ways will have to be found which will encourage the acceptance of societal responsibility, which is characteristic of volunteerism. In regard to the delivery of social services, the burden of much service delivery is now accepted by the Government; the burden of much service support is on Government tax collection and resource allocation structures.

We have come to the end of the age of easy affluence. The utilization of all talents, including talents and capabilities that cannot be reached through the market system but can be reached through volunteerism, is a social imperative.

PLACEMENT SERVICE

NCVA is now in the process of developing a matching service for volunteer administrators with agencies and organizations that can utilize their particular expertise.

Job seekers should include in their resumes ability to relocate and date of availability; organizations should include salary range in their job descriptions.

If you wish to file your resume or advertise a job vacancy, please contact Mrs. Ellen Carlson of NCVA's Local Affairs Department.

CHANGE OF ADDRESS and NEW READER FORMS

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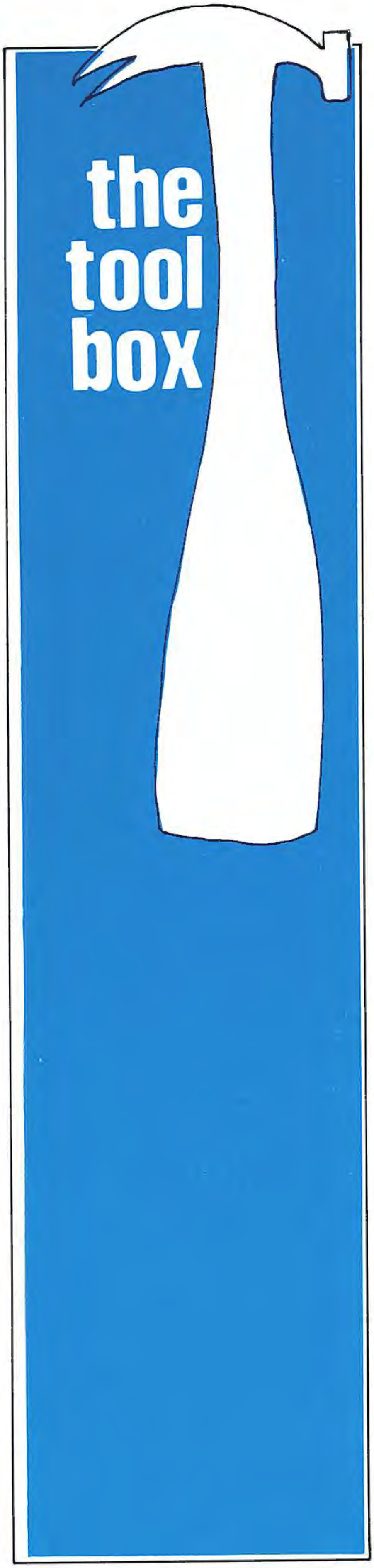

Conference Planning. Learning Resources Corporation/NTL, 2817 N. Dorr Avenue, Fairfax, Virginia 22030. 1970. 174 pp. $5.00.

In addition to presenting the basic principles of conference planning, this second edition includes essays such as "Multiple Roles of the Meeting Planner," "Conference Arrangements," "Designing a Work Conference on Change and Problem Solving" and "A Design for Training Discussion Leaders."

Conference Planning Guide. Delaware Cooperative Extension Service, University of Delaware College of Agricultural Sciences, Sussex County Office, University Substation, Box 48, Route 2, Georgetown, Delaware 19947. 1975. 10 pp. Single copies distributed free to organizations.

A general overview for the novice conference planner. Includes a check sheet of things to consider before making arrangements.

Leisure Counseling Techniques. Constructive Leisure, 8330 West Third Street, Los Angeles, California 90048. 1975. 101 pp. $6.50 and 50 cents postage.

Presents the techniques of interviewing, testing, referral, creating an activity file, research and other procedures necessary for good leisure counseling.

The Recycler in America. National Association of Recycling Industries, Inc., 330 Madison Avenue, New York, NY 10017. 1975. 16 pp.

This booklet includes an explanation of the recycling process, a list of products of recycling, and how we can all contribute to the recovery of raw material assets.

A Fund Raising Primer. Together, Inc., Human Resources Consultants, P. O. Box 52528, Tulsa, Oklahoma 74152. 1975. 40 pp. $3.40 including postage.

Excellent guide for the novice fund raiser includes techniques for writing proposals to foundations, corporations and individuals and information on planning and writing a proposal. Also includes a bibliography on funding sources and direct mail solicitation.

Be Informed on Finding a Job. New Readers Press, Box 131, Syracuse, New York. 1975. 40 pp. 75 cents.

Excellent resource for those involved in counseling the unemployed. Discusses where to look for employment opportunities, how to read want ads, how to fill out an application and how to have a successful interview.

Out of Work. New Readers Press, Box 131, Syracuse, New York 13210. 1975. 56 pp. $1.50.

Excellent resource for those recently unemployed or anyone involved in counseling the unemployed. Includes chapters on unemployment insurance benefits, welfare, how unions can help, money management, veterans' benefits, vocational rehabilitation and job training through apprenticeship.

Working Women: Homemakers and Volunteers. Business and Professional Women's Foundation, 2012 Massachusetts Avenue, N.W., Washington, D.C. 20036. 1975. 25 pp.

Contains a review of resources pertaining to the working woman and an annotated selected bibliography of books, articles, reports, surveys and projects about housewives and working women.

Child Welfare. Child Welfare League of America, 67 Irving Place, New York, New York 10003. Published monthly. $8 per year.

Monthly journal covering topics such as day care, family life education, Art Therapy, and management in the nonprofit social service organization (November 1975 issue).

Leadership in Action. National Training Laboratories Learning Resources Corporation, 2817-N. Dorr Avenue, Fairfax, Virginia 22030.

Collection of practical and theoretical essays on leadership such as "Leadership and Group Behavior," "How to Choose a Leadership Pattern," and "Leadership Within a Hierarchical Organization."

Community Power and Policy Outputs. Sage Publications, Inc., 275 South Beverly Drive, Beverly Hills, California 90212. 1973. 97 pp.

Discussion of major research trends in urban politics in urban politics in recent years and debates about decentralization and citizen participation. Includes chapters on centralization of power and decision making (and decentralization), leadership characteristics and the study of community power and decision making.

Leadership Logic. The Federation of Jewish Womens Organizations of Maryland, 5800 Park Heights Avenue, Baltimore, Maryland 21215.

Excellent manual for the beginning or experienced organization leader. Focuses on forming an organization, rules and bylaws, financial framework, publicity, fund raising, speaking in public, public relations and other topics.

Empathic Counseling: An Approach to Training Paraprofessionals. The Open Door, P. O. Box 1299, Nevada City, California 95959. 1974. 56 pp.

Contains information on planning, recruitment and selection, training and evaluation of training as well as discussing the process of leading a training workshop. The booklet has been written for training volunteer crisis counselors but can be applied to volunteers in other direct service activities.

Americans Volunteer, 1974. Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. 1975. 40 pp. 85 cents.

Follow up to the 1965 Bureau of the Census survey of volunteers discusses who volunteers, what tasks volunteers do, the frequency and duration of volunteer activity and compares voluntary service from 1965 to 1974.

Improving Urban Mobility Through Better Transportation Management. Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. 1975. 36 pp. $1.05.

This booklet reports on current progress in urban mobility and outlines planning goals for improving transportation while preserving the environment.

Guide for Board Organization in Social Agencies. Child Welfare League of America, 67 Irving Place, New York, NY 10003. 1975. 36 pp. $3.50.

First-rate discussions of board purposes, organization, bylaws, functional and *ad hoc* committees of the board, channels of communication, program evaluation, financial accounting and insurance.

Building Volunteer Staff Into An Agency's Organizational Structure. University of Maryland Cooperative Extension Service, St. Mary's County, Leonardtown, Maryland 20650. Order from Hope Martin, P. O. Box 441, Leonardtown, Maryland 20650. 1975. 14 pp. 50 cents single copy, 35 cents each additional copy.

For the agency volunteer coordinator. Includes analysis of volunteer coordinator's role, developing volunteer staff and developing the volunteer program.

Promoting Innovation and Change in Organizations and Communities: A Planning Manual. John Wiley & Sons, Inc., 605 Third Avenue, New York, NY 10016. 1975. 240 pp. $7.95. (Order to the attention of Howard P. Smith).

Focuses on tested strategies and techniques for fostering innovations in organizations and communities. The techniques presented are based on trials in service agencies and in community problem situations.

To Find the Way to Opportunities and Services for Older Americans. Superintendent of Documents, Government Printing Office, Washington, D.C. 20402. 1975. 44 pp. 70 cents.

Information on services and activities for older citizens such as tips on money, health care, housing, nutrition and special activities.

Voluntarism: Confrontation and Opportunity. Research & Development, National Council of YMCA's, 291 Broadway, New York, NY 10007. 1975. 39 pp. $2.00.

Report of a one-day seminar held in January, 1975 by the YMCA. Includes working papers developed from the seminar including "Perspectives on Lay-Staff Relations and Voluntarism," "Some Emerging Challenges," and "Selected Images of the Future Potentially Affecting Voluntarism in the YMCA."

Nutrition Action. Center for Science in the Public Interest, 1779 Church Street, N.W., Washington, D.C. 20036. Monthly magazine. $10 per year.

The sponsors of Food Day will attempt to catalyze actions aimed at making government and industry more responsive to the public interest in their new monthly magazine. The Center seeks solutions for consumer and environmental problems.

calendar

(Continued from p. 1)

April 5-9 Dayton, OH: *Grantsmanship Training Program.*
See details March 15-19.

April 6-9 Lake Arrowhead, CA: *16th Annual Lake Arrowhead Conference.*
Program includes The Volunteer Administrator in the Consultant Role, Designing Participative Education for Professionals and Volunteers, Grantsmanship and Proposal Writing, National & International Developments in Volunteerism, individual consultation and others.

April 8-9 Reidsville, NC: *Second Annual Conference for Volunteer Administrators.*
This conference will focus primarily on training and management by objectives.
Fee: $30
Contact: Judy Lund, NC Dept. of Human Resources, Office of Volunteers, 325 N. Salisbury Street, Raleigh, NC 27611. Phone (919) 829-2173.

April 12-16 Los Angeles, CA: *Grantsmanship Training Program.*
See details March 15-19.

April 13-18 Baltimore, MD: *National Association of Black Social Workers Eighth Annual Conference.*
Provides a forum for black social workers throughout the country to discuss and plan strategies for the social ills in America.
Fee: $30 in advance, $35 at conference, $15 for one day.
Contact: Cornelieus Walker, National Association of Black Social Workers, 2008 Madison Avenue, New York, NY 10035. Phone (212) 348-0035.

April 19-23 Chicago, IL: *Grantsmanship Training Program.*
See details March 15-19.

April 25-28 Reno, NV: *Child Welfare League of America Regional Conference.*
See details March 24-26.
Fee: $30
Contact: Mrs. Derrith Clark, 11 Windward Road, Belvedere, CA 94920.

April 26-30 San Antonio, TX: *Child Abuse and Neglect: The School's Responsibility.*
Topics to be covered include recognition of the abused child, legal guidelines for dealing with abuse, parent awareness and prospects for the future.
Fee: $295
Contact: Sandra Clark, Seminar Coordinator, National Academy for School Executives, 1801 North Moore Street, Arlington, VA 22209. Phone (703) 528-7875.

April 28-30 Baltimore, MD: *Child Welfare League of America Regional Conference.*
See details March 24-26.
Fee: $30
Contact: Mrs. T. N. Hill, Assistant Director, Staff Services, Baltimore Dept. of Social Services, 1510 Guilford Avenue, Baltimore, MD 21202.

April 28-30 Durham, NH: *Planning and Managing Change.*
See details March 22-24.

May 11-14 Oklahoma City, OK: *Child Welfare League of America Regional Conference.*
See details March 24-26.
Fee: $30
Contact: Laura Dester, Chief, Division of Social Services, Dept. of Institutions, Social and Rehabilitation Service, P.O. Box 25352, Oklahoma City, OK 73125.

May 16-22 Carmel, CA: *Management Work Conference in Interpersonal Competence.*
See details April 4-10.

May 18-21 Charleston, WV: *Child Welfare League of America Regional Conference.*
See details March 24-26.
Fee: $30
Contact: Dorothy Allen, Division of Social Service, West Virginia Dept. of Public Welfare, 1900 Washington Street, East, Charleston, WV 25312.

May 19-21 Chicago, IL. *First National Group Leaders Conference.*
Conference is planned to discuss and deal with issues relevant to the group leadership profession. Agenda will include Issues of Group Leading, Values and Power in Group Leadership, Training for Group Leading, and Secret Agendas of Workshop Participants.
Fee: $70
Contact: Oasis Center for Human Potential, 12 E. Grand Avenue, Chicago, Illinois 60611.

May 25-27 Durham, NH: *Planning and Managing Change.*
See details March 22-24.

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Read our article on "Program Planning & Proposal Writing" that is reprinted in this issue of the Voluntary Action News. We feel it is typical of the how to, in-depth articles that the Grantsmanship Center NEWS publishes.

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-Harriet H. Naylor, Director of Volunteer Development
Office of Human Development, HEW

Grantsmanship Training

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Over 2,000 individuals and organizations have participated. The tuition is $295.

In each city in which programs are held, a local organization hosts the class. Organizations that will be hosting programs in the coming months include:

Baltimore: Planned Parenthood of Maryland;

Chicago: Region 5 Drug Education Training Resources Center;

Indianapolis: Indianapolis Museum of Art;

New Orleans: Council of Arts for Children and Junior League of New Orleans;

New York: Planned Parenthood;

Ohio: Department of Economic and Community Development;

Philadelphia: YMCA;

Portland, Me.: University of Maine Center for Research and Advanced Study

Rochester: Knights of Columbus, Trinity Council;

San Francisco: Lone Mountain College, Community Development & Public Service - Graduate Program;

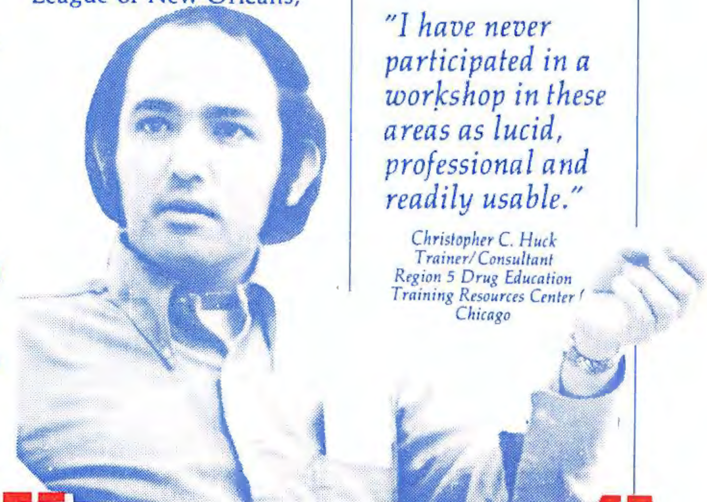
Seattle: Seattle Arts Commission;

St. Thomas, V. I.: Island Resources Foundation, Inc.;

Wheeling, W. V.: YWCA;

Wichita, Ks.: Mid-America All-Indian Center, Inc.;

Willimantic, Ct.: Connecticut Aging Legal Services, Inc.



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THE NATIONAL CONGRESS ON VOLUNTEERISM AND CITIZENZENSHIP 1976

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