voluntary action
leadership
Winter 1977

Including:
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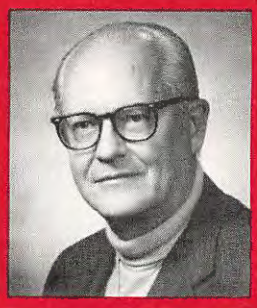
'77

THE NEW YEAR
What's in Store for Volunteerism?

As I See It

Can Volunteerism Renew Democracy?



by Dr. Eva Schindler-Rainman
and Dr. Ronald Lippitt

The authors are well-known consultants and workshop leaders in the field of voluntarism and have written extensively on volunteer trends and related topics such as team training, community organization and action, nonverbal and intergenerational communication, and adult education.

The following is an adaptation of a paper presented to the Association of Volunteer Bureaus of America at its Silver Anniversary meeting in Kansas City, May 1976.

In thinking about our world and volunteerism, we shall try to look back 25 years, and to look ahead 25 years. We shall be mindful of current societal trends reflected in the mass media as well as in the analyses of present and future scholars.

Our own daily life experiences remind us of the current deep confrontations to democracy. The daily conflicts between different parts of our democratic system seem to indicate significant inabilities and difficulties of living and working with one another. The young versus the older, labor v. management, developers v. environmentalists are a few of the fragmentations responsible for this condition.

We recognize that there are serious doubts by many citizens as to whether or not they can influence society in any way. Their lack of faith generates very little energy or commitment to try to make our democracy work. We also recognize the tremendous evidences of economic imbalance in distribution of money and goods in addition to the disparities between contributions through work opportunities and aspirations for achievement.

Then there are the quality of life issues such as crowdedness, crime and pollution. There is concern about the erosion of ethical and moral values as guides for persoual behavior and social control. There are serious douhts about the viability of change through evolution as compared to revolutionary confrontations.

One response to these kinds of confrontations is to feel depressed and defeated, to seek to withdraw into personal islands and isolation. On the other hand, another respouse is to see these confrontations as challenges or as "crises of opportunity."

Leonard Woodcock, head of the United Auto Workers, on May Day, 1976, was quoted in the *New York Times* on the questions of liberty and justice in current society. He used the reply of an ancient Greek philosopher to the question: "When shall we achieve justice in Athens?", and the philosopher said: "We shall achieve justice in Athens when those that are not injured are as indignant as those who are." Woodcock continued, "If we take this advice, we can do wonderful things. We can build a monument of liberty and law in America, which is a pluralistic multiracial, multi-faceted society. We are urban and rural, we are old and young, we are black, red, brown, yellow and white. We are workers and managers, we are men and women, we speak in many tongues. Nevertheless, diverse as we are, we are one nation, one people." We would add the phrase: of great resources and great potentiality.

In order to explore the question, "Can volunteerism renew democracy?", we selected six major themes of national life related to volunteerism. Each theme will be put in the context of the past, present and possible future to derive some perspective for steps of actions.

BLENDING THE RESOURCES OF THE GENERATIONS

Twenty-five years ago, or more, the generations were segregated by age. The young were prepared for their future by older and supposedly wiser persons, including teachers, volunteer group leaders, parents, and ministers. The young were the objects of training; they were not participants in the ongoing community process. The elders were usually part of the extended family, relieved of major responsibilities and opportunities. They were not an important or sought after part of either the volunteer world or of the current community. Perhaps some of them were active in volunteer roles through their church membership or other long time organizational memberships, although they were not actively sought out for the resources or wisdom they represented.

Dramatic changes have occurred since then. At present, we are beginning to see the young integrated with "middlers" and "elders" in policy-making groups, such as national boards of directors. As a result of the new mix, we see a real change in the decision-making processes of boards, including boards of education, church boards,

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Winter 1977

NATIONAL CENTER FOR VOLUNTARY ACTION

HONORABLE GEORGE ROMNEY
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LAST FREE ISSUE

Since spring 1975 *Voluntary Action Leadership* has been available, free of charge, through a grant from the W. K. Kellogg Foundation. In accordance with the grant, *VAL* must become self-sustaining by charging for each issue. Subscriptions are now being accepted for $8.00 a year (4 issues) to begin with the Spring 1977 issue.

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letters

The Future of ACTION

A special message from Harry Hogan, ACTION's Assistant Director, Office of Policy and Planning.

Our nation is about to undertake a major expansion of volunteer activity. Both the effective delivery of social services and the moral health of our nation require citizen participation in the delivery of social services and in the making of social policy.

Service delivery must be locally controlled for both program and cost effectiveness. Therefore, we have moved to decentralize federal agencies into field offices, then to decentralize project funding and administration through revenue-sharing and block grants. The next major effort will be in the expanded use of volunteers.

Even more important is the moral health of our nation. In our secular society, individual life purpose is expressed in work. While the market system is the major mode to meet that need, it does not offer work opportunities to those whose roles are not market-related, e.g., school-age young and housewives, nor to those whose sectoral unemployment cannot be solved by any achievable level of full employment, e.g., the young and old, minorities, women. It does not completely fill the psychic need for self-expression of many of those who have jobs. The most promising curative possibilities lie in extension of traditional volunteerism.

The need justifies federal support for private volunteerism. Therefore, ACTION has probed roles of support, without domination, of private sector volunteerism. Such support includes research, technical assistance (clearinghouse, staff training), organizational support (Voluntary Action Centers, statewide offices), and program support (mini-grants).

In addition, ACTION is experimenting with two new volunteer modes: (1) in developing pilot national service programs—federally stipended, individual option, in community service under local control. The programs are directed at social purposes for which the federal government has assumed responsibility, e.g., antipoverty, and draw upon the productive capability of manpower pools not engaged by the market system, e.g., the young through VISTA and the old through Foster Grandparents; and (2) in providing federal support for federal part-time volunteerism, open-ended in purpose, as in the Retired Senior Volunteer Program. Both experiments are successful and ready for major funding.

Volunteerism, both private and federal, can play a role in revitalizing our major cities. City residents, as volunteers, can help maintain essential municipal services, develop neighborhood self-help organizations, and provide community services. Cities must solve problems of the relation of volunteerism to the bureaucratic structures of business, corporations, government and municipal agencies, and union organization. ACTION's experience indicates that these problems are solvable.

It is certain that national moral revitalization requires a major coordinated volunteer program solidly based in the private sector. The voluntary associations should consider a national conference to formulate their proposal to the nation. That proposal might include coordinated community planning for volunteers in both service and policy; use of federally stipended volunteers (young, old, minorities, women) in community service programs administered by voluntary associations; defining of support role of the federal government for private volunteerism; and national organization.

On Improving the Calendar

One of the important contributions that *VAL* makes to persons involved in the field of volunteer services administration is the magazine's back page Calendar. This is an invaluable planning tool, but it's not long-range.

It is my understanding that the list of training events is compiled from training notices sent to *VAL* from various individuals and organizations. It probably happens that notices are received too late for publication in this *quarterly* journal and that some organizations forget about this "bulletin board." One of the most essential reasons for knowing in advance, at least the tentative dates of local, state and national conferences and workshops, is to be able to prepare yearly budgets so representatives can arrange for financial assistance and approval.

I would like to encourage all persons involved in planning conferences related to the field of volunteer services administration to make it a point to notify *VAL*, as soon as possible, of the time, place, content and a contact person for the conference. Any corrections can always be made later on. With this advance information, increased involvement and attendance at conferences is more of an assured thing.

—*Kay Mihelich*
Office of Volunteer Services
Georgia Department of Human Resources

McMurphy Needs Protection

Kenn Allen's allegory of "Mac" McMurphy as the archetypal volunteer ("As I See It," Fall 1976 *VAL*) was apt, but I think he missed the point! McMurphy's plight is the typical course of hapless, unprotected volunteers who blunder through (albeit at times comically) without the benefit of informed leadership.

Over-organization is not our major threat, but rather underestimation of "the belief in the value and potential of people," supported by effective organization.

Through our associations, assemblies and alliances, we seek the wisdom to enhance this potential. Having survived periods when resources to our profession were less prevalent, I say right on!

—*Charlotte Masters*
Executive Director
Volunteers In Rhode Island Schools

comment

In our last issue we were pleased to present a personal statement from then Presidential candidate Jimmy Carter outlining his views on volunteerism.

Now Mr. Carter is President-Elect of the United States. We believe it is appropriate to remind him of that statement and to encourage him to translate his views into meaningful programs that will enhance and support volunteerism.

Mr. Carter wrote: "I feel that we must fully pnrsue a voluntary society, whereby citizens can work in partnership with public and private efforts to accommodate human and environmental needs. . . . We have too often trusted government alone to solve all onr problems. I believe it is time to trust the people of the United States, and in that trust to ask more of them than ever before. . . . I will encourage greater cooperation and understanding among government, business, unions, and volunteer service."

Now, as he takes office, Mr. Carter has a unique opportunity to mobilize the resources of the private voluntary sector to work in partnership with the federal government.

ACTION, the federal volunteer agency, must be made more sensitive to the needs of the communities on which it impacts. The new ACTION director must seek quickly to heal the relationship with private volunteer programs and to allay the concerns of those who fear that the agency is overpoliticized and unresponsive. We enconrage Mr. Carter to appoint a director who will be sincerely concerned witb developing an effective working relationship with those outside the agency and who will recognize that the proper role of government is to support and strengthen existing resources, not to supplant or duplicate.

We hope that as President Mr. Carter will give serious consideration to the appointment of a permanent National Commission on Volunteerism and Citizen Participation that can guide and monitor the volunteer and citizen involvement efforts of all federal agencies. Such a commission, broadly representative of the volunteer community, could become the first highly visible, successful vehicle for citizen involvement in federal planning, policy development and resource allocation in support of volunteerism. The commission could also play a key role in identifying ways in which Mr. Carter's goals of improving the quality of hnman life can be carried out through private organizations, thus reducing the need for massive federal bureaucracy.

Elsewhere in this issue are the resolutions emanating from the National Congress on Volunteerism and Citizenship. Many of them deal directly with ways in which the government can support and facilitate effective volunteer effort. Most importantly, these resolutions are the result of a year-long process that actively involved volunteers in identifying the issnes they felt were most important. In the months ahead we will be bringing these recommendations to the attention of public officials and private agencies.

We are also pleased to present one of the first public analyses of the provisions of the Tax Reform Act of 1976. Better known as the "Conable Bill," these provisions outline for tbe first time the specific resources that nonprofit organizations can commit to lobbying. To a great extent their passage is the result of the cooperative efforts of many voluntary organizations. The meaning is clear: for the first time the nonprofit sector can fully participate in influencing the course of government.

In his statement on volunteerism, Mr. Carter displayed a rare sensitivity to volunteers. He spoke of volunteering as "a right, and a responsibility, of every American." He recalled the personal involvement of his family in volunteer activities and foresaw volunteerism as a means of renewing and strengthening the American family.

Now Mr. Carter is President-Elect. We'll continue to remind him of his commitment to volunteerism. We'll also stand ready to help him. And you can depend on that.

Kerry Kenn Allen
NCVA Executive Director

the volunteer advisor

This is *The Volunteer Advisor's* first appearance in *VAL*. "Addie" is available to answer any questions on work-related problems experienced by the volunteer or volunteer administrator. The following questions are samples of those received and handled daily by NCVA staff. If you have a comment or problem, we encourage you to share it with other *VAL* readers. Your anonymity will be respected. Write Volunteer Advisor, *Voluntary Action Leadership*, 1785 Massachusetts Avenue, NW, Washington, DC 20036.

I am the head of a hospital volunteer program in which volunteers are involved in direct interaction with patients. From time to time, people who do not seem right for our program come to me asking to volunteer. What is the best way to deal with people who are not suited for volunteering in our program?

If indeed there are no jobs available in your program for any of this volunteer's talents, you should make every effort to refer him or her to another volunteer-involving organization. In many communities, the appropriate referral would be to the Voluntary Action Center. This should involve a personal phone call by you to the VAC to tell why the person is not suited and to set up an appointment for an interview with the individual.

However, during your interview an attempt should be made to discover this individual's personal needs unrelated to volunteering. A referral to a community service or agency for assistance might be in order.

* * * *

Our center for handicapped children is always in need of volunteers. We would like to recruit high school students for our program but have never had any response from this group to our notices in the paper. What is the best way to recruit high school students? We think they would be a great asset to our program and that it would be challenging and interesting for them. (It might even give them new career ideas.)

First, consulting with a teenager might help in understanding how high school students feel about volunteering and in developing an appropriate approach to recruiting.

Second, a newspaper is probably not the best way to reach this age group. How about a rock station? Or try the Voluntary Action Center if there is one. Check with the various youth organizations around town—4-H, Scouts, church youth groups. Check with high school staff—are there opportunities for experiential learning for credit, for career exploration?

The National Student Volunteer Program, a part of ACTION (Washington, D. C. 20525), can provide you with many helpful hints on recruiting and structuring jobs for this group.

* * * *

How do you fire volunteers?

There should be no difference in how you treat a volunteer or a paid staff member. If the volunteer is doing a poor job, that person has the right to know and should be fired.

However, before you fire, you must consider if you hired the person properly. Did you try to build a job around the individual's talents and interests? Was there a regular evaluation of the volunteer's performance and adequate training both in responsibilities of volunteering as well as on-the-job skills? Is there adequate supervision for the volunteer?

Volunteers deserve the same kind of training, support, and feedback of their performance that paid staff do.

* * * *

Our agency runs a thrift shop to raise money for the children's recreation fund. A local service club has traditionally been responsible for tending the shop since we don't really have enough staff to do so. Lately there have been some problems, since some of the volunteers come erratically or do not know how to handle money or keep records properly. How do you have "quality control" over volunteers when your program is a group's project?

It ain't easy! One possibility would be a contract between the agency and the voluntary organization specifying what times and jobs the organization would provide for the shop. It should also specify what kinds of training and supervision would be provided on an ongoing basis for the volunteers. I should think that the agency would want to build in quality control from the beginning and establish standards of performance.

From the question it would appear that the agency is not providing adequate supervision—no volunteer services are free in that respect. I suggest that the agency do its homework first, then consult with the organization's leadership. Perhaps the volunteers do not understand the importance of regular attendance or the important work that the money they raise accomplishes.

legislation/regulations

Conable Lobbying Bill Becomes Law

By Eugene Goldman

On October 4, 1976, President Ford signed into law the Tax Reform Act of 1976, which incorporates an amended version of the Conable Bill.

The Conable Amendment will moderately expand and clearly define the extent to which public charities may participate in the legislative process. The amendment, according to the June 2, 1976 House Ways and Means Committee report, "Influencing Legislation by Public Charities," is "designed to set relatively specific expenditure limits to replace the uncertain standards of present law, to provide a more rational relationship between the sanctions and the violations of standards, and to make it more practical to properly enforce the law."

Thus, Voluntary Action Centers and other public charities may now expend a certain percentage of their budgets on lobbying activities without worrying that the IRS might subjectively determine that substantial lobbying had taken place.

BACKGROUND

For approximately 40 years, all public charities possessing a 501(c)(3) tax status (tax exempt and tax deductible) were restricted from influencing legislative policy by "carrying on propaganda or otherwise attempting, to influence legislation" to a "substantial" extent. Although this restriction became effective in 1934, the courts and the Internal Revenue Service failed to develop a consistent definition of "substantial" lobbying activities; they considered each case on an *ad hoc* basis and used varying criteria in each, including the time and effort expended by volunteers in formulating legislative positions for their organization and the degree of relationship between lobbying activities and the charitable purpose of the organization.

The hours spent by some 128,000 women in more than 700 local chapters of the League of Women Voters led a federal court in 1960 to rule that contributions to the League were not deductible. The League now maintains a tax deductible educational division as well as a non-deductible lobbying arm. Fear of losing their tax deductible status to an arbitrary "substantial" test caused many 501(c)(3) charities not to lobby at all. At the same time, the tax code encouraged business organizations to lobby by providing a deduction for direct lobbying expenditures.

In 1973, the Coalition of Concerned Charities, a group of about 80 public charities, including NCVA, was organized for the sole purpose of clarifying the "substantial" test for lobbying by public charities. Barber Conable (R-NY) was the Coalition's chief advocate in the Congress, and for that reason, the bill which the Coalition developed has been known as the "Conable bill."

FEATURES OF THE NEW LAW

Elimination of "Substantial" Test for Electing Organizations

It is important to know that not all public charities may desire to fall under the new law. Since it is certain that greater bookkeeping burdens will be placed on groups taking advantage of the new expenditure test, charities which engage in small amounts of lobbying may decide to remain under the "substantial" test. In the terms of the bill, this is known as "electing" or "not electing." It should be noted that in light of concerns expressed by a number of church groups over the first amendment implications of the new law, churches are not permitted to elect to come under the expenditure test.

The "substantial" test is eliminated for organizations electing to be covered by the new law. In its place is a provision which makes permissible lobbying activities dependent upon the percentage of the total expenditures of the organization spent on lobbying activities. Even if an organization spends more than the allowable percentage of its total expenditures on lobbying in one year, revocation of tax deductible status will not occur. Rather, a 25% penalty tax will be placed on excess lobbying expenditures. The tax applies on expenditures in excess of the figures shown in the table.

Twenty-five percent of the amounts which can be spent on direct lobbying without being taxed may be spent on "grass roots" lobbying (attempting to influence legislation through an attempt to affect public opinion). If more than 25% of that amount is spent on grass roots lobbying, a penalty tax of 25% will be applied against that amount.

To illustrate the table above, let us consider the activities of a hypothetical National Society to Aid Blue-Eyed People. The Society is primarily engaged in conducting research on the behavioral attitudes of people with blue eyes, the problems such people face when they intermarry with brown-eyed individuals, and ways people with blue eyes can best take advantage of this unique and attractive characteristic. Because the Society believes that blue-eyed people have faced discrimination and mistreatment, it feels it has a duty to influence legislation for the purpose of placing blue-eyed people under the protection of civil rights laws.

The Society's expenditures for the year totalled $880,000. Under the expenditure table the Society could have

Eugene Goldman is NCVA's consultant on legislative affairs.

spent $157,000 on direct lobbying activities ($100,000 and 15% of $380,000). If the Society spent $200,000 on direct lobbying activity, it would have been taxed 25% of the difference between $200,000 and the permissible amount, $157,000. The tax would be $10,750 (25% of $43,000). If the Society spent $110,000 on direct lobbying and $47,000 for newspaper and TV ads which urged the public to contact their legislators to vote yes on a bill (grass roots lobbying), there would be a tax, since more than 25% of the permissible $157,000 ($39,250) was spent on grass roots lobbying. The penalty tax would be 25% of $7,750 ($47,000-$39,250) or $1,937.50.

Loss of Exemption

Under the new law, a public charity will not lose its exemption because of lobbying activities unless its lobbying expenditures on the average over a four-year period exceed 150% of the amount which could have been spent on lobbying without being taxed. Since the hypothetical Society could have spent $157,000 on direct lobbying without being taxed, it could expend on the average per year over a four-year period $235,500 (150% x $157,000) without losing its tax exempt status. Of course, it would have to pay a considerable penalty tax of $19,625 each year it expended $78,500 more than the non-taxable $157,000. The penalty tax will amount to $19,625 ($78,500 x 25%) each year.

Exceptions

There are several categories of activity which are legislatively oriented but are not considered "lobbying" under the new law. The expenditures for these types of activity are therefore not factored into the expenditure test. These activities include:

- making available the results of nonpartisan analysis, study, or research;
- providing technical advice or assistance in response to a request by a governmental body;
- "self-defense" direct lobbying appearances before or communications to a legislative body with respect to a possible decision of that body which might affect the existence of the organization, its powers and duties, its tax exempt status, or the deduction of contributions to the organization;
- communications with members of the executive branches of government. Influencing the direction of an agency's implementation of a regulation would not be considered influencing legislation. However, if the "principal purpose" of the communication with the member of the executive branch is to influence that member to influence legislation, the costs of such communications would be factored into the expenditure test.

Lobbying by Volunteers

It appears that under the new law volunteers may lobby freely on behalf of their charitable organizations. Since the penalty tax and loss of exemption is dependent upon application of an expenditure test, the fact that volunteers do not receive compensation for their lobbying time should place their activities outside the new law's limitation on influencing legislation. However, a volunteer lobbying on behalf of a charitable organization will not be permitted to take a deduction for out-of-pocket expenditures incurred while performing the lobbying activities.

Communication with "Bona Fide" Members

The Ways and Means Committee report states that a "bona fide" member is one who "must have more than a nominal connection with the organization. The person should have affirmatively expressed a desire to be a member. In addition, the person, must, in the usual case, also fall in one of the following classes: (1) pay dues of more than a nominal amount; (2) make a contribution of more than a nominal amount of time to the organization; (3) be one of a limited number of "honorary" or "Life" members chosen for a valid reason." The congressional committee inserted this definition in order to prevent an organization from avoiding the limitations on grass roots lobbying by using a mailing list of "members" who have no real interest in the organization or by declaring anyone who makes a 25¢ contribution a "member."

The new law excludes from the expenditure test an organization's costs of communicating to its "bona fide" members on legislative issues unless the communications directly encourage the members to influence legislation or to urge non-members to influence legislation. Newsletters, meetings, "action" letters, or magazines which merely discuss legislative issues would not generally be considered lobbying. However, if the communication informs them about a "bad" bill and urges them to write their Representatives, such communication would be lobbying, and the costs would be factored into the expenditure test. If the members are also urged to tell others to write their Representatives this would be grass roots lobbying, and the costs would be factored in the grass roots expenditure test.

Record Keeping and Disclosure

James Moore, counsel to the Coalition of Concerned Charities, suggests that the following information should be kept by a charitable organization electing to fall under the expenditure test:

- fees and expenses paid a hired lobbyist;
- expense of an office (including personnel) in Washington or a state capitol should be carefully allocated;
- all staff personnel engaged partly in lobbying should keep time sheets not only showing lobbying activities, but also "exempt" lobbying activities, such as "self-defense" lobbying and time spent in preparation for testimony which was invited to be given by a congressional committee;
- grass roots allocations should be kept separate in the books. Mr. Moore notes that a provision of the new law requires disclosure of lobbying expenditures and non-taxable amounts.

FUTURE ROLE

When new tax laws are enacted, the Treasury Department must develop regulations about the law. These regulations are in response to the many questions concerning what is inevitably very complicated legislation. That process of regulation writing is now underway. NCVA will engage in cooperative efforts with other voluntary organizations by monitoring and perhaps influencing the development of the new law's regulations. Important regulations will be reported in future issues of *VAL*.

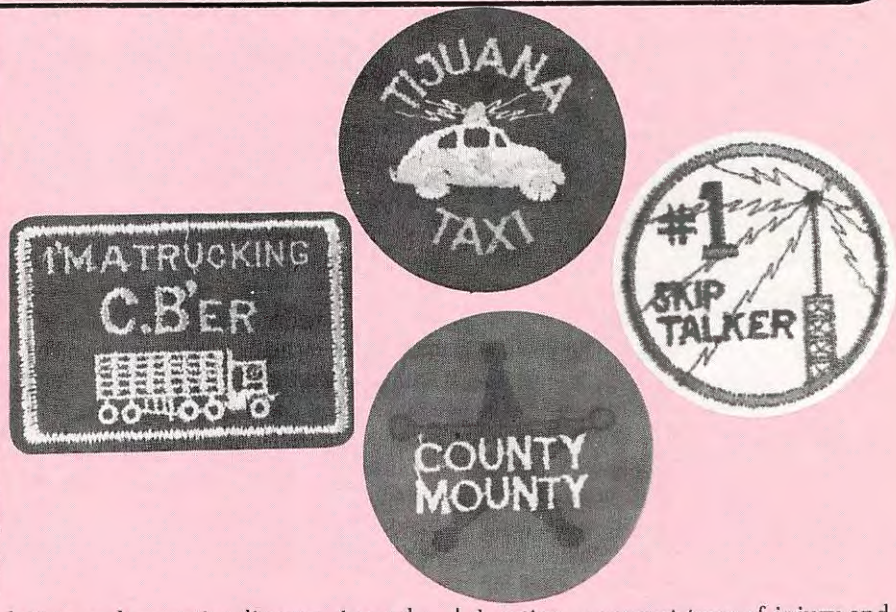
Before any public charity decides whether or not to fall under the provisions of the new law, *advice from legal counsel should be obtained* on the specific provisions of the new law and the relationship between the law's provisions and the nature of the charity's lobbying activities.

voluntary action news

Edited by Linda C. McCarty

CB Craze Has Impact On Volunteerism

By Richard Mock



The recent mushrooming of Citizens Band radio (CB) sales has led to what is probably the largest, and without a doubt the most mobile, volunteer force in the world. The Electronic Industries Association Citizens Radio Section estimates that one out of every 28 families in the U. S. now uses a CB, with more than six million radio sets installed in everything from Mercedes to tractor-trailers to station wagons.

During the past year more than 20 million emergency calls were handled by CBers, with REACT (Radio Emergency Associated Citizens Team) members alone providing more than 8.5 million volunteer hours to receive and process those calls.

REACT is the largest and most visible CB network with almost 1,500 teams and 100,000 active participants in all 50 states, Puerto Rico, Mexico, seven Canadian provinces, and one team in West Germany. REACT is a private, nonprofit membership organition established in 1962 to provide volunteer service in behalf of highway safety and to maintain emergency communications in case of disaster. REACT members have responded to 55 million emergency calls and have assisted in every major disaster in recent U. S. history. In addition, REACT was instrumental in the establishment of Channel 9 as the emergency station by the Federal Communications Commission.

Estimates of CB volunteer hours are conservative, however, because most CB owners become volunteers almost immediately upon receiving their call letters and operating license. According to Gerald Reese of REACT International, the use of CB units as a toy for "ratchet-jawing" diminishes rapidly as its newness wears off. While the average CBer rarely thinks of him/herself as a volunteer, the minute he picks up his mike, tunes to Channel 9 and says: "This is KAB-123. We've got a bad situation here. My 10-20 is highway 93, headed north, just past the 16 mile marker. We've got a dump truck ahead dropping its load along the road," he or she has joined the forces of CB volunteers.

CB volunteer teams are active not only on the highways but also on inner-city streets, in desolate mountain areas, on conntry roads—anywhere a vehicle, be it an "eighteen-wheeler" or a motorcycle, can reach. In the desolate, mountainous area of San Benito County, Calif., for example, volunteer CBers are on constant alert. These mountains, a popular recreation area, are nonetheless treacherous; and it can take as long as four hours for an ambulance to reach an injured hiker or climber. With the aid of a mobile CB unit, a call can be put through immediately to the closest monitor for help. The caller supplies the exact location, apparent type of injury and its extent, and the names of the victims. The monitor then relays the information to the Hollister County sheriff's office. In case of injuries where the wait or the long ambulance ride would endanger the injured party, the sheriff's office places an emergency call to nearby Fort Ord. From there an emergency helicopter can be dispatched immediately to pick up the injured, cutting the rescue time from four hours to minutes.

During the disastrons South Dakota flood last June, the Rapid City REACT team worked around the clock in relief efforts, aided especially by 22 chapter members who are on the Red Cross Disaster Action Team. (A large percentage of REACT members have taken first aid training coordinated through local Red Cross chapters.) Members set up shelters for the homeless, administered first aid to flood victims, provided hot coffee and meals for other disaster workers, while other members of the REACT team surveyed the area for new danger spots. CBers also assisted the Civil Defense team in keeping current on the immediate needs of victims and any new developments in the situation.

Richard Mock is NCVA's administrative assistant to the executive director.

Volunteer CBers were an indispensable part in recent efforts to rescue the kidnapped school children and their bus driver in Chowchilla, Calif. Again, REACT teams were heavily involved in the search efforts, especially the team from nearby Merced. The area around Chowchilla and Merced is sparsely populated flat farm land, with numerous out-of-the-way deserted buildings – in short, an extremely difficult locale in which to conduct a search of this type. The 24-member Merced team was able to cover an area of 150 square miles and along with teams from Fresno, Turlock, Waterford and Tuolumne they covered thoroughly and relatively quickly a large area of central California.

When the first call went out that the bus and its occupants had disappeared, the REACT team went into action. Within hours a CBer located the abandoned bus and immediately relayed its location to the Merced monitor, who in turn relayed the information to the sheriff's office. For the next 48 hours the Merced REACT monitor station was a scene of constant activity. Team members combed the area around Chowchilla and Merced checking any possible lead. Since an all-points bulletin had been put out on the possible involvement of a van in the kidnapping, REACT mobile units reported tag information on all vans spotted in the area. The monitor then relayed the information to the sheriff's office to be checked out. CBers checked deserted houses, barns, dirt roads all possible places where the children might have been hidden. In this manner, most of the reports from area teams were eventually processed by the Merced Center and relayed to the authorities.

While CB teams receive considerable publicity and attention when they respond to emergencies, they are no less active at other times. Members continuously spend long hours monitoring calls; watching the roads for dangerous drivers, road hazards and motorists needing assistance; or being available during times of natural disasters. In short, as emergency needs arise, the growing Citizens Band radio network is ready to step in and assist.

Lawyers Assist Needy Artists

Dancers, sculptors, bands and little theater groups are just a few of the kinds of artists and arts groups who can obtain free legal representation by Volunteer Lawyers for the Arts (VLA).

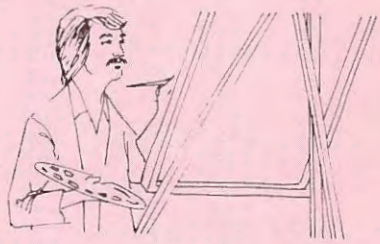
Founded in 1969 by several young New York attorneys, VLA assists indigent artists primarily with arts-related legal matters, such as incorporating nonprofit groups; securing tax exemption; negotiating and drafting contracts and advising on laws relating to copyright, tax, labor and immigration. Common questions VLA addresses are, "Can our nonprofit group sell tickets for performances?" and "What records does my corporation have to keep?"

Last year more than 300 VLA attorneys handled 504 legal matters at a dollar value of at least $600,000. Often the attorney and client continue their relationship on a permanent basis, either as a board member or as general counsel once the artist or group exceeds the annual income requirement for aid ($6,000 for individuals; $100,000 for groups). The manager of the renowned Twyla Tharp Dance Troupe began his association as a VLA volunteer.

The VLA roster reveals a diverse and dedicated group of attorneys. According to VLA Chairman R. Edward Townsend, Jr., "I have been amazed by the minimal attrition among the volunteers, and the fact that working for VLA appeals not only to the young lawyer just out of law school, but also to the older, more experienced attorney. Some of VLA's most active volunteers are partners in large Wall Street and Park Avenue firms."

VLA advocates volunteer assistance to needy artists and offers a written packet of materials to aid in the formation of similar programs. Ten major cities have used this model to formulate their own programs.

VLA also produces a newsletter, *Art & The Law*, which contains summaries of important state, federal and local legislation and regulations affecting the arts; summaries of significant court decisions; analyses of legal questions; notices of research materials and postings of meetings and seminars on arts law. *Art & The Law* is distributed free (a $5 donation is invited) eight times a year.

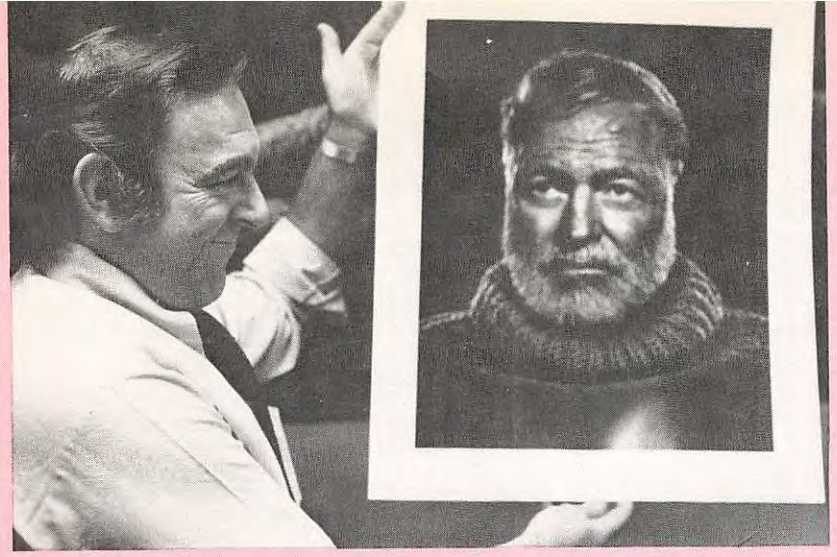


To further educate the arts community and the legal profession, VLA publishes handbooks, monographs, articles and model legal forms at low cost. In addition, the group maintains an active speakers bureau and sponsors pertinent workshops and seminars.

Organizations with a tax-exempt status may avail themselves of a limited number of volunteer accountants recruited by VLA. These accountants are specialists in state and federal requirements regarding tax exemptions.

VLA's plans for the future are no less ambitious than the accomplishments of their first seven years. During the coming year, VLA will apply for permission to practice law as an organization in addition to its present system of referring a client to a member attorney. This status will enable VLA to meet the increasing demand for its services by utilizing third-year law students as legal researchers – thereby reducing the attorney's work.

For further information on VLA or to apply for assistance, write Volunteer Lawyers for the Arts, 36 West 44th Street, Suite 1110, New York, NY 10036



Photos by Irving Desfor

The First International Invitational of Photography yielded $22,000 for Volunteer Services Photographers, Inc. (VSP) last year in New York City. At left, Co-Chairperson Ken Lieberman admires a print of Philippe Halsman's portrait, "Hemingway," donated for the VSP exhibition. It was sold at the auction. At right, Paulus Leeser signs his print of his dog "Jason," who was restrained from bidding by Charles E. Kurtak, VSP president. The deadline for the second Invitational is March 1, 1977 (details below).

Auction Benefits Rehabilitation Group

Professionals, Celebrities Donate Photos

Photography has been called "the art with a heart and a potent fundraiser" by Irving Desfor, Associated Press photography columnist. As co-chairperson of the first International Invitational of Photography, Desfor witnessed the truth in his words.

The combination exhibition and auction raised $22,000 for Volunteer Services Photographers, Inc. (VSP), a non-profit organization dedicated for 35 years to rehabilitation through photography. Last year 90 VSP volunteers devoted 7,500 teaching hours to 10,000 disabled and disadvantaged students in hospital, drug rehabilitation centers, youth groups and senior citizen programs.

It was VSP President Charles Kurtak's idea to request renowned photographers to donate a signed print for auction with proceeds going to maintain VSP's programs. When the first letter outlining the program was mailed to prominent photographers, ". . . there was a long moment when Charles Kurtak and the committee co-chairmen held their breath," Desfor recalls. "It was a pioneering venture and could die before being born simply by being ignored. Would anybody answer?" Within two weeks of its deadline, 170 responses to participate were received. "Many photographers asked if they could donate more than one print," Desfor notes.

Following a gala opening celebration, the exhibition ran for eight days at New York's Union Carbide Exhibition Gallery where display space, an installation crew and security guards were provided to VSP at no cost. Internationally known photographers including portraitist Yousuf Karsh, presidential photographers Ollie Atkins (Richard Nixon) and Yoichi Okamoto (Lyndon Johnson), Philippe Halsman, Jill Krementz, Lord Snowdon and Henri Cartier-Bresson were among the 261 donors of 373 prints to the auction. Four Pulitzer Prize winning photographers participated, and Nat Fein donated his "Babe Ruth Retires" for which he won a Pulitzer in 1949. One of the most popular displays was the Celebrity Corner which included photos by Frank Sinatra, Gina Lollabrigida, and Senators Barry Goldwater and Howard Baker.

Desfor explains the bidding system used at the auction: "All bids were written on special bid slips and turned into the VSP committee tables. Each bid slip required the name and address of the bidder and a 10 percent deposit. The bids were recorded, and the highest bid for each picture was written on an adhesive tab and placed next to it. On the last afternoon of the exhibition the open bidding system was replaced by a final sealed-bid system. The people present knew the price they had to beat (posted alongside each photo) and had to outbid others who might be interested in the same photograph."

According to VSP Executive Director Jean Lewis, the exhibition and auction ". . . allows photographers an opportunity to share something they're excited and enthusiastic about." Professional photographers (those who earn at least 75 percent of their income through photography) are invited to donate black and white or color prints for the Second International Invitational of Photography Auction scheduled for March 31 through April 21, 1977. Prints should arrive at VSP by March 1st. Interested photographers should contact Jean Lewis, Volunteer Services Photographers, Inc., 111 W. 57th Street, New York, NY 10019, (212) CI6-3965.

voluntary action news

Lake Tahoe VAC Shares Staff, Space

The Voluntary Action Center of South Lake Tahoe, Calif., has begun a telephone answering and message service center for local agencies that do not operate on a regular full-time schedule. This service is facilitated by use of Bell Telephone's automatic call-forwarding device which allows a customer to receive calls at another number. The cost is only $1.75 a month for the device, with no charge for installation.

"We are providing message forwarding to the Easter Seal Society, the Heart Association and the Cancer Society," says VAC Director Betty Davis. We charge a small fee to organizations that can afford it."

The VAC further aids local agencies by offering a space contract which grants permission for groups like Take Off Pounds Sensibly (TOPS) to use the VAC office for meetings during evening hours when it is not used for VAC business.

For further information, contact Betty Davis, Voluntary Action Center of South Lake Tahoe, P.O. Box 14524, South Lake Tahoe, CA 95702.

Camp Volunteers Pay No Fees

Free campsites for the season will be given to volunteers who provide a variety of services and maintenance of campground facilities in the 12-state area surrounding the Appalachian mountains that makes up the Jefferson National Forest. Last year from May to October 60 students, families and retirees spent from two weeks to three months at recreation areas of their choosing in the national park.

"In return for use of a campsite, participants in the Volunteers in the National Forest Program check for fees-paid cards displayed on each vehicle entering the camp grounds. They hand out maps, brochures, and general information to campers," explains Forest Supervisor Charles Blankenship. "Volunteers also report on the condition of the camp sites, including toilet facilities and baths and tell us if the grass needs mowing," Blankenship adds. These tasks can usually be done at the volunteers' convenience, and it is not necessary for them to remain at the campsite for long periods of time.

The Jefferson National Forest has a continuing need for volunteer assistance. Young people who work on the several hundred miles of Appalachian Trail, for example, provide maintenance that the Forest Service could not afford to do otherwise.

"The program generated more response than we could stand," remarks Blankenship, "and one published notice brought several thousand inquiries." Blankenship hopes to expand the program to utilize more volunteers, especially those who can participate for longer periods of time. "We plan to see that the volunteers are better trained this year and that they have some kind of identification."

Interested volunteers should contact Charles Blankenship, Forest Supervisor, U. S. Forest Service, Jefferson National Forest, Poff Bldg., Room 954, 210 Franklin St., Roanoke, VA 24001.

¡Anuncio!

NCVA Begins Workshops in Spanish

El departamento de Educación y Entrenamiento en NCVA ha sumado un nuevo miembro a sus filas. La Srta. Zulma M. Homs forma parte de nuestro nuevo servicio de entrenamiento que próximamente ofreceremos a las comunidades de habla hispana.

Zulma trabajó como entrenadora de español en su país natal de Puerto Rico contratada por el Cuerpo de Paz y luego fue transferida a la República Dominicana donde asumió la responsabilidad de directora del departamento de Entrenamiento en las oficinas del Cuerpo de Paz en dicho país.

La Srta. Homs fue invitada por NCVA para formar parte de un entrenamiento a nivel nacional en Albuquerque, Nuevo Méjico, donde cincuenta entrenadores de todas partes de los Estados Unidos se reunieron para especializarse en cuatro talleres diseñados por nuestra organización. A este grupo de personas se les denomina como "Cuerpo de Entrenadores" y la Srta. Homs está a cargo de la coordinación y manejo de dicho "Cuerpo," así como en la implementación de los talleres de entrenamiento. Para más información nos sentiremos muy complacidos de proveerles más orientación llamando a Zulma al siguiente teléfono: (202) 797-7800.

(Translation: NCVA's Department of Education and Training has a new staff member, Zulma M. Homs, who will provide a new training service to the Spanish speaking community.

Zulma worked as a Spanish instructor under contract with the Peace Corps in her native country of Puerto Rico. Later she was transferred to the Dominican Republic where she was the director of training for Peace Corps volunteers.

In July she was invited by NCVA to take part in a training session in Albuquerque, N.M. where 50 trainers from all over the U. S. were taught skills for conducting four local volunteer training workshops designed by the Education and Training department. Ms. Homs is now in charge of this "Trainer Corps" and is responsible for the coordination and implementation of the training workshops. For further information, contact Zulma Homs at NCVA. Phone: (202) 797-7800.)

Note: The workshops (also conducted in English and open to everyone) will be conducted in the following areas: minority recruitment, personnel management, board/staff interaction and paths to organization success. Requesting agencies will be required to pay all workshop expenses, including any out-of-pocket expenses incurred by the trainer. NCVA will lend trainers hardware, such as slide shows and viewgraphs for overhead projectors. One copy of handouts will be provided to the sponsor for reproduction for workshop participants.

101 WAYS TO GIVE RECOGNITION TO VOLUNTEERS

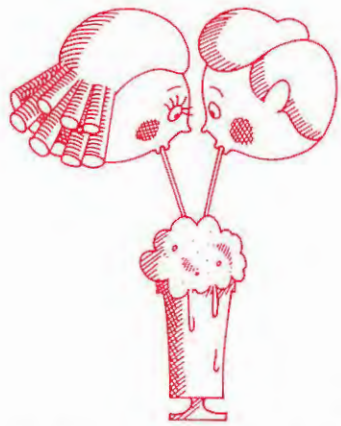
By
Vern Lake
Volunteer Services Consultant, Minnesota Department of Public Welfare

Continuously, but always inconclusively, the subject of recognition is discussed by directors and coordinators of volunteer programs. There is great agreement as to its importance but great diversity in its implementation.

Listed below are 101 possibilities gathered from hither and yon. The duplication at 1 and 101 is for emphasis. The blank at 102 is for the beginning of your own list.

I think is it important to remember that recognition is not so much something you do as it is something you are. It is a sensitivity to others as persons, not a strategy for discharging obligations.

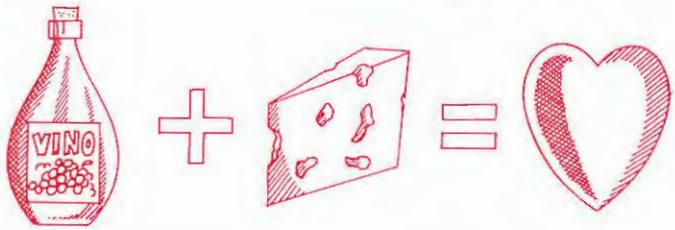
1. Smile.
2. Put up a volunteer suggestion box.
3. Treat to a soda.
4. Reimburse assignment-related expenses.
5. Ask for a report.
6. Send a birthday card.
7. Arrange for discounts.
8. Give service stripes.
9. Maintain a coffee bar.
10. Plan annual ceremonial occasions.
11. Invite to staff meeting.
12. Recognize personal needs and problems.
13. Accommodate personal needs and problems.
14. Be pleasant.
15. Use in an emergency situation.
16. Provide a baby sitter.
17. Post Honor Roll in reception area.
18. Respect their wishes.
19. Give informal teas.
20. Keep challenging them.



21. Send a Thanksgiving Day card to the volunteer's family.
22. Provide a nursery.
23. Say "Good Morning."
24. Greet by name.
25. Provide good pre-service training.
26. Help develop self-confidence.

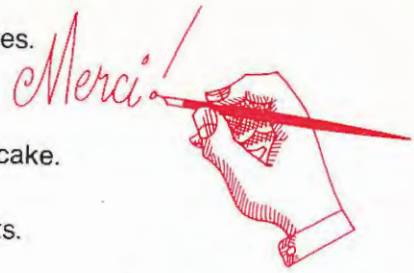
27. Award plaques to sponsoring group.
28. Take time to explain fully.
29. Be verbal.
30. Motivate agency VIP's to converse with them.
31. Hold rap sessions.

32. Give additional responsibility.
33. Afford participation in team planning.
34. Respect sensitivities.
35. Enable to grow on the job.
36. Enable to grow out of the job.
37. Send newsworthy information to the media.
38. Have wine and cheese tasting parties.

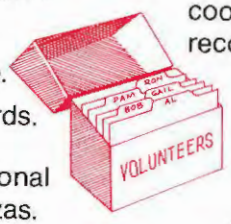


39. Ask client-patient to evaluate their work-service.
40. Say "Good Afternoon."
41. Honor their preferences.
42. Create pleasant surroundings.
43. Welcome to staff coffee breaks.
44. Enlist to train other volunteers.
45. Have a public reception.
46. Take time to talk.
47. Defend against hostile or negative staff.
48. Make good plans
49. Commend to supervisory staff.
50. Send a valentine.
51. Make thorough pre-arrangements.
52. Persuade "personnel" to equate volunteer experience with work experience.
53. Admit to partnership with paid staff.
54. Recommend to prospective employer.
55. Provide scholarships to volunteer conferences or workshops.
56. Offer advocacy roles.
57. Utilize as consultants.

58. Write them thank you notes.
59. Invite participation in policy formulation.
60. Surprise with coffee and cake.
61. Celebrate outstanding projects and achievements.
62. Nominate for volunteer awards.
63. Have a "Presidents Day" for new presidents of sponsoring groups.



64. Carefully match volunteer with job.
65. Praise them to their friends.
66. Provide substantive in-service training.
67. Provide useful tools in good working condition.
68. Say "Good Night."
69. Plan staff and volunteer social events.
70. Be a *real* person.
71. Rent billboard space for public laudation.
72. Accept their individuality.
73. Provide opportunities for conferences and evaluation.
74. Identify age groups.
75. Maintain meaningful file.
76. Send impromptu fun cards.



77. Plan occasional extravaganzas.
78. Instigate client planned surprises.
79. Utilize purchased newspaper space.
80. Promote a "Volunteer-of-the-Month" program.
81. Send letter of appreciation to employer.

82. Plan a "Recognition Edition" of the agency newsletter.
83. Color code name tags to indicate particular achievements (hours, years, unit, etc.).
84. Send commendatory letters to prominent public figures.
85. Say "we missed you."
86. Praise the sponsoring group or club.
87. Promote staff smiles.
88. Facilitate personal maturation.
89. Distinguish between groups and individuals in the group.
90. Maintain safe working conditions.
91. Adequately orientate.
92. Award special citations for extraordinary achievements.
93. Fully indoctrinate regarding the agency.
94. Send Christmas cards.
95. Be familiar with the details of assignments.
96. Conduct community-wide, cooperative, inter-agency recognition events.
97. Plan a theater party.
98. Attend a sports event.
99. Have a picnic.
100. Say "Thank You."
101. Smile

102.

communications workshop

By Len Biegel

More and more, volunteers are accepting or seeking invitations for interviews on television talk shows and spot announcements. These opportunities—as short as 30 seconds or eight or ten minutes or as long as a full half hour—provide an excellent means for expressing opinions about an issue, publicizing a project, soliciting funds, or recruiting new volunteers.

When the circumstances are right, e.g., community interest and/or need, virtually every volunteer group has at least a moment in time when a television appearance is appropriate. Being ready for that moment is another matter. The valuable time available can just as easily be used for a success as a failure.

Len Biegel is a communications consultant and Emmy Award winning television producer. He is currently conducting a nationwide series of mediability workshops on practical uses of radio and TV.

No one is born a television professional. While the general ability to address cameras or groups comes naturally to many people, the actual techniques of presentation and detail must be learned. One of the best ways of learning is by example. What follows are hypothetical situations which reflect the different interviewing techniques a volunteer might encounter and how he or she handled the situations. The actual time limits are ignored to allow space for several samples.

SITUATION A: Telephone Reassurance Project for the Elderly

Spokesperson: Executive Director of the Community Telephone Reassurance Service

Interviewer Type: unprepared but sincere

Interviewer: Welcome back to this portion of the Daily Show. Many of us have heard that this month is Senior Citizens Month. And we all want to honor old people. And sometimes help them, too. With us today is Faye Sanders who heads a group called the Telephone Reassurance Project for Older People. Welcome, Mrs. Sanders. It's nice to have you with us, and we're so glad you are doing nice things for older people. Tell us, do you find reassuring older people a satisfying thing?

Sanders: Well, yes. But before I can answer that question, I ought to tell you that I do not personally reassure the people. And the project is more than just reassuring older people.

Interviewer: Oh, what do you mean?

Sanders: Well, telephone reassurance is a type of service that has been spreading across the country—community to community—and we, as a fairly typical one, provide daily phone calls to homebound older people, offering human contact via the telephone. We answer questions, provide referral help when needed, and, very important, when the person does not answer, we know that it is the right time to suspect that the person needs personal help, and we

then dispatch someone to personally visit immediately.

Interviewer: Are there enough people who need this service?

Sanders: Oh, yes, many people. In this community alone, we have 5,000 people who live alone and are over 65. That is almost 10% of the population.

Interviewer: I didn't know that.

Sanders: Yes, the older population is increasing. With the decline in the birth rate, and with the increased longevity we now enjoy, older people are a more significant part of the population.

Interviewer: Well, that's fascinating. Now, tell me, what does all of this mean to the people out there? What about the older people themselves?

Sanders: For the older people in the audience, I would like them to know that we are available as a service and to contact us when in need. We are a nonprofit community group, supported by volunteers and by contribution.

Interviewer: That's very interesting.

Sanders: But our real problem, and that's why I am so glad to have this opportunity, is because we are in need of more volunteers. If you would like to volunteer some of your time—a day, a week, a day every other week—we would love to have you help us out in the service. The work is fascinating and really satisfying. We are in a church building at 22nd Street, right off Main, and can easily be reached by any number of convenient bus lines. And of course parking is also available. Please call us at 762-2401, any day between 9 and 6, and we would be glad to chat about the possibilities of being a volunteer.

Interviewer: Mrs. Sanders, thank you very much for joining us. Remember, call her at 762-2401 if you want to be a volunteer. We'll be back in a moment with another guest.

Critique: Faye Sanders took more than adequate advantage of a common situation: the unprepared but well-meaning interviewer. Most good interviewers are prepared, but you will find many who are not, either because of their own faith that they can "wing it" or because they are part of programs which are done on short schedules with very small staffs. Mrs. Sanders took hold of the situation in a direct and forthright manner, making her message loud, clear and brief.

SITUATION B: Anti-Litter Campaign

Spokespersons: President of the Keep City Nice Project and City Sanitation Commissioner

Interviewer Type: hostile

Interviewer: Good morning. Today, believe it or not, we're going to talk about garbage. That's right, garbage. This week, I am told, is Keep Your City Clean Week. And we're going to do our part here on this program. Joining us this morning are two people concerned every waking moment with garbage. Let me first introduce Miss Sandra Stanton, president of the Keep City Nice Project, known as KCNP for short. Good morning, Miss Stanton. And Tom Cavender, our city's sanitation commissioner. Good morning, garbage commissioner.

Let's start right in talking about garbage. Our streets are pretty filthy. How come?

Cavender: Well, that's not really a fair statement. They become dirty pretty fast. And we try to do our job, but it's not easy, and we need more help than we now have.

Interviewer: But, it seems to me, you have a job to do, and you folks have to do it. I don't appreciate walking through streets lined with trash. Someone's not doing their job. How come?

Stanton: Well, I think that's the crucial issue: who's job is it?

Interviewer: Well, is that an issue? We taxpayers pay an awful lot of money for cleaning up the garbage. And it seems clear to me that it's your job on the sanitation commission to get it done. All I seem to find is that garbage trucks block traffic at the worst times. But are they picking up the garbage?

Cavender: Yes, they are, but people are dropping litter just as fast as it can be picked up. That's another part of our problem.

Stanton: Well, that's the point. If you will let me speak for a moment on what you said about who's job it is . . . well, let me tell you, it's everybody's job. It is *your* job and *my* job to be more considerate of the next person and carry the candy wrapper, the newspaper, whatever, to the trash can, and not dump it at the nearest curb. That's the problem.

Interviewer: Well, of course, I don't drop stuff at the curb. But look at all the others who do. So what difference does it make if I do my part? It doesn't look like anybody else is really doing much. So I think it falls back in the laps of the garbage men to just keep cleaning up, and do a better job of it.

Cavender: Mr. Interviewer, I think you show a clear lack of understanding of the problem. If this were not a live television program, I would probably use more profane language. But instead I'm going to suggest that you listen to some of the logic we are trying to tell you, and maybe we can solve the problem.

Interviewer: What makes you think you have a logical story?

Stanton: I'll tell you why. In Traverse City, they have faced the same problem and they have licked it. They have licked the problem through constant raising of the public conscience. They have convinced the people that an ounce of prevention is worth a pound of cure, and that is as true for garbage in the streets as well as the common cold. What we need in this town is for everyone to realize that this town is theirs, and that the cost of cleaning it up is going to cost them more if they don't do their jobs.

Interviewer: But how do you do it? I'm not so sure our folks care that much.

Stanton: They will care if more time is given on radio and television and in the papers to tell the story of how others have done it—and how they can have greater pride if they start out wanting to be proud of their city. It's just as easy to be clean as dirty.

Interviewer: Well, our time's up for today. Thank you for joining us. We'll be back in a moment with our next guest, Lola Langtree, star of the new movie.

Critique: The interviewer may have struck many of you as somewhat of a caricature or an extreme example. But he is very real. If you are faced with an invitation to appear with this type of person, do not shrink from the situation. These types of interviewers often enjoy a large, attentive audience, and it is a good spotlight for your cause. Be very alert to the types of question patterns which this person uses, which are predictable once you have watched several programs. This type of person will become antagonistic quickly and will keep

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Winter 1977

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National Congress on Volunteerism and Citizenship, 1976. Inaugural projections—the next four years. National Volunteer Week, 1977.

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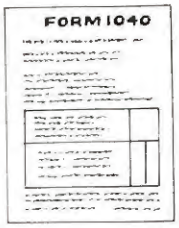
Taxes and credits for volunteers? Employment Service recognition of volunteer experience? Is insurance available?



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1785 Massachusetts Avenue, N.W.
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going as long as you respond. The program segment will also end abruptly, in time for the next commercial, and you frequently will not have had a chance to bring out all of your points or to draw any conclusions or summary. Be prepared to respond rapidly and calmly, remembering your main points and expressing them succinctly.

Miss Stanton handled the situation rather well, touching on the main point of the public conscience and the experience of another city. While not conclusive, she at least had the chance to raise the central point. Many people, given a similar situation, will be ready with a history of the project, who its officers are, etc. Do not fall into that trap, even in the most cordial of interview situations. The audience at home wants the meat of the story on television, not the memorabilia.

The sanitation commissioner, though not a volunteer, is also worth comment. He attempted to give a long explanation, though he never had a chance. And he did all he could to control his anger. Fortunately for him, Miss Stanton carried the ball and did the best under the circumstances.

You may frequently find that an interview program will "book" you with another guest or two in the same segment. Ask about this when the arrangements are made. You will be much better prepared than if you are surprised by the other guest.

Find out if there are others and who they are and consider the merits of meeting with the person beforehand. This can be especially valuable if you are both supporting the same issue but represent different aspects of it. You can at least organize your lines of reasoning and present a more cohesive story.

SITUATION C: You have been invited by a local TV station to videotape a spot announcement for your local volunteer program. This station, like many across the country, periodically allocates studio time for local groups to come in and be part of their own public service announcements. The advantages are two-way, inasmuch as the giving of production and air time by the station looks good on the Federal Communications Commission application for station license renewal, while it offers the local group an opportunity it probably could not otherwise afford. Though the spots normally appear only on the station at which they were made, and may only be seen for a two or three week period, they are excellent opportunities for spreading a message.

The challenge comes in choosing the spokesperson, and in writing the script. The production details and the studio time are generally minimal, with several other groups being given studio time within the same few hours. While you will have time to rehearse before the camera, you will not have several hours all to yourself.

Several pointers to keep in mind:

- Choose a spokesperson from your group who has a clear, friendly voice—a person who has a natural grace and is not afraid to smile.
- Choose a person who is not intimidated by strange situations; in short, a relaxed, confident person.
- Try to find and bring along a simple graphic or two, if the studio situation will permit it. Ask in advance if they can "key" or "chroma key" a simple graphic behind the spokesperson. An example of a chroma-keyed graphic is the headline or picture or map behind the newscaster as the story is being delivered. The picture should be in color if possible and roughly in a 3 x 4 horizontal size ratio. Also, consider a second graphic for the full screen, such as the name or symbol of your organization or project, with a telephone number and/or address. The station frequently will make this part of the material up for you, though it is important to ask in advance and be prepared.

The contents of the script are something else. In this example, let us assume that you are going to devote 60 seconds to encouraging local institutions to register voluntary opportunities with you. Let's look at a good script and a bad script.

Example A: Hello, I'm Tom Smith of the New City Volunteer Program, and I want to tell you about how to be a volunteer. If you like to volunteer, we are the place to come to, but more importantly, we need places to send our volunteers, and so if you want to do volunteering, or want to have someone volunteer to help you, you ought to write, phone or stop by our office. We are located on the corner of 6th and D, and we would like you to stop by and talk about volunteering. It's a good thing to do. Thank you.

Example B: Hi, I'm Tom Smith, executive director of the New City Volunteer Program. Our job is to match people who like to volunteer with projects which need volunteers.

Volunteering is one way to obtain needed skills while keeping costs down and providing satisfaction for those who wish to be volunteers. Right now we have many people willing to serve as volunteers in hospitals and schools. If you require special people to help out in a variety of projects in your school or hospital, please call us between 9 and 5 PM at 234-6785, and we will be happy to match a volunteer with your project. We too are volunteers, and the service of course is free. The phone number again is 234-6785.

Critique: Example B is clearly the better of the two. The speaker is organized and very specific, and that is what is absolutely essential. Think in terms of being the home viewer and what would be on your mind when tuned in. Be clear, and above all give phone numbers or addresses slowly and do not hesitate to repeat them.

IN BOARDS WE TRUST

By Brenda Hanlon

At each . . . meeting, which only lasted an hour and a half, we were presented with long lists of relatively small capital expenditures to approve. We were shown sketchy financial reports which were rarely discussed in any detail. The reports were not designed to be revealing, and we were not to take them away from the meeting. And we always had an oral report by the CEO [Chief Executive Officer] promising better results next month which never came true. —Louis W. Cabot, "On An Effective Board," *Harvard Business Review*, Sept. 1976.

It is a sign of the times that the boards of directors (or trustees) in both the nonprofit and profit-making worlds are catching the public's eye. A wave of headlines revealing bankruptcies, political payoffs, conflicts of interest and negligence has led to charges of mismanagment by angry stockholders or constituents and resulted in lawsuits holding directors liable for lack of vigilance. Mr. Cabot's confession (quoted above) as a sued member of the board of the now bankrupt Penn Central railroad is a typical portrait of the heretofore unaware—or unheeding—board of directors.

But even without the headline-producing incidents, the '70's have given rise to a broad movement toward more active and independent boards of directors. Affected by the ever-accelerating changes in our society, economy and environment, both corporate and nonprofit decision makers have been forced to contend with their organization's survival. Many voluntary organizations, for instance, are faced with annual operating deficits resulting from cutbacks in federal spending, a faltering stock market and a corresponding reduction in foundation grants. In addition, they are unable to offset rising personnel and labor costs by increasing productivity. The inflationary web has caught them at a time when the demand for human services has never been higher. The crisis in the cities is one example, creating a need to combat new problems related to overcrowdedness, pollution, inadequate transportation and housing.

As a result, there are several visible signs that change has invaded the boardroom, making misnomers of such common board references as "rubber stamps," "back-seat drivers," or "non-boards."

More women, minorities and consumers are being asked to sit on boards, contributing fresh viewpoints to organizational direction. In addition, boards are assuming a new sense of responsibility for their agency's programs and services, as evidenced by longer and more frequent meetings, increased participation on committees (which bear the responsibility of planning), and more give-and-take of information between the board and executive director.

WHAT IS A BOARD?

Being a part of the official governing body of a nonprofit, soliciting organization is a serious responsibility, and should never be undertaken with the thought that it is an easy way to perform a public service.— Council of Better Business Bureaus, *In-Sight*, July 1976.

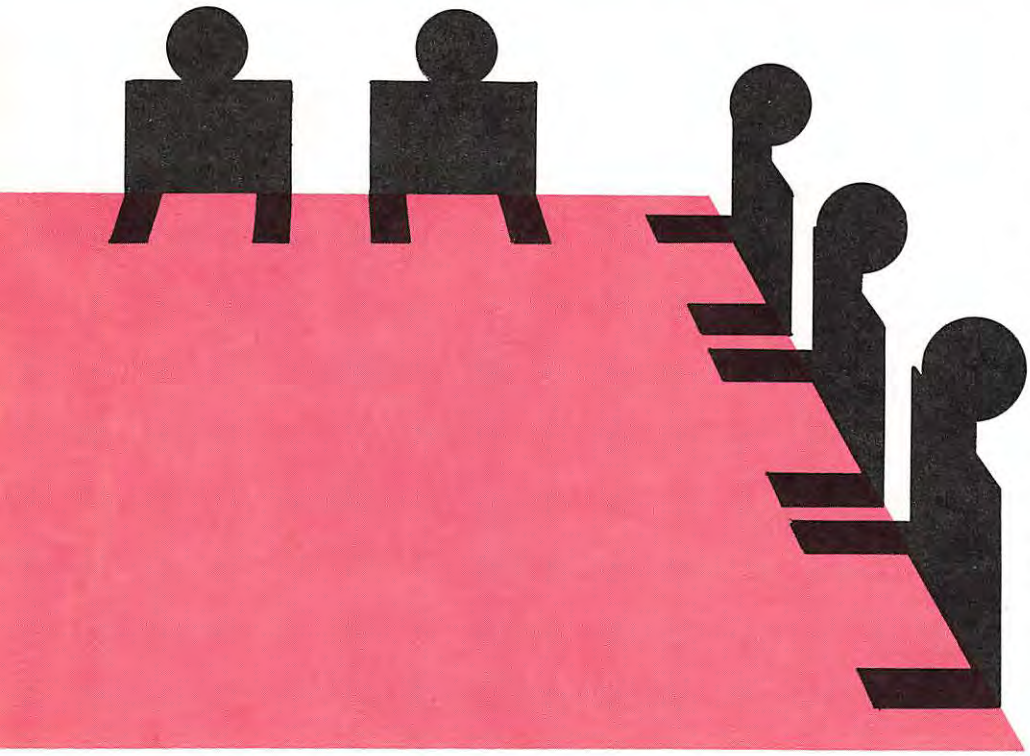
By law, a corporation (nonprofit or profit-making) *must* have a board of directors responsible for its affairs. The National Information Bureau, a nonprofit evaluative service for contributors to nonprofits, defines a nonprofit board as "an active and responsible governing body, serving without compensation, holding regular meetings, and with effective administrative control." As a legal entity, a board exists only when it meets as a board—that is, individual board members cannot speak for the organization outside of meetings. But when it does meet, the board is responsible for a wide range of matters, including policy determination; budget approval; expenditure, project and contract authorization; and employment of the executive director.

Responsibility, Accountability

"The board bears the responsibility for the successful performance of the

agency," writes Peggy Gifford, a volunteer board training consultant in Toledo, Ohio. "It is the board that is accountable to the community [which] has a stake in the activity of the agency." The words *responsibility* and *accountability* are gaining significance as today's courts and legislatures are taking care to ensure that directors are properly executing their power. Several lawsuits involving hospitals have affected the role of nonprofit boards in general. One court ruled that hospital boards are responsible for the quality and actions of their medical staffs, while another spelled out the specific fiscal responsibilities of a trustee, ruling that he or she "has a continuing fiduciary duty of loyalty and care."

Bradford Dewan, in a series of articles in the *Economic Development Law Project Report*, wrote that it is just as difficult to define this "duty of care" doctrine as it is to define a director's responsibilities. He states, "The primary guide that a director must follow to avoid liability is to act objectively, carefully and diligently." This means that if a director has questions about a staff report, it is his responsibility to *demand* more information. By the same token, he should *insist* that accurate minutes of board actions be kept. And he should *make sure* that staff operation is in accordance with organizational policy as determined by the board.



SOME QUALITIES OF A SUCCESSFUL BOARD (AND ORGANIZATION)

My own feeling is that if you go to a board meeting and never during that board meeting have a period during which you are yourself tense and your heart beats and you know something is at stake—if you lack that feeling two or three meetings in a row, there is something wrong with the organization.—Karl Mathiasen, *Confessions of a Board Member*

A well functioning organization—one with the ability to plan and carry out goals in tune with the times—is usually the reflection of an active board. This type of board generally displays several important traits:

Broad representation. The trend is to diversify board composition. The Federation of Protestant Welfare Agencies, an organization that has been conducting board member institutes for voluntary social welfare agencies since World War II, issued a policy statement on board composition in 1970. It reads, in part:

To be effective in rendering needed services, to be responsive to the community it serves and to receive support from that community, it is essential for an agency to include on its board men and women of different age groups with different skills, with different racial, ethnic, religious, economic and cultural backgrounds, who through direct involvement, are knowledgeable in regard to broad community needs and resources as well as the needs in the particular field served by the agency.

In these times it is especially important to make sure that consumers of service and those thoroughly familiar with the life styles of the disadvantaged be included.

Rotation. Many organizations limit the terms of their board members with a system for replacing a portion of the board every few years. There are many good reasons for this. Peggy Gifford suggests that "New personalities and new viewpoints tend to stimulate interest, create enthusiasm and keep the agency young." She adds that a rotation system "avoids any suggestion of proprietorship in the agency or of a clique being in control of it."

Committees. It is at the committee level that the most important work of a board is performed. Committees afford members the opportunity to discuss in depth a particular problem, acquire information, and make policy recommendations to the board as a whole. Their authority is granted by the board and the bylaws. Through participartion on a committee, board members can increase their understanding of the organization's program and problems. The board of the Kansas City Voluntary Action Center divides its work into 14 committees, including finance; program development; nominating; VAC personnel; bylaws; training; recruitment and follow-up; VAC recognition; VAC agency relations; office management; community resources; community needs; information and referral; and VAC publicity.

Board manuals. A board manual is an important tool for all board members, particularly the new ones. It usually includes a copy of the association's articles of incorporation and bylaws, annual and financial reports, a year's set of minutes, a list of all funding sources, names and addresses of board members, committee descriptions, executive director and staff job descriptions, and an adequate background on the organization. Many manuals contain a history of the agency which helps give the new board member a perspective on the organization's current direction.

Board/staff relations. Good board/staff relationships are vital to the effective functioning of a board. While the relationship is basically one of employer to employee, "it is also one of the most sensitive areas," says Peggy Gifford, "because it is often difficult to draw the lines of responsibility and not step over them." She underscores the importance of open communications between the two, "using the proper channels . . . reporting (written or verbal), updating and meetings. Special problems, disagreements, different interpretations should be handled at the committee level."

Evaluation mechanisms. Some form of evaluation is essential to the continuing health of an organization. The process helps the board construct its future program, often allows for the airing of pent-up board/staff feelings or opinions, and can provide useful information in devel-

oping financial proposals and in publicizing a program.

Orientation. An adequate orientation and indoctrination to the agency's purpose, goals and history is one of the most important ingredients of a sound board. Such pretraining should include discussion as to why the individual was invited to sit on the board as well as what kinds of contributions he or she can make to the organization. The orientation period is also the time for getting to know the senior board members, the staff, and their respective roles.

THE NEED FOR CONTINUING EDUCATION

Being an effective board member is more an art than a science. It is as much a matter of attitude as having a body of knowledge. Nevertheless, as people with no previous board experience are learning to become leaders . . . they are finding methods and skills that work.—Scholarship, Education and Defense Fund for Racial Equality, "How To Be An Effective Board Member"

Today's board of directors should beware of success — and complacency. "Rapidly changing social conditions and the increasing complexity of today's social service agencies," writes Sister Fidelia Laughrin in the board manual for Cleveland Catholic Charities, "make it imperative that board members be kept informed and up-to-date on new developments." Many boards are taking the time—often by adding an extra hour to their regular meeting—to participate in sessions on skills development, such as interpersonal communications or how to design a course of action that will allow room for staff creativity.

The following recommendations for initiating a board members' education program are excerpted, with permission, from *A Need Fulfilled* by B. Pendleton Rogers, board and service volunteers director of the Federation of Protestant Welfare Agencies, on the history of the Federation's board members' institutes:

- The goals of any board members' education program should include attitude changing, attitude awareness as well as imparting knowledge and understanding. The gaps between board, staff and the agency client group and the communities served are still wide.
- It is essential to provide ample opportunity for discussion by participants in small groups with experienced leadership and the involvement of resource consultants.
- Planning committees for board members' institutes should include both agency board members and executives. These should be representative of the agency boards for whom the institute is being planned.
- Participants in the institute should be encouraged to report at . . . a special board meeting to share ideas with those unable to attend and this should not be limited to a five minute report as so frequently happens.
- The interests of the more traditional type board members must not be overlooked. We must not lose the value of the type of gathering that enables people with similar interests and backgrounds to meet to exchange ideas as well as "recharge their batteries."

The board members closest to the communities served by the agencies have a particularly valuable contribution to make. They too need an opportunity to exchange ideas with the "old guard." They too need to achieve a sense of renewal, to benefit from the feeling of being part of something far greater than the individual agency they represent.

SOME PRACTICAL BOOKS ON BOARDS OF DIRECTORS

American Society of Association Executives. *Directly for Directors.* Washington, D. C.: American Society of Association Executives. n.d.

Conrad, William R., and William R. Glenn. *The Effective Voluntary Board of Directors.* Chicago: The Swallow Press, 1976.

Hanson, Pauline L., and Carolyn T. Marmaduke. *The Board Member—Decision Maker for the Nonprofit Corporation.* Sacramento, Calif.: Han/Mar Publications, P.O. Box 6143 (Zip: 95860).

Houle, Cyril O. *The Effective Board.* N.Y.: Association Press, 1960.

Louden, J. Keith, and Jack Zusman. *The Effective Director in Action.* N.Y.: AMACOM, a Division of the American Management Association, 1975.

National Information Bureau. *The Volunteer Board Member in Philanthropy.* N.Y.: The National Information Bureau, 1968.

Schmidt, William L. *The Executive and the Board in Social Welfare.* Cleveland: Howard Allen, 1959.

Sorenson, Ray. *How to Be a Board or Committee Member.* N.Y.: Association Press, 1962.

Trecker, Harleigh B. *Citizen Boards in Action.* N.Y.: Association Press, 1970.

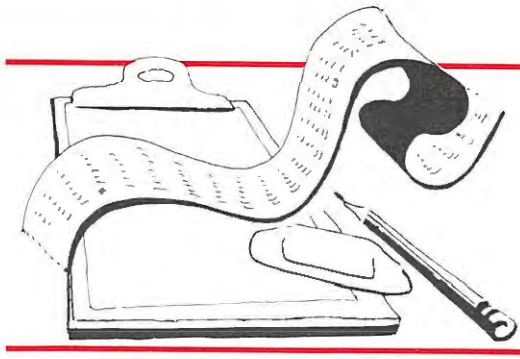
- The goal of any board members' institute should be to provide this opportunity for all types of board members, including younger board members who are becoming involved in community service for the first time.
- The board members of an individual agency cannot "go it alone" any more than can the executive and staff. While there are many opportunities for both groups to exchange ideas and discuss problems such as at local, state and national . . . conferences, there still are not enough meetings at such conferences planned primarily for board members.

On a local level, however, there must be more opportunities for board members to meet together with professionals in a teamwork approach to collectively strengthen the functioning of agencies in the voluntary sector.

WHY BE A BOARD VOLUNTEER?

A board now is not a recreational activity; not a place to meet "cronies"; not a place for "reward" or "honorary" appointments; no longer a place for breezing in, devouring lunch, making a few fast decisions with a minimum of information and fading out!—Pauline Hanson and Carolyn Marmaduke, *The Board Member—Decision Maker for the Nonprofit Corporation*

For today's volunteer, an invitation to become a member of the board of a nonprofit organization requires serious consideration of the responsibilities, time and effort involved. While voluntary board members—unlike their counterparts in the profit-making corporation—cannot receive compensation for their services, there are many nonmonetary rewards. In a recent annual report, Carnegie Corporation President Alan Pifer precisely expresses the benefits of (and reasons for) involvement in the private nonprofit service institution: the special opportunity to provide the public with many kinds of essential services; the opportunity to become informed about pressing national problems and to judge the performance of public officials and institutions related to those problems; the satisfaction of providing special talents and experience that most institutions could not otherwise afford; and the satisfaction derived from knowing that board service represents "an antidote to the all too frequently encountered attitude that as long as one pays one's taxes, the failures, the evils, the pathologies of the world, are someone else's responsibility."



research

By David Horton Smith

What do social scientists have to say about the role of boards of directors (or trustees) in voluntary organization and volunteer program effectiveness? According to Amitai Etzioni (*Hospital Progress*, June and July, 1974), the advocates of greater board accountability in organizations usually mean great responsibility and responsiveness to client/consumer/constituency needs; greater attention to community needs, especially those of local minority groups; or greater commitment to values and high standards of morality. In all three of these approaches, Etzioni argues that accountability is little more than rhetoric or a symbolic gesture. As he puts it, ". . . advocates of accountability often use the term but fail to outline specific practical applications . . .; or, when such suggestions are made, if at all, they are often vague." He continues, "When accountability is divorced from any systematic efforts to achieve it, the term becomes a thin cover for inaction, a form of lip service."

To understand real accountability, it is necessary to understand a series of related concepts that describe the more general subject of participatory democracy which applies to society as well as voluntary organization. Ritchie Lowry (*Urban and Social Change Review*, Spring, 1970) states that these key concepts are responsiveness, accessibility, availability, participation and accountability. He writes, "Responsiveness occurs between leaders and citizens [or for our purposes—members, clients, volunteers or other constituencies, hereinafter referred to as constituents] when political channels and avenues are available through which each can make their basic needs and desires known to the other. Accessibility is present when these channels provide a meaningful, permanent, and more-or-less face-to-face context for the relationship. Availability refers to the potentiality, based upon responsiveness and accessibility, for quick mobilization of leaders by citizens [again, read "constituents" for the term "citizens"], and citizens by leaders, to confront major problems. . . . When responsiveness, accessibility and availability are maximized, we can refer to the government [or governance system of a voluntary group] as *responsible*."

How does your board of directors or advisory board stack up against these standards? Can members or volunteers or clients easily and effectively make their desires known to the board and vice versa? Is the mechanism for mutual board and constituent accessibility—such as regular open meetings of the board and at least some general meetings of constituents at which all or most board members are present and formally accessible for interaction—a permanent and meaningful one? Are there effective ways for constituents to quickly mobilize board members to confront problems, e.g., through petition procedures to force board attention on some issue or to hold special meetings with board members and organization constituents? Can the board likewise mobilize the latter quickly and effectively when needed?

Lowry further argues that until an organization can effectively implement the mechanisms for responsiveness, accessibility, and availability, true democratic citizen participation in the organization (or government of a society) is not possible. And without real opportunities for democratic participation by constituents in decision-making, voluntary groups are particularly likely to suffer and decline in effectiveness. This perspective is spelled out in Albert Hirschman's *Exit, Voice and Loyalty: Responses to Decline in Firms, Organizations and States* (Harvard Univ. Press, 1970). He argues that, "Precisely in sectors where there are large numbers of [organizations] competing with one another in similar conditions [as in the voluntary sector], declines in the fortunes of individual [organizations] are just as likely to be due to random, subjective factors that are reversible or remediable as to permanent adverse shifts in cost and demand conditions. In these circumstances, mechanisms of recuperation . . . play a most useful role in avoiding social losses as well as human hardship."

Hirschman identifies two main kinds of response or recuperation mechanisms that an organization can use to turn around an incipient decline—"exit" and "voice." Exit is defined as a situation in which some members or volunteers leave the group, when some clients or users fail to relate to it any longer, or when its constituency no longer responds to the same degree it did before. The wise board of directors is alert to such signs of exit responses and takes steps to remedy the problems that are responsible for them, paying careful attention to the views of both *remaining* and *former* constituents. The exit response in a healthy voluntary organization can produce quick remedial action by a responsible board of directors, thereby turning an essentially negative response into a positive and helpful action (*if* the group has an alert and responsible leadership). Since staff leadership often has a vested interest in covering up or explaining away apparent, incipient organizational decline, it is the board's responsibility to closely monitor the exit response and to take appropriate action when it is discovered.

Voice is the second main kind of response mechanism to incipient decline in a voluntary organization (which may be decline in quality of services or prod-

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ucts of any kind). Voice represents any attempt by the constituents of an organization to change, rather than escape from, an "objectionable state of affairs" in that organization. But the voice option will tend to be used only when the constituents believe they have a fair chance of getting the organization "back on the track"; and when they feel it is worthwhile to try to do so rather than go elsewhere in order to satisfy their needs in a certain area—e.g., a service or product produced by the organization.

It is extremely important to understand the two conditions under which dissatisfied people tend to stay with an organization and try to improve it. The first condition is based on a belief that the organization is responsible (in Lowry's terms described above), and that participation in the organization's decision-making process by constituents is feasible. Hence, it is vital for the board of directors of a voluntary organization to act responsibly and to guarantee meaningful participation by non-leaders affiliated with the organization. The second condition is based on a sense of loyalty to, and personal caring for, the voluntary organization (assuming it does not have a complete monopoly on the service or product it provides). This loyalty, in turn, is likely to be fostered by responsible leadership working for socially valuable ends using socially acceptable means (including proper attention to equal rights, affirmative action, social justice, civil liberties, etc.).

According to Hirschman, there is no optimal mix of exit and voice that can be established. In some organizations one response tends to dominate at a given time, while in other organizations (or in the same organization at other times) the other response mechanism will dominate. But whichever response is primarily present in a voluntary group—whether members/volunteers are leaving in droves or there are unending protests about the responsiveness of the leadership—the effective board of directors perceives that either response is a symptom of something about the organization that needs to be changed or dealt with at the policy decision-making level. It will take steps to stop the incipient decline in its tracks in spite of the fact that, in the short run, the staff leadership of the organization may try to deny the seriousness of the exit/voice response and to convert "what should be feedback into a safety valve."

Research on voluntary organizations shows that there are almost limitless ways in which the leadership, and particularly the boards of directors, can go astray over the long run, leading to the decline and often death of the organizations for which they are responsible. One vitally important area of failure for many boards is lack of sensitivity to, and responsiveness to, long term changes in the environment and competitive situation of the group. This is very different from the "remediable lapses" for chance reasons that Hirschman described. Instead, the failure deals with situations where the voluntary group has essentially achieved its goals/purposes or else those goals/purposes have lost relevance in the changing societal context.

When either of these types of major changes in relationship to the external social environment occurs, the board of directors is faced with some very hard choices. It can simply decide that the job has been done or it no longer needs doing and disband. This option will release resources of money, people, buildings and equipment for other more socially necessary tasks in the voluntary sector. Or, the board could decide to just go on as before, struggling to stem the decline, but fighting a losing battle that will eventually lead to organizational dissolution (a lingering death rather than a quick and efficient one).

The more effective voluntary organizations, however, when faced with changing relationships to the external environment have had a board of directors that was able to set a new policy, purpose and goals for the organization that are somewhat related to earlier goals but clearly based on an unmet public need in current society. David Sills' study of the National Foundation for Infantile Paralysis (*The Volunteers*, The Free Press, 1957) and Mayer Zald's study of the Y.M.C.A. (*Organizational Change: The Political Economy of the YMCA*, Univ. of Chicago Press, 1970) are two good examples of how national voluntary organizations with effective boards have been able to identify new organizational purposes and re-orient their organizations accordingly, rather than face decline and dissolution. The National Foundation, for instance, worked at accomplishing the organizational goal, while the YMCA had to deal with an increasingly irrelevant goal (the spiritual and moral uplift of youth).

Unfortunately, many boards of directors of voluntary organizations and volunteer programs are unable to bring about this kind of "goal succession" or goal transformation. Instead, they frequently do nothing or else engage in what is called "goal displacement"—trying to maintain the organization at all costs, irrespective of whether it is still relevant or useful to society at large.

An effective board of directors, with a real sense of responsibility and accountability, sees to it that a voluntary organization with some kind of instrumental goals (e.g., other than sheer sociability and fellowship) either works toward those goals or changes them when they are accomplished or become irrelevant. National voluntary organizations, like the Women's Christian Temperance Movement, that have been unable to successfully adapt to a changing society almost inevitably go into decline (see Joseph Gusfield, *American Journal of Sociology*, 1955, pp. 231-32). And even if such organizations undergo goal displacement, just focusing on keeping the organization going, as did the Townsend Movement (see Sheldon Messinger, *American Sociological Review*, 1955, pp. 3-10), they are still likely to decline and die.

With voluntary and other kinds of organizations, the message from research is that—as with species of animals—in the long run they must adapt to changing circumstances or die. And the people in a voluntary organization most responsible and accountable for sensing the need for adaptation and bringing it about successfully are the members of the board of directors or its equivalent. To get effective people on the board of directors is not easy. Research shows that it is essential to develop a performance and work-oriented board of directors, rather than a prestigious or "rubber stamp" board.

The bibliography on p. 21 lists some of the best books written by practitioners on the how-to aspects of developing and maintaining an effective board of directors that is accountable and responsible in the ways discussed above. Additional material and bibliography on boards and their activities can be obtained from the Association of Voluntary Action Scholars, Box G-55, Boston College, Chestnut Hill, MA 02167.

RESOLUTIONS of the National Congress on Volunteerism and Citizenship, 1976

Isolde Weinberg (r.), NCVA Technical Services editor, greets guest at reception preceding official opening of NCVC, '76.

Cochairpersons Mary Ripley (l.) and Joyce Black (r.) welcome delegates at opening session.

The National Congress on Volunteerism and Citizenship, 1976 met in Washington, D. C. on November 19-23, 1976. The more than 300 participants at the Congress included 110 District Forum Delegates from 33 states and the District of Columbia, and representatives from academia, government agencies, and national voluntary organizations.

Through issue committees, statewide caucuses, and plenary sessions, participants formulated resolutions and recommendations for removing barriers to citizen participation. Committees of the National Congress discussed means of improving citizen participation through voluntary action in the following areas: Volunteerism and Voluntary Action; Community and Family Services; Health Care; the Criminal Justice System; Citizen-Government Relations; Education; and Senior Citizen Concerns.

Local and District Forum Process

NCVC '76 began with forums in local communities held from February to May 1976. Participants in these Local Forums were asked to discuss issues and concerns within their communities and to consider ways in which they, as individual citizens, could contribute to their solutions. The agenda developed from these Local Forums formed the basis of District Forums held from June to September in the nation's U. S. Congressional Districts.

Delegates were selected at these District Forums to attend the National Congress meeting and make recommendations based on the citizen volunteer's agenda generated at the Local and District Forums.

Over 10,000 citizens in 36 states participated in the Local and District Forum process.

Results of the National Congress

Among the subjects addressed in resolutions adopted by the National Congress were:

- Establishment of a Volunteer Advisory Council for the President, each State Governor, and each municipal governing body.
- Promotion of citizen self-help programs designed to assist the community in the deterrence of criminal activity.
- Integration of volunteer experience into the community service-based curricula of educational institutions.
- Development of comprehensive pre-retirement programs stressing opportunities in volunteerism for senior citizens.
- Sponsorship of a White House Conference on Volunteerism, and a reconvening of the National Congress on Volunteerism and Citizenship in 1978.

Dissemination of Congress Results

The results of the National Congress will be:

- returned to Local and District Forums for action;
- published for State Conventions and other statewide meetings;
- transmitted to national, state, and local government leaders;
- distributed to national voluntary organizations, state directors of voluntarism, and Voluntary Action Centers.

State Conventions of the National Congress will meet throughout the spring of 1977 to review the resolutions of the Congress and to plan and begin implementation at the state and local level.

Those interested in participating in a State Convention or in obtaining a copy of the complete proceedings of the National Congress (available at $5 per copy) should contact NCVC, '76, 1785 Massachusetts Ave., NW, Washington, DC 20036.

PREAMBLE

WHEREAS, volunteerism is deeply embedded in our traditions of freedom; and

WHEREAS, voluntary participation is essential to sustaining and improving a democratic society; and

WHEREAS, volunteering is an essential human experience;

We deem it vital to:

Create a climate of appreciation for the value of individual voluntary involvement.

Assure that the opportunity for voluntary participation is open to everyone.

NCVA Survey Of State Policies Affecting Volunteers

This survey was a joint project of the National Affairs Office of NCVA and the National Congress on Volunteerism and Citizenship, 1976. Eugene Goldman, consultant on legislation to NCVA, and Doron Henkin, a volunteer intern for NCVC, '76, did the major research on the survey. It was completed by Mr. Goldman with the support of the Alliance for Volunteerism Task Force on Advocacy.

NCVA often receives requests from the field for information on a state's policies affecting volunteers. Typical questions include: Does Virginia extend workmen's compensation and liability protection to volunteers? Can individuals receive civil service credit for volunteer experience in Oregon? Can a volunteer in New York deduct out-of-pocket expenses for charitable work from his/her *state* income tax? As volunteers realize the legal and financial ramifications which may be involved with their work, the impact of state policies affecting volunteers becomes an issue of growing importance.

In order to provide answers to those questions, NCVA sent letters to relevant offices in each of the 50 states requesting information on state policies affecting volunteers. Independent legal research on the laws of several states was conducted to supplement some of the responses. The questions in the survey and a brief background paragraph on each follows:

ACCESS TO STATE VEHICLES

"Do volunteers serving through state agencies have access to state vehicles?"

Volunteers may drive cars, buses, or other vehicles to transport clients of volunteer services to health care clinics, recreation areas, educational institutions, and other appropriate facilities. In some instances a vehicle is necessary for the delivery of services to clients at home. State governments may facilitate these services by permitting supervised volunteers to utilize state vehicles. When such access is available, the state's insurance plan covering the use of the vehicle often includes protection for volunteer drivers.

LIABILITY PROTECTION

"Are volunteers for the state considered state employees for purposes of liability protection?"

There are various ways volunteers serving through state agencies may be afforded protection against liability claims arising from negligent acts. Agencies of a state may be authorized to purchase private liability insurance for their volunteers. In some states, the volunteer is considered an employee of the state for the purpose of liability protection. Under such circumstances, if the state assumes the responsibility for the negligent acts of a paid employee and/or defends the employee during the course of the litigation, the same protective measures would be available to the volunteer.

VOLUNTEER EXPERIENCE

"Is voluntary service given credit on state civil service applications?"

Many volunteers want state civil service commissions to permit applicants seeking paid employment with the state to cite related volunteer work as a means of fulfilling the experience requirement of the position sought. This policy is already followed by the U. S. Civil Service Commission which considers relevant volunteer work as paid work experience of job applicants.

DEDUCTIONS

"May volunteers serving through charities deduct the amount of their out-of-pocket expenses from state income taxes?"

Several states permit individuals performing gratuitous services through tax deductible organizations to take a *state* income tax deduction for the amount of their out-of-pocket expenses. Some of these states simply follow federal tax provisions on this issue. Under federal tax policy, volunteers serving through charitable organizations are permitted to deduct their out-of-pocket expenses from the federal income tax if they itemize their deductions. Permissible deductions from the federal income tax include:

- 7¢-per-mile or your actual expenditures for gasoline and oil;
- parking fees and tolls;
- amounts you pay for transportation from your home to the place you serve (bus and taxi fares, etc.);
- payments for meals and lodging away from home if your function requires being away overnight; and
- expenses for underprivileged juveniles to attend movies, dinners, etc., by an adult selected by a qualifying organization whose goal is to reduce juvenile delinquency.

The volunteer's own expenses are not deductible.

WORKMEN'S COMPENSATION

"Is state workmen's compensation insurance available to volunteers serving through state agencies?"

Most states provide their paid employees with workmen's compensation benefits for injuries sustained while at work. Medical expenses, a percentage of wages lost because of the injury and other benefits are extended to the paid worker. State volunteers are generally not covered by workmen's compensation laws because the definition of "employee" usually requires that an individual be "under hire." However, several states have recently adopted provisions which place "volunteers" under the definition of "employee" for the purpose of providing medical benefits to volunteers. A few states have statutes which mention volunteers serving through various state

NCVA Survey Of State Policies Affecting Volunteers

State	Access to State Vehicles	Liability Protection	Civil Service Credit For Volunteer Experience	Deductions For Out-of-Pocket Expenses	Workmen's Compensation	Energy (a) Emergency assistance for vol. agencies (b) Discussions w/state energy ofc. re use of volunteers
Alabama	No	No	No	No	No	No-No
Alaska	No	Yes [1]	Yes	Yes	Yes [2]	No-Yes
Arizona	Yes, but access is limited	No	No	X	Yes, for certain types of volunteers [3]	No-Yes
Arkansas	No	No	No	Same as federal	No	No-No
California	No	Yes [4]	Yes	Same as federal	Yes, for certain types of volunteers [5]	No-No
Colorado	X	X	X	X	Yes, for a few types of volunteers [6]	X-X
Connecticut	Yes, agency's decision	No	Yes	No state income tax	No	No-No
Delaware	No	No	No	No	No	No-No
Florida	Yes	Yes, chapter 768.28 of the Florida statutes [7]	Yes, if service is well documented	No state income tax	No	X-X
Georgia	Yes	Volunteers may be covered under private insurance plan purchased by state agency	Yes	Yes	State agencies may purchase private medical insurance for volunteers	Yes-Yes
Hawaii	X	X	Yes	No [8]	Yes [9]	No-No
Idaho	No	Yes, ch. 310 & 311, laws of 1976	No	No [10]	No	No-No
Illinois	Yes	Yes [11]	Yes	X	Yes [12]	No-No
Indiana	No	Yes, for mental health volunteers	No	No	No	No-No
Iowa	No	No	No	No	No	No-No
Kansas	Yes, but only in a few agencies	No	Yes	Yes, same as federal	No	No-No
Kentucky	No	No	No	X	No [13]	No-No
Louisiana	No	No	No	Yes, same as federal	No, only for volunteers on state boards and commissions	No-No
Maine	No	No	Yes [14]	No	No	No-No
Maryland	Yes	No	Yes	Yes, same as federal	No [15]	X-X
Massachusetts	No	No	Yes	Yes	No [16]	No-No
Michigan	No	No	No	X	No	No-Yes
Minnesota	Yes, for volunteers serving in state hospitals & correctional institutions	No	Yes	Yes, same as federal	Yes, Minn. Stat. Ann. sec. 176.011(09)	No-No
Mississippi	X	X	X	X	X	X-X
Missouri	No	Yes	Yes	No	Yes	No-No
Montana	No	Debatable [17]	No	In a few rare cases	No, but some volunteers are	No-Yes

					plan	
Nebraska	X	X	X	X	X	X-X
Nevada	Yes	No, but each agency must provide its own liability coverage	Yes	No state income tax	Yes, chapter 616, Nev. revised statutes [18]	No-No
New Hampshire	X	X	X	X	X	X-X
New Jersey	Yes	Yes, opinion of attorney general, 4/29/75 [19]	Yes, if volunteer work was performed on a full time basis	X	No [20]	No-Yes
New Mexico	No	Relevant statute is ambiguous; issue is before the courts	Yes, reprinted applications will provide for it	No	No	X-X
New York	Yes	Yes [21]	Yes, in some instances [22]	Yes [23]	Yes [24]	No-Yes
North Carolina	Individual agency decision	No	Yes	Same as federal	No, but some agencies provide private medical insurance	No-No
North Dakota	No	No [25]	Yes	Same as federal	Yes, N.D. century code sec. 65-05, 65-07 [26]	No-No
Ohio	No	No	No	Same as federal	Debatable [27]	No-No
Oklahoma	No	No	No	No	No	No-No
Oregon	Yes	Protection limited to liability arising from use of a state vehicle	Yes	Yes	Yes, Ore. rev. stat. chap. 656.031	Yes [28]-Yes
Pennsylvania	No	No	No	Income tax is a flat rate with no provision for deductions	Yes, for a few types of volunteers [29]	X-X
Rhode Island	No	No	No	No	No No-No	No-No
South Carolina	No	No	No	No	No	No-No
South Dakota	X	X	X	X	X	X-X
Tennessee	No laws or regulations on the issue	No	No	No	No [30]	No-No
Texas	No	No, but some volunteers within dept. of mental health and mental retardation are covered by private insurance plan	No	No	No	Yes-Yes
Utah	No	No	Policy is in favor of it but it is not as yet expressed in actual application	No	No	Yes-No
Vermont	No	No	Yes	Same as federal	No	No-Yes
Virginia	Yes	No	No	Yes	No	Yes-X
Washington	Yes	Yes	Yes	No taxes from which deductions may be taken	Yes [31]	No-Yes
West Virginia	No	No	No	No	No	X-X
Wisconsin	No	No	No	No	Yes, WSA chapter 102.07 (11) [32]	X-X
Wyoming	X	X	X	X	X	X-X

FOOTNOTES

1. Volunteers under the supervision, direction or control of a state agency are, for liability purposes, considered to be state employees. (March 26, 1976 memorandum from Risk Manager, Alaska Dept. of Administration)

2. Volunteers under the supervision, direction or control of a state agency are, for workmen's compensation purposes, considered to be state employees. (March 26, 1976 memorandum from Risk Manager, Alaska Dept. of Administration)

3. A few types of volunteers are covered, such as certified ambulance drivers, volunteer firemen and policemen and volunteers of a licensed health care institution. (Ariz. Rev. Stat. sec. 23-901)

4. According to the Office of the California Attorney General, if the volunteer is under the control and direction of a state agency and is working for the benefit of the state, the volunteer would be protected the same as a state civil service employee.

5. Several types of volunteers are specifically covered by statute—volunteers combating oil spills (Gov't. Code sec. 8574.3); volunteer workers of recreation and park districts (Labor Code sec. 3361.5). Each Calif. agency has the option of declaring its volunteers "employees" of the agency for purposes of workmen's compensation (Labor Code sec. 3363.5). Further, the board of directors of a nonprofit organization is authorized to declare its volunteers "employees" of the organization for purposes of participating in the state's workmen's compensation plan (Labor Code sec. 3363.6)

6. Members of volunteer fire departments, volunteer rescue teams, ambulance teams and search teams are covered. (Col. Rev. Stat. sec. 8-41-106)

7. While Chapter 768.28 does not specifically mention volunteers, the Florida Secretary of Administration informed NCVA that volunteers "may be considered state employees for purposes of liability protection . . ." under this provision.

8. However, some agencies reimburse volunteers for certain expenses, such as mileage, bus fare and $1.00 for a meal if the service is for more than four hours a day.

9. Hawaii Revised Statutes sec. 386.171 provides that any person who is injured in performing services for the state in any voluntary capacity is eligible for workmen's compensation benefits in the form of reasonable hospital and medical expenses only.

10. However, Idaho Code sec. 67-2335 authorizes agencies to accept volunteers and to reimburse them for reasonable and necessary expenses actually incurred in the course of their participation.

11. According to the Lt. Governor, volunteers are "generally covered."

12. According to the Lt. Governor, volunteers are "generally covered." Most volunteer work done for state agencies is defined and regulated by departmental policy rather than state statute.

13. The possibility of having volunteers covered by workmen's compensation was examined about three years ago, but because of the extensiveness of Kentucky's plan, it was estimated that including volunteers would be too costly.

14. State personnel board will accept it; reprinted applications will provide room for indicating such experience.

15. However, the State Treasurer maintains a general accident policy which is available to state agencies for the purpose of protecting volunteers injured on the job. House Bill 1186, which would have authorized state agencies to provide medical benefits to volunteers, passed the House and Senate. The Governor vetoed the bill, stating that "the bill is poorly drafted in terms of defining what and who a volunteer is." The Governor explained in his veto message that if

> the state were to exercise its option under this bill to provide health insurance benefits to volunteers, it would be important to know how many people, and what kinds of people, would have to be included without some clearer definition of who is, or would be, covered by it, the decision to extend coverage to one group of volunteers could well involve a large, unknown, and unintended financial obligation.

The sponsor of H.B. 1186 intends to reintroduce the bill with some modification during the next session of the legislature.

16. H. 26, pending before the State House of Representatives, would provide medical benefits to state volunteers.

17. While NCVA was informed by the Lt. Governor that volunteers are not protected, Montana Revised Code Annotated sec. 83-4301 defines an employee as one who acts on behalf of a governmental entity in any official capacity "whether with or without compensation."

18. Chapter 616 also provides that persons who perform volunteer work in any "formal program" which is being conducted by a nonprofit organization which provides services to the general community shall be entitled to benefits if the organization elects to have its volunteers covered by the state's Industrial Insurance Act.

19. The opinion is discussed in the next section of the survey, "Highlights."

20. Payment of wages is an absolute requirement for the existence of an employment relation to bring into focus the workmen's compensation laws. N.J.S.A. 34:15-7. See Opinion of Attorney General, April 29, 1975.

21. For specific statutes, see the "Highlights" section of the survey.

22. The practice of giving credit for volunteer experience is not uniform. Only some state departments permit it, especially those having jobs which coordinate outreach programs.

23. A standard mileage deduction and a deduction for modest food expenses are allowed.

24. Each agency must decide whether its volunteers should be covered. See a discussion of the New York provision in the "Highlights" section of the survey.

25. The issue of whether employees of the state should be protected from liability claims is under discussion. Volunteers serving in the Social Service Board Volunteer Program will be included if such protection is approved.

26. State workmen's compensation is also available to volunteers serving through private, nonprofit agencies.

27. While the definition of employee includes volunteers "in the service of the state or of any county, municipal corporation, township . . ." Ohio officials have informed NCVA that volunteers serving through state agencies are generally not covered. See Pages Ohio Revised Code sec. 4121.01. Volunteer firemen, civil defense teams, etc. would be covered under the definition.

28. Activities of voluntary organizations that are deemed essential would be allocated assistance.

29. Volunteer firemen, ambulance drivers and forest fighters are covered under sec. 601 of the Pa. Workmen's Comp. Act.

30. Workmen's compensation isn't available to volunteers or state employees.

31. Volunteers may receive medical aid benefits for out-of-pocket expenses arising from an injury or industrial illness. State agencies must elect to cover the volunteers. Volunteers serving through a private, nonprofit organization may also receive medical aid benefits at the option of the organization. (Wash. Revised Code sec. 51.12.035)

32. Volunteers may be covered if agency regulations include volunteers and the workmen's compensation commission approves the agency's action.

agencies as an independent class which is eligible for medical benefits under the state's workmen's compensation plan. California, North Dakota, and Washington have gone further by enacting statutes which authorize private, nonprofit institutions to consider their volunteers as employees for the purpose of providing medical benefits under their workmen's compensation laws.

ENERGY

"Is there a planned assistance program for voluntary agencies in the event of severe energy shortages?"

"Have there been any discussions with the state energy offices in regard to the use of volunteers in case of fuel shortage?"

During the 1973 oil embargo, volunteers serving through nonprofit agencies found it difficult to obtain sufficient gasoline to reach their location of service and to transport the needy to doctor's offices, nutrition programs, etc. Further, when there has been a shortage of home heating fuels, the demand placed on voluntary agencies and volunteers for assistance and protection increased. Under current federal energy regulations, state energy offices are given some authority to determine how the damaging effects of fuel shortages may be remedied within the state. The two energy questions were designed to help assess the attitude of state government toward the role of nonprofits during energy shortages.

HIGHLIGHTS

Interesting and varying approaches are being taken by state officials in an effort to recognize the value of volunteer service to state agencies. This section of the survey highlights the approaches being taken in Florida, New Jersey and New York. In Florida, the state legislature has considered omnibus legislation which contains provisions on issues such as reimbursement, liability protection, volunteer recognition and the impact of volunteer services on a state agency's budget. In a few states such as New Jersey, the Attorney General, rather than the legislature, has specifically included state volunteers in a statute protecting state "employees" from liability claims. Many other states, such as New York, have specific statutory provisions relating to liability protection for volunteers serving in certain agencies.

Florida

An "omnibus" volunteer bill, H.B. 2499, containing several provisions affecting state volunteers was introduced by State Rep. Tom Gallagher of Coral Gables during the last session of the Florida legislature. The bill would have:

- authorized every state agency to recruit, train and accept volunteers;
- authorized state agencies to provide reimbursement to volunteers for transportation and lodging expenses;
- authorized volunteers to use state vehicles;
- codified Florida's policy that state volunteers shall be covered by state liability protection; (According to the Florida Lieutenant Governor, passage of H.B. 2499 would result in workmen's compensation being extended to volunteers.)
- directed state agencies utilizing volunteers to develop "meaningful opportunities" for volunteers;
- directed state agencies to establish written rules governing the recruitment, training and supervision of volunteers;
- codified Florida's policy of recognizing prior volunteer experience as partial fulfillment of state employment requirements; and
- provided that each budget request to the legislature by an agency be accompanied by a "volunteer impact statement outlining the number and types of services which volunteers will provide during the budget period and the fiscal savings reflected by such service."

The bill passed the Florida House of Representatives, but died in a Senate committee due to a lack of time in the legislative calendar. Rep. Gallagher informed NCVA that he intends to reintroduce the bill during the next legislative session. The bill may serve as model legislation covering many issues of concern to volunteers.

New Jersey

The New Jersey Tort Claims Act (N.J.S.A. 59:1-1) entitles state employees to legal representation at state expense and provides for the state to pay any money damages in the event the employee loses a lawsuit charging him/her with negligence.

Unlike several other states which require that an individual be "hired" by the state to be termed an "employee," the New Jersey statute's definition of "employee" includes persons who are not compensated for their services. In an opinion of the Attorney Gerneral to Charles E. Archbald, April 29, 1975, the Attorney General noted:

> *If the state . . . does . . . exercise supervisory control over the activities of the volunteer to a similar extent to which it exercises controls over its own employees, the volunteer will be an employee within the meaning of the New Jersey Tort Claims Act.*

A New Jersey volunteer falling under this definition of employee would be entitled to the protective services of the state for any claim which arises in the course of the scope of the volunteer's assigned duties for the state. The state will assume the responsibility of presenting the defense.

New York

New York state statutes permit each state agency to determine whether or not it desires to provide its volunteers with workmen's compensation benefits. Under section 3 of the workmen's compensation statute, the head of any department may, with the prior approval of the director of the budget, allow any bureau or agency within the department to accept the services of a volunteer worker. Such volunteers are considered employees of the state for the purpose of workmen's compensation.

New York provides a state volunteer with liability protection under several statutes covering specific departments. By implication, volunteers serving through state agencies not covered by the several indemnification statutes are not provided with liability protection. Those departments covered by volunteer indemnification statutes are probation, youth division, mental hygiene, health and corrections.

The statutes state that if there is a claim of alleged negligence against a volunteer in one of the above departments, New York will provide for an attorney and those fees necessary to defend the volunteer in any civil action against him/her. A volunteer's financial loss arising out of the litigation would be assumed by New York provided that at the time the claim arose the volunteer was acting within the scope of his authorized duties and that the claim did not result from the willful act or gross negligence of such volunteer.

Encourage effective voluntary action in response to community and human needs.

THEREFORE, we call upon the nation to enact the following resolutions.

VOLUNTEERISM AND VOLUNTARY ACTION

I. White House Conference on Volunteerism

We resolve that the President and Congress take such actions as will facilitate and create policies to make government at all levels more receptive to volunteerism and citizen participation and provide the necessary tools for all mandated citizen participation programs to operate effectively.

We further resolve, that a White House Conference on Volunteerism and Citizen Participation be held at the earliest possible time, drawing together the broadest possible representation from the public and private sectors to examine the present and future potential roles of volunteerism and citizen participation in our society.

II. National Congress on Volunteerism and Citizenship, 1978

We resolve that the National Center for Voluntary Action shall reconvene the National Congress on Volunteerism and Citizenship in 1978 under such procedures as shall ensure active participation of local representatives and national voluntary organizations.

III. Volunteer Advisory Councils

We resolve that a Volunteer Advisory Council composed primarily of volunteers should be established for the office of the President, each State Governor, and each municipal governing body.

IV. State Offices on Volunteerism

We resolve that the National Center for Voluntary Action should encourage every state in the union to establish and fund at least minimally a Governor's or State Office on Volunteerism.

V. Volunteer Legislation

A. In order to enhance the involvement of all volunteers, we resolve that the following actions be taken in the area of public policy:
   1. A review and amendment of existing laws and regulations which prohibit and/or discourage the involvement of volunteers in the government and private sectors.
   2. An examination and clarification of public policy to recognize that volunteers can be involved without jeopardizing the position of persons in the labor force.

B. We resolve that the minimal criteria be used in the drafting of national legislation relative to tax benefits for volunteers:
   1. That a tax credit instead of a tax deduction be implemented;
   2. That the credit be equal to the amount allowed for a dependent exemption;
   3. That no limitations as to kind of program or special interest group be included;
   4. That a recommended uniform procedure of recording of time be established;
   5. That a minimum number of hours per years be determined; and
   6. That a definition of volunteerism be included.

We further resolve that the National Center for Voluntary Action define these minimal criteria and forward recommendations to all members of the United States Congress.

VI. Volunteer Recruitment

A. We resolve that groups utilizing volunteers increase recruitment efforts in those segments of the population heretofore underrepresented, including, but not limited to, blue-collar workers, young people, senior citizens, minority groups, welfare recipients, business professionals, and the handicapped.

B. We resolve that employers be encouraged to provide released time for employees at all levels to serve in a volunteer capacity.

VII. Corporate Support

We endorse the recommendation of the Commission on Private Philanthropy and Public Needs that corporate leadership in the United States be urged to set as a minimum goal to be reached no later than 1980, the giving to charitable purposes of 2 per cent of pretax net income.

VIII. Volunteer Transportation

We resolve that agencies and organizations involving volunteers coordinate to make provisions, as needed, for transportation of volunteers.

IX. Volunteer Resource Banks

Recognizing that voluntary groups and organizations have a limited amount of volunteer personnel, time, monies, and resources, and recognizing that volunteer involvement and input are key components in balancing private and public funds available to implement community action, we resolve that voluntary groups and organizations be encouraged to develop a resource bank on the local, state, and national levels for the purpose of exchanging services and resources.

X. Volunteer Stipends

We recognize the value of services provided by volunteers unable to serve without some form of stipend and recommend that administration of such programs be retained in an independent agency whose focus is the volunteer, rather than in an agency whose focus is on the employment aspect of such programs.

Nancy Porter, HEW special assistant, delivers greetings from President Ford. On her left are Joyce Black; Sarah Bailey Smith, parliamentarian; Jim Luck, NCVC director.

Message board at conference headquarters was in constant use, bearing notes for delegates and announcements of special meetings and agenda changes.

Delegates on the education committee settle down to hours of deliberation on proposed resolutions, later voted on by the entire Congress.

Steve McCurley, NCVC's research director, displays other skills "behind the scenes" at conference headquarters.

CITIZEN-GOVERNMENT RELATIONS

I. Participation in Planning

We resolve that, whenever new government programs with mandated citizen participation are planned, volunteers should be included from the outset to define the methodology of such participation.

II. Citizen Education

We resolve that all volunteer groups develop new ways of educating and assisting in government and political participation through the formation of citizen groups to encourage better communication between government and volunteer groups.

III. Sunshine Laws

We encourage the promulgation of sunshine laws at all levels of government.

IV. Non-Profit Organizations

We resolve that all 501(c)(3) non-profit organizations concerned with voluntary activity exercise all rights and responsibilities in respect to lobbying now permitted under Public Law 94-455.

V. Environmental Concerns

Recognizing that a clean environment is essential to a good life style for all people, we support the efforts of federal, state, local, and private agencies in monitoring and protecting our environment, and encourage the involvement of citizen-volunteers in all phases of this work.

VI. Involving the Handicapped

Recognizing that disabled citizens are denied the full exercise of their fundamental rights to vote and petition public officials when polling places and public buildings are inaccessible, we resolve that government at all levels should ensure the removal of all structural and environmental barriers at voting sites and buildings used in the conduct of public buildings.

Specifically, we recommend:

1. That state and local governments relocate polling places to accessible facilities;
2. That handicapped persons become their own advocates, and determine the accessibility of voting sites and public buildings;
3. That state and local governments investigate alternate means of voting, such as voting machines accessible from wheel chairs, large-print ballots for the partially sighted, and Braille ballots for the blind; and
4. That interpreters for the deaf be provided for speeches by public officials and candidates for political office.

COMMUNITY AND FAMILY SERVICES

I. Recreation Programs

We resolve that both government and private organizations operating recreation programs should provide for greater involvement of citizen volunteers in the assessment of recreation needs and the operation of recreation programs, including involvement in the conduct of studies, participation on advisory boards and groups, and involvement in the day-to-day operation of programs.

II. Information and Referral Systems

We resolve that there should be in every community a group of concerned citizens charged with monitoring the effectiveness of information and referral systems in collecting and disseminating resources and needs information to individuals, agencies, and planning groups, and with ensuring that the needs of the community are being met.

III. Day Care Programs

Recognizing the importance of parent participation, we resolve that parents whose children are enrolled in day care centers be encouraged to become involved in the operation of those centers.

CRIMINAL JUSTICE

I. Community Needs Assessment

We resolve that local communities should establish broadly-based volunteer coalitions comprised of concerned citizens and leaders, both elected officials and otherwise, to identify and prioritize community needs, utilize collective resources to develop and implement solutions, and monitor and publicly report on the activities of the criminal and juvenile justice systems.

II. Self-Help Programs

We urge the promotion and expansion by responsible local community action groups of citizen self-help programs which are designed to assist in the deterrence of criminal activities and the apprehension of offenders.

III. Education Programs

We resolve that public school systems adopt a required criminal justice education program, beginning in elementary grades, which would promote an understanding of the theory and practice of the criminal justice system and the consequences of involvement in criminal action.

We further resolve that voluntary action groups should participate actively in the planning and implementation of these programs.

IV. Ex-Offender Programs

We endorse and support endeavors to employ ex-offenders and to eliminate job discrimination against ex-offenders. We further recommend the initiation and/or expansion of such endeavors and urge volunteers and volunteer organizations to actively influence state, county, and municipal governmental agencies to lead the way in the employment of ex-offenders without undue restrictions.

We further support the expansion of work release programs.

EDUCATION

I. Course Work in Volunteer Involvement

Recognizing that there presently exists resistance to volunteer programs by professionals in every phase of our society, we resolve that colleges and universities should include in their human services-related curricula, both at the undergraduate and graduate levels, a required course dealing with the value of effective involvement of volunteer services.

We further resolve that a requirement for graduation in these curricula should be participation as a volunteer in one's major field of study.

II. Student Volunteer Programs

Recognizing the many unmet needs of our society, the interest and effectiveness of students in meeting these needs, and the limits of the traditional passive education, we resolve that educational institutions, in close cooperation with both voluntary and public agencies, should assure opportunities for interested students at all levels to engage in service-learning experiences in which community service work is integrated with the volunteer student's educational growth.

III. Technical Assistance Programs

Recognizing the absence of school volunteer programs in some communities because of inadequate information on initiation and administration, and the variance of quality in other programs which must operate in isolation, we resolve that each State Department of Education, with the support of the existing State Volunteer Office, establish a Volunteers-in-Education liaison office to assist both developing and existing programs with technical services and training workshops.

We further resolve that federal and state education agencies, in cooperation with national voluntary agencies, should plan and provide for intensive and short-term in-service training for teachers and principals in the use of volunteers.

HEALTH

I. Health Care Delivery

We resolve that public and private health care agencies, including counseling and rehabilitation services, should be encouraged to design the health care delivery system to include volunteers at all levels, to facilitate creation of stronger health care legislation through volunteer citizen participation, to remove barriers between professionals and volunteers through role clarification, and to extend health care services to all citizens.

II. Health Care Planning

Recognizing that the future of America depends on healthy citizens, that good health is best accomplished in the long-term by effective health planning, that ultimate authority must rest with the citizenry for the planning, organization, implementation, and evaluation of health services, and that responsible involvement of volunteers represents a major resource of citizen participation, we resolve that:

1. The policies and plans contained within the National Health Planning and Resource Development Act of 1974 should be aggressively pursued and monitored by citizen volunteers with special emphasis on maximizing citizen control.
2. The intent of citizen control remain as a key objective when this legislation is considered in the future.
3. The Federal government, State governors, and local officials should ensure that the principle of citizen control be implemented in health planning bodies, including such activities as Community Mental Health boards, patient advocacy programs, health maintenance organizations, etc.
4. Professional and voluntary organizations should emphasize the special need to orient and train volunteer citizens who will be involved as responsible participants in the health planning process.
5. Health planning bodies should develop strategies which emphasize preventive health care through improved general citizen education programs, development of specific preventive medical programs, and a particular focus on improved health care for children.

Connecticut was one state with representation from each of its Congressional Districts. Top row (from l.): Bobbi Stevenson, Cheryl Niederwerfer, Kay Campbell, Richard Holms, Alice Melly, Doris Kirshbaum. Bottom row: Bruce Allen Brazo, Vera Holms, Steve Cassano, Mary Ellen Talbot.

SENIOR CITIZENS

I. Social Needs Planning

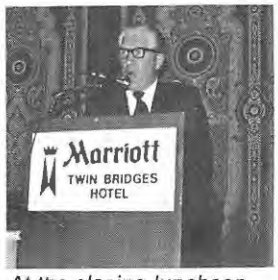
We resolve that all communities should incorporate, through the Older Americans Act and Area Agency on Aging plans, the involvement of volunteers into their plans for meeting social needs.

II. Pre-Retirement Programs

We resolve that local community agencies, both public and private, should develop and make available to all future retirees a comprehensive pre-retirement program stressing involvement in volunteerism.

III. Senior Self-Help Programs

We resolve that local community agencies, both public and private, should develop and implement nationally a system for senior citizen self-help. This system, stressing the concept of self-help, could be implemented through neighborhood senior citizen corps which would cooperate with other agencies, organizations, and government programs in a joint effort to give direct and indirect services, including information and referral, outreach, awareness, peer counseling, health-related programs, advocacy, legislation, education, and recreation.



At the closing luncheon, NCVA Chairman George Romney emphasizes the importance of an NCVC-type process to produce an enlightened electorate "so that the parties and political candidates can compete on real issues instead of superficialities."

A Rural Problem Action Program

They call themselves the Citizens Countryside Council

By Bruce Pankonin

RURAL PROBLEMS ARE BEING tackled head-on in a 20-county area in southwest Minnesota. And things are happening: Branch line railroads are being defended; programs are being initiated to assist young farmers; public officials are being trained to better perform their duties; arts are being brought to the area and health services are being improved.

It's not all happening overnight. And there's a long way to go. But, in three years' time, 500 or more involved citizens of the area can look back and say they've made progress.

Core of this progressive movement has been a group called the Citizens Countryside Council, headquartered at Southwest State University, Marshall, Minn. It was formed three years ago as the result of a $774,000 grant from the W. K. Kellogg Foundation, Battle Creek, Mich. The group recently was funded an additional $591,000 for another three years.

Objective of the council is to define and develop new strategies that will enhance the quality of rural life. Council members are selected by residents of southwest Minnesota and include representatives of the region's post-secondary educational institutions.

Current council chairman is Porter Olstad, a retired farmer from Hanska, Minn. "We've found that there are a lot of people out here who are really concerned about their problems. And the Countryside Council is one of the organizations through which they can effect change," stated Olstad.

John Kostishack, project director who oversees the council's full-time administrative staff, says the "terrific involvement of area citizens has made the council effective. The administrative staff doesn't tell people what to do. They study their own problems, then go ahead with proposed solutions."

Kostishack points out that, originally, the Kellogg Foundation provided funds for Southwest State University and other post-secondary institutions in the area to do community development and outreach. But it was the Countryside Council which evolved as an important means of carrying out that mandate.

Much of the council's success hinges on citizen task forces, volunteer groups that have ranged from 12 to 124 people each and which study and work to change specific rural problems.

Of course, there's some criticism of the council and how it operates. Some feel it should be working on other problems or operating differently. "You'll find some who criticize what we do," says Olstad. "But I guess you just accept that. It all depends on your viewpoint."

The council recently sponsored a four-day meeting on rural problems entitled "Conversations in the Countryside." It was conducted informally, with area residents discussing rural problems with national leaders. About 1,500 people attended the four-day event.

Nita Satterlee, coordinator of the meeting, said it clearly demonstrated the value of the council's task force approach. "Rural people who had studied these problems in task forces showed the confidence and knowledge to freely discuss them with leaders of national prominence," she explained.

At the meeting, national leaders spoke well of the concept of groups like the Countryside Council.

Hugh Sidey, a writer for *Time* magazine, indicated rural areas need more of such grassroots organization and influence. "If rural areas suffer from anything, it's an inferiority complex," he said. "You have a great pool of available talent. You've got the leaders. And others will be turning to you more and more in the future."

Dr. Gary King, program director, W. K. Kellogg Foundation, said that a "coordination of effort" is what the council has helped achieve. "It has proven to be a mechanism to provide a voice for the people. That's because the people have taken the time, responsibility, initiative and resources to make it work."

U. S. Senator Hubert Humphrey, also speaking at the meeting, said the council is "more than just another study group. It is an involvement of concerned citizens."

What have those concerned citizens accomplished in three years? Some major areas have included programs to:

Save rural railroads. A task force studied both rail and truck transportation, compiled a report and distributed over 500 copies to public agencies and private organizations nationwide. One of the direct results has been the establishment of a Minnesota Railroad Planning Commission. Indirectly, the task force helped lead the way to the passage of the Minnesota Rail Service Improvement Act, a program designed to improve branch line railroads. Members of the group helped organize a trip to Washington, where concerned persons testi-

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Bruce Pankonin is the associate editor of The Farmer, *in which this article originally appeared on July 17, 1976.*

fied on the need for national legislation to save rural branch lines.

Train public officials. Over 900 public officials have attended 41 training sessions this past year. The program is overseen by a 12-member board representing four levels of local government and the post-secondary institutions of the area.

"Rural areas aren't able to employ many public officials full-time," points out Olstad. "So they lack some of the training officials in larger cities have. These training programs have helped them perform their duties more effectively."

Develop information center. A community development information center located at Southwest State University now is recognized as a statewide information source available to all citizens. The center features five primary collections, including census data profiling southwest and west central Minnesota, current information files on each community within the council's service area, state and federal legal documents, and subject collections on rural development emphasizing topics being studied by the council.

Improve citizen transportation. As a result of work by the Human Services Rural Transit Task Force, over $4 million now is available in state funds for minibus service in rural counties throughout the state.

Lew Hudson, regional editor, *Worthington Daily Globe,* says that, without this type of transportation, many people in small communities are literally "in prison" because they can't afford cars for economic or health reasons.

Distribute finance information. As a service to area farmers, another task force has compiled and distributed a series of informational sheets on financing procedures with the Production Credit Association, the Farmers Home Administration and the Federal Land Bank. This task force works especially hard to assist young farmers.

Brings in arts. The council provided the direction and seed funds for establishment of the Southwest Minnesota Arts and Humanities Council (SMAHC). Since its organization, support has increased 200% through additional grants from the State Arts Council, Humanities Commission, the Governor's Rural Development Council and the Jerome Foundation.

As one example of the work of the arts council, during a five-day stopover of a traveling art museum in Tracy, Minn., nearly 6,500 people toured the exhibits.

Improve human services. In one rural community, residents renovated an old building into an educational and recreational activity center. Although affecting only one community now, the project is expected to serve as a model for similar projects in other communities.

Improve economic development. A task force has prepared a text on weather modification, determined the feasibility of operating a sheep processing plant in the area, studied the educational needs of small farmers and area businessmen, and worked on programs to maintain the family farm.

Improve living conditions. A task force is providing assistance to those seeking housing funds, reviewing both national and state legislation dealing with housing, and updating community housing surveys.

Obtain additional funding. "The Kellogg funds really act as a catalyst or seed money for additional funding," says Kostishack. "This is the great part about the program. Projects often fail because funds aren't available to do the necessary groundwork to begin a project. However, once we've studied certain problems with the Kellogg funds, we offen are successful in getting additional funding to follow these programs through."

As examples, he mentions funding from the Otto Bremer Foundation for scholarships for persons 25 or older; from the Banco Corporation to train public officials; from the Governor's Citizen's Council on Aging, for an information and referral system, and from the Economic Development Administration for providing technical assistance to small businesses.

Countryside Council President Porter Olstad (right) joined the Council (directed by John Kostishack at left) in much the same way the other citizen volunteers (more than 1,000 since the Council was formed in 1973) decided to get involved.

He attended one of the first public information sessions about the Council and decided to "answer the challenge" the organizers offered. "There are problems here in the open country," the retired farmer says, "because of the flux the population finds itself in. Those problems aren't settled by individuals, but by groups. I hope I'm one of many helping to tackle those problems."

Olstad is one of the charter Council members elected at the original information meetings. Citizens are now appointed to the Council by the county commissioners in the Council's 20-county, southwestern Minnesota service area. Participation on the task forces—where much of the council's work is developed and formulated—occurs through a more informal process. Any interested citizen may become a task force member. Some are asked to join by Council or task force members; others are attracted by a newspaper article or notice; and many get involved through word of mouth about a popular issue, such as transportation or telephone service, being studied by a task force.

The task force members study a problem by listening to various consultants and experts in the field, by examining successful approaches used in other parts of the country, and by assigning any other necessary research and follow-up to its paid coordinator. The citizen group then reviews the options and makes recommendations to the Council.

NICOV takes a look at . . .

PEOPLE APPROACH

Edited by Ann Harris

National Information Center on Volunteerism

In the past few years, the reader may have encountered several new words in the volunteer lexicon: NOAH, MINIMAX, SHAH. These represent abbreviations for three of the People Approach strategies developed by NICOV and cooperating practitioners.

This article expands what's been written on this topic in three ways. It begins with a more intensive definition of People Approach. Then, some of its implications for directions in volunteer leadership are traced. It concludes with the most detailed description to date of a newer strategy, Self-Help and Helping (SHAH).

NICOV hopes this progress report will be of use to practitioners—particularly if it stimulates similar commentary on which progress with People Approach has been based so far. This column, then, represents an invitation to partnership in the future development of the People Approach concept and its practical applications.

WHAT IS PEOPLE APPROACH?

People Approach is a set of broad assumptions about helping and volunteering. The basic assumption is that volunteering will be reinvigorated by a closer approach to people's natural styles and inclinations in helping. From the perspective of *giving*, this means making the minimum change in what people want to do and can do, which will have the maximum positive impact on other people. From the perspective of *receiving*, it requires clear identification of people's needs for help as the primary guide for design of any helping—volunteer or paid. Our particular preferences in style of *delivering* services are strictly secondary.

The basic idea is to get closer to "where people are at" in the building of volunteer efforts. This idea is a simple one, and certainly not a new one. All NICOV has done in the past three years is to attempt to get back in touch with it, rearticulate it, reexamine its relevance to modern volunteering, and begin applying the idea. As a basic concept, People Approach embraces many aspects of volunteerism today:

- *Subsistence reimbursement* for volunteer work-related expenses, or reimbursement's equivalent in services, e.g., transportation, baby-sitting, meal tickets. This approaches and realistically addresses the life conditions of people who could not otherwise be involved, e.g., low income persons, senior citizens, minority groups, and students. By contrast, the "Lawn Tennis Association" point of view protects the "pure" amateur status of volunteers, leaving no room for any financial reimbursement. This is a people avoidance position, threatening a financially exclusionary recruitment policy.
- *A neighborhood-based or storefront volunteer program* is literally and physically a People Approach. It moves the program to people and their needs.
- *Self-help efforts* reach out to needs or problems close to home—one's own needs or those of one's own group. People Approach recognizes that the motivation to help is often not "purely" altruistic; rather it is *self*-help, individually and collectively.
- *Self-interested motivation* as distinct from "pure altruism" is generally accepted in People Approach thinking. Our primary concern should be whether that motivation will also power the person for consistent, effective help to others. Among most volunteer groups we increasingly find individuals who have "selfish" motives, such as desire for learning and on-the-job experience accreditation; gaining credibility and training for crossover to paid positions. The principle is to *build on the motivation and skills the person has, not the motivations and skills you think they ought to have.*
- Closely related to self-interested motive for one person is the sum of it for more than one: *helping conceived as a reciprocal or mutual benefit process.* We have perhaps permitted too much "martyr" volunteering when barter volunteering might be beneficial for all concerned.
- *Program diversification* promotes People Approach. The more volunteer jobs you have to choose from, the greater the likelihood of finding the particular job for which any individual person is a "natural." Community or university-wide clearinghouses for volunteer involvement,

e.g., VACs or Volunteer Bureaus, are in the most favorable position here, in range of offered options.

• Any *sensitive interviewing* which concentrates on the person and probes his/her capability for contribution is People Approach. The contrast is loading the interview with what you want them to do, or what you think they ought to do.

The reader will be ahle to think of many other People Approach possibilities in volunteer leadership today. NICOV's specially developed strategies are designed to supplement and extend them.

IMPLICATIONS

One method of seeing the difference in emphasis in the above examples is to distinguish between "People Approach" and "job approach."

People Approach fits the job to the person, rather than the person to the job. When we approach Mary Doe, we try not to have a job(s) in mind; we have only Mary in mind. We ask not if she wants to be a volunteer probation officer or a meals-on-wheels volunteer or a library aide. We ask only what she likes to do, can do, might he able to do. Only then do we think about building a volunteer joh around her intrinsic capacities and concerns. If she happens to enjoy gardening and is good at it, we start from there. We try to find where this skill might be useful in the community or within our agency.

The alternative—job approach—is fairly dominant in volunteer programs today. Ordinarily we come to the potential volunteer recruit with some notion of what we want that person to do; indeed, we often take pride in the very specificity of our volunteer job description. The person must then fit into that mode(s) of service, or he/she cannot serve.

Job approach appears to be one legacy of a powerful trend in volunteer program leadership: adaptation of concepts and methods from the paid work world. To our credit, we are willing to learn and apply what can be applied from other fields for the advancement of the volunteer effort. Yet, it may be time to pause and reconsider whether we are copying the paid work world too much, and in so doing, losing something of our own special genius.

Job approach is usually necessary as related to paid work. Restricted by hudget, the employer can usually afford only to pay those willing and capable of providing the specific service needed by the company or organization. An applicant may have other tremendous capabilities, hut a paid job opening may simply not exist for those skills.

Volunteerism, fortunately, is not bonnd by budget lines and does not have to lose the service of those individuals. The People Approach volunteer model is flexible—it can build a job around a person. By doing so, we are capable of motivating people without money, in the spirit of volunteerism.

Indeed, we see a future in which corporations will actively copy volunteer leadership. The best paid worker does more than he/she has to, because he/she wants to. This *is* the volunteer attitude toward work. More of this type of worker is needed. We are the experts in motivating people without primary thought of financial gain. Suddenly, we become no more the museum custodians of an archaic fragment of the work world; we are pilot testing the work model of the future.

In the future, if and as we approach the affluent society or some other framework which affords a minimum level of comfort to every individual regardless of his/her paid employment, people will work for reasons other than money. The arrival of this situation may be one reason that recreation is a multi-billion dollar industry today—more leisure time to do with as one likes. Not incidentally, volunteering today is running a poor second to recreation in the competition for the free time of people. We believe this is because recreation involves far more People Approach than volunteering does. In a sense, it involves so much more that people frequently pay for the privilege of doing recreational work. As paid work begins to "copy" us more, we should begin to copy recreation as a way of involving people.

Helping can be fun. It's better when it's fun. It's our job to design helping for enjoyment. The finest comment NICOV ever received on a People Approach presentation was this: "I came away with the vision of a community enjoying themselves helping each other."

If "fun" is too much for you at this point, try "satisfaction." Some may worry about a hedonist theory of helping,

JOIN NICOV

NICOV offers a variety of membership plans to individuals and agencies concerned with volunteerism. All plans are designed to keep you informed of national developments, new resources, and upcoming events in the field of volunteerism. Membership will put you on NICOV's preferred mailing list, and give you priority scheduling on all consultations.

Supporting Member • $20 per year

This plan gives the individual concerned with volunteerism an opportunity to endorse NICOV's work. It includes a subscription to *Voluntary Action Leadership*, the quarterly journal covering trends, issues and "how-to's" in the field.

Consulting Member I • $50 per year

Designed for the local volunteer program, this plan provides access to one full day of individual consultation at NICOV . . . five information searches from NICOV's research library . . . one day on-site use of the library . . . 20% reduction on all NICOV-sponsored training events and workshops.

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This plan offers technical assistance to Voluntary Action Centers and Volunteer Bureaus, statewide agencies and national organizations in their role as consultants to local programs. The services include a complete library of NICOV-produced publications . . . a quarterly package of model publications and resource listings . . . unlimited use of NICOV's library, either by telephone or mail request . . . unlimited telephone consultations . . . two on-site consultations . . . 20% on all NICOV-sponsored training workshops.

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A Patron's contribution enables NICOV to continue providing new resource information and services to the field. Membership includes recognition of patrons (unless anonymity is requested) on a plaque at NICOV in Boulder and a list of patrons published once a year.

All members receive an annual subscription to NICOV's quarterly newsletter, *Memo* . . . recognition of their support in NICOV's annual membership directory . . . membership certificate and card.

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especially since we later argue for including self-help in the overall framework of volunteering. People Approach may indeed succeed in translating some kinds of "hedonistic" motivation to non-hedonistic purposes. Yet, if helping can be a joy, that does not mean all joy is helpful. The distinction is between mere self-gratification and naturally-motivated help. People Approach is not complete until what a person wants to do is target-connected to positive impact on real needs. That is not hedonism in our view; it comes closer to everyday ethics.

Basically a "motivational theory," People Approach is not the typical one encountered today. That is, it does not attempt to identify and analyze the basic motivation prompting people to volunteer, e.g., altruism, affiliation, etc. Rather, it begins with what we might call "preferred-activity resultant" of any set of more basic motivations. It then attempts to determine where that resultant can be most productively engaged in helping. The same preferred activity resultant may be caused by different combinations of basic motivations. (Theoretically, too, different resultants may be caused by the same or similar motivational sets.)

Some will object to a failure to deal with these causes. In reply, we plead pragmatism; we think it is more effective to deal with visible, stable resultants of motivation rather than, what are at least in part, theoretical underlying ones.

Let's take the motivational argument back more specifically to volunteering. The term "self-directed" essentially translates to "intrinsically and strongly motivated to do what one is doing or is asked to do." We talk about self-directed volunteers as if they were rare jewels. But the point is, EVERYONE IS SELF-DIRECTED AT SOMETHING(S). Our job is to discover that self-direction in each individual and then find a place where it can be used, positively, to impact other people. Everyone has something to give; our job is to help them find a way to give it.

Each person *is* a collection of "jobs" which he/she can and wants to do. People Approach seeks only to discover these "jobs" and then to find a place where they can be used to benefit others. There is a direct implication for motivation-retention of volunteers. Retention occurs because people are doing what they want to be doing. Volunteer attrition and turnover occurs largely because people are not involved in an activity which they enjoy and really want to do. People Approach is a necessary medicine for

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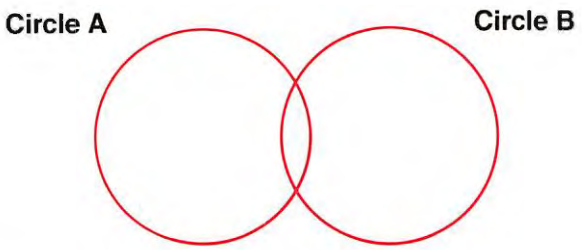
the otherwise mortal disease of volunteer programs—high turnover and attrition. Recent surveys confirm older ones in stating that this is one of the principal problem areas of the volunteer program.

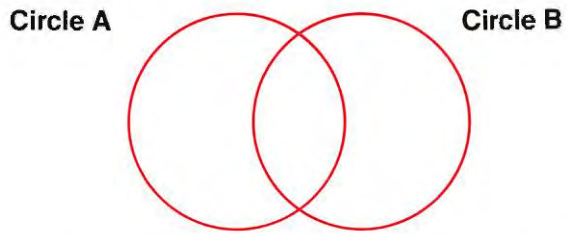
Loss of volunteers may be even more serious in the future, as more programs compete for the available pool of volunteers. From our own study and impressions, we believe this pool to be only 10-15% (recently confirmed by the ACTION survey, *Americans Volunteer, 1974*) of the total population of a community, if the pool is defined as people continuously involved in relatively formal volnnteer programs. The ceiling threatens to lower on any single program, competing as it mnst with an increasing number of other groups for the available volunteers.

We cannot afford to be satisfied with this 10-15%. Modern volunteer leadership aspires to engage "the other 90%" by considering *their* capabilities, *their* desires, *their* time, resources, and style of helping.

The underlying hypothesis can be diagrammed as follows, where Circle A represents things people want to do and do well, and Circle B represents things which need to be done to help people. At present, some volunteer help needed and given overlaps with what people naturally wish to be giving and are capable of giving:



Through People Approach this overlap can be increased considerably:



There is a vast area of discovery possible in B, of the things people want to do in A. The overlap represents not only a greater total of help given, but more effective help as well. The assumption here is that people perform better and more reliably when involved in tasks which conform to their natural skills and which they want to be doing.

There will still remain some A which is not B and some B which is not A. The latter represents the helping area which either must be paid for or which, paid or unpaid, must be tackled out of stern duty and obligation.

STRATEGIES

NICOV has done developmental work on nine applications of the People Approach concept. Some, such as Need Overlap Analysis in tbe Helping Process (NOAH) and MINIMAX* have been widely used in the field and may be familiar to many of you. Others will be available shortly in published form from NICOV. Presented here is one strategy which has been developed, with considerable input from the field, over the past eighteen months. This strategy is Self-Help and Helping, abbreviated throughout as SHAH.

Self-Help and Helping (SHAH)

The SHAH concept relates to Need Overlap Analysis as one intensified method of getting primary client input from the "third circle" of NOAH, the client circle. If followed faithfully, this strategy produces essentially client-designed volunteer programs, with client-selected volunteers. Many agencies are possibly not ready to take client wishes quite that seriously. Still, SHAH is valuable as a consciousness-raising exercise on what can be done, as an approach to the ideal. Rarely do we find anyone who has done a complete SHAH "by the numbers." Equally rare are people who fail to recognize in their experience something similar to a part of the SHAH process, especially if they have had experience with a Community Action Program, Model Cities, or viable self-help groups.

SHAH identifies self-help as a prime example of People Approach volunteering. It assumes that healthy people are vitally interested in helping themselves, either as individuals or groups. SHAH further assumes self-help is a form of volunteering in which it just happens that the volunteer and the client are one and the same person or group. But self-help volunteering also frequently requires some volunteer help from outside, an engaging or catalyzing of resources or skills not available to the self-help person or group. The problem is that self-help volunteering sometimes tends to exclude other helpers. Conversely, the traditional volunteer program model of help delivered by others to a client tends to overlook self-help potential. Many of us have had occasion to caution volunteers against encouraging the continuing dependence of the client on them; even some professional individuals and agencies appear to have that problem.

Self-Help and Helping attempts to integrate self-help and other-help models of volunteering. It does this in a way which assigns primary weight to self-helping in the planning and design of volunteer services.

Self-Help and Helping is integrative in other senses, too. Group and individual volnnteering are intermingled, as are service and advocacy volunteering as facets of the same helping process. Thus, SHAH is part of the "inclusionist" thrust to volunteering, in which the volunteer workforce includes self-helpers as well as those who help others, advocates as well as servers, and informal as well as formally-programmed helpers.

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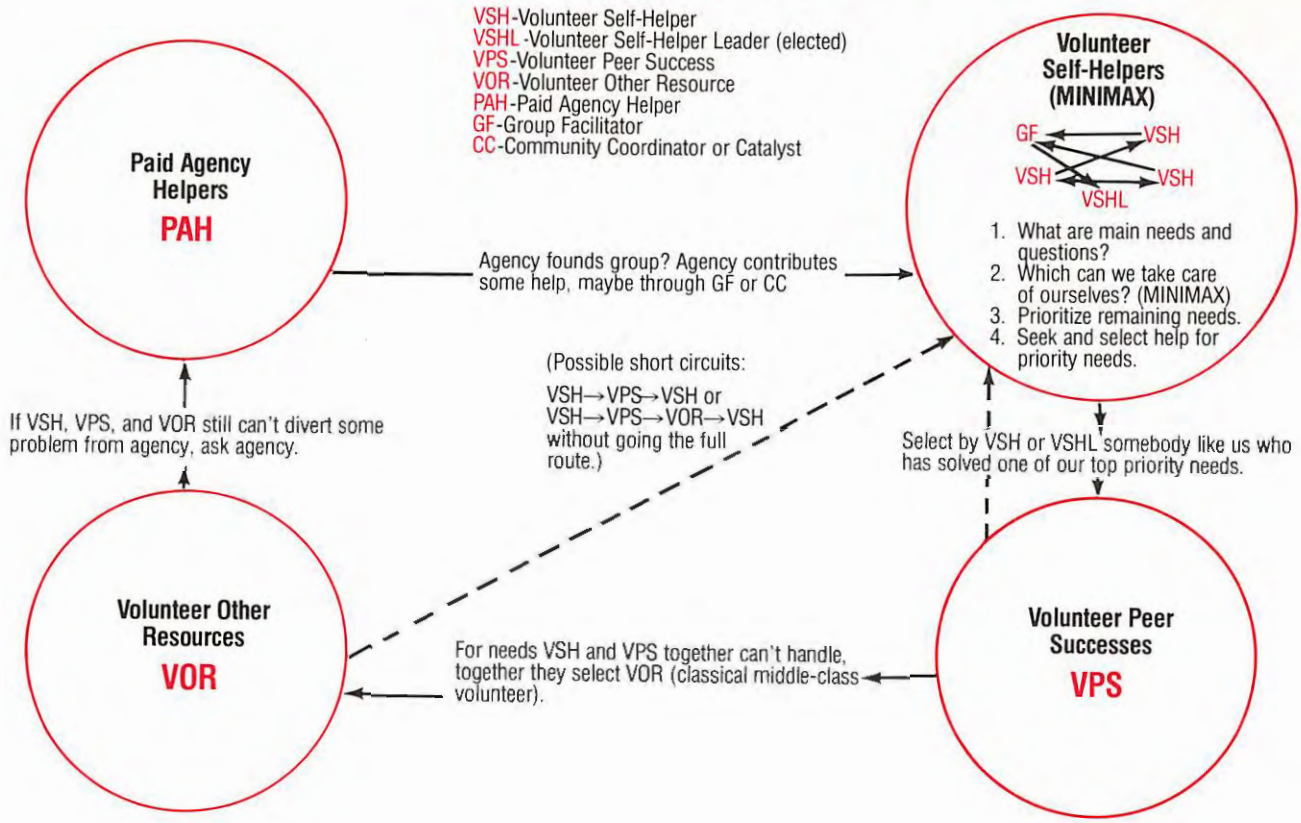
*An explanation of Need Overlap Analysis in the Helping Process (NOAH) is available in its entirety in *Frontier 13*, NICOV, 1974 (price $2.00). MINIMAX is a process designed to make the *minimum* change in what people *like* to do, and *can* do, which will have the *maximum* positive impact on other people. MINIMAX facilitates and demonstrates the potential of this principle in a "game process," matching skills with needs, for groups of eight to ten people.

SELF HELP AND HELPING (SHAH)



The SHAH Process

In the large circle in the diagram, Volunteer Self-Helpers (VSH) represent any type of group. For example, they could be a group of adolescents, delinquency prone, without jobs; a neighborhood group in a trailer park who wants a playground for their children; or a group of artists who want to start a gallery. The group may be self-formed or may have been formed by a community coordinator who has identified and catalyzed those with a common need.

Through MINIMAX or any similar process, Volunteer Self-Helpers meet regularly until they have worked through the following process: (They may or may not have a group facilitator. If they do, the person should facilitate, not direct.)

- What are our main needs or questions as a group (as distinct from principally individual ones)? As noted above, the primary need which brings the group together may have already answered this question.
- Which of these needs or questions or what part of the overall problem can we take care of for ourselves? (MINIMAX could be used here.)
- Among remaining needs, questions or parts of the overall problem which we *don't* think we can take care of for ourselves, which are the most important for us to focus on (need prioritizing process)?
- For the highest priority needs and questions, the group then takes the initiative to seek and select relevant help.

Let's say the priority problem has been defined as "finding jobs." Moving to the lower right circle, the Self-Helpers reach out to Volunteer Peer Successes (VPS), defined as similar kinds of people who have recently had a similar type of problem and who succeeded in solving it. In this case it might he youth from the same neighborhood who didn't have jobs last year but have them now. These Volunteer Peer Successes might, for example, tell the Self-Helpers how to work the system to get a job—cut your hair, improve attitude, speech, etc. But these Volunteer Peer Successes might not actually be able to *provide* jobs. At this point (lower left circle), some Volunteer Other Resources (VOR) would be selected by the VSH-VPS team from a community skillbank of volunteers (job finders, volunteer employers). Such a skillbank may have been formed by the local VAC or Volunteer Bureau or a national organization such as Volunteers in Technical Assistance. These Volunteer Other Resources might not only have skills; they might also be valuable for their connections, clout, and knowledge of where to find help. They might be the kind of middle class people who are often associated with formal volunteer programs. But here, they would fill the role of on-call, occasional special-service resource people doing what they can do well, and want to do. We believe such service is congenial to many middle class people who do not sign on for a longer hitch of service not in their natural aptitude area. Similarly, Volunteer Peer Successes in the SHAH mode will often be precisely the kind of "indigenous" people we can't recruit "from the top" for jobs *we* define as significant. They *can* often be recruited by the volunteer self-helper, as friends or peers. The recruiting is personal and the task is an immediately understandable one—a problem which they have previously succeeded in solving.

The Volunteer Peer Successes have previously succeeded in solving the problem. Their "recruiter" has the problem and a direct understanding of what it takes to tackle it. The latter point applies equally to combined Self-Helper and Peer Success recruiting of Volunteer Other Resources.

The Peer Success-Other Resource combination is a potent one in solving the Self-Helper's problem. Both have key portions of the relevant needed knowledge. In addition, Peer Successes have especially good natural communication and empathy with the Self-Helpers, while Other Resources bring unique skills, contact, and power to the Help-Self-Help team.

There might remain parts of the problem the entire VSH-VPS-VOR team cannot handle. They would then go to the Paid Agency Helpers (upper left circle). If necessary, the Other Resource can often provide some front-running or advocacy for the VSH-VPS team. In the example mentioned above, let's suppose that the VSH-VPS-VOR team has succeeded in setting up good jobs for teenagers, but there's a legal wrinkle, deterring their employment around certain kinds of machinery. Perhaps there is a legitimate way paid professionals can be of help here. Or perhaps there is some other specialized professional skill, not yet available, which they can contribute to the Self-Help team.

If the Paid Agency cannot or will not help, Other Resources might know some other agency or group who would, or they might help form such an agency (advocacy again). The continual cycling of SHAH which could occur in a community might provide a summative read-out on the relevance of Paid Agency Help. If, after continued SHAH cycling, Paid Agencies continue to remain irrelevant to the remainder of Volunteer Self-Help needs, they or their staff should be reoriented or retrained. The same may be said for responsive on-going realignment of the Other Resources with the community.

Finally, the Paid Agency may complete or continue the cycle by helping to form new groups of Volunteer Self-Helpers; by contributing community coordinators or group facilitators to the process; by reorienting itself; and by recruiting new volunteer skillbank people. The latter would be in response to emerging needs for which present paid or volunteer resources are irrelevant or insufficient.

But the line from Paid Agency (upper left) to clients (upper right) is not the agency line at its worst: deciding what is good for clients and forcing it on them. And the line from Paid Agency to volunteers is not the traditional volunteer program mode, in which the agency plans, manages, and "owns" the volunteer program. In SHAH, the volunteer Help-Self-Help team decides what is needed from the agency, after they have done everything they can by and for themselves.

SHAH conceives of helping as a circular process, not a vertical one. To the extent that a group initiates and dominates the process, it is the Volunteer Self-Helper. This is the traditional client or consumer group, with perhaps some unexpected middle and upper-class self-helpers, too. Anyone can have a problem; anyone can choose to do as much as possible about it themselves, and with community colleagues, before putting the monkey on an agency's back.

The circular process is essentially clockwise, initiated by clients. This is basically different from formal professional models of helping, in which primary control goes out in all directions from the helping agency as described above: clockwise to clients and counterclockwise as "ownership" of volunteer programs.

To the extent that SHAH is unidirectional, it can be considered a clockwise and need-filtration or agency diversion process. It attempts to ensure at each level that the maximum amount of self-help, help from peers, and informal community non-agency help will be applied to the reduction of need, before the problem is passed on to more formalized agency help. Quite possibly, a full SHAH process might divert as much as 90% of paid agencies' present "business," leaving them more free to concentrate on those things which only they can do, or do best.

Most important, ADAPT, BE FLEXIBLE.

The Self-Help and Helping process is not a rigid method; it is a series of potential options. For example, the dotted lines on the diagram indicate that SHAH can short circuit at any point in the process, without going the whole route from self-helper to agency or other outside group. The process can also reverse to counterclockwise (not diagrammed). Also there could be several or many self-help groups; this could be anywhere from a very small group to a quite large one, with a few representing the many. Self-Helpers, Peer Successes, and Other Resources can be anywhere from essentially unorganized collections of individuals to highly organized groups.

Finally, you may be able to use some parts of SHAH and not others. You may only be able to approximate any part of it. Indeed, for some of us who work in traditional helping agency structures, consideration of SHAH may only raise our consciousness of tomorrow's dream and of our resolve to approximate it wherever possible today.

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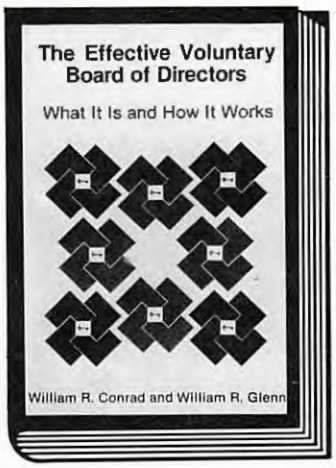


THE EFFECTIVE VOLUNTARY BOARD OF DIRECTORS, William R. Conrad and William R. Glenn, Swallow Press, 1139 S. Wabash Ave., Chicago, IL 60605, 1976. 185 pp. $6.95.

By Arlene Schindler

Directors of voluntary organizations are regularly confronted with many issues—recruitment, personnel training and supervision, program development, evaluation, fiscal management. None are more persistent or hold more lasting consequence than those aspects of organization management and health associated with the board of directors. Some board decisions affect the quality of an organization's service and the effectiveness of its delivery systems more directly than others. Among the more influential decisions are those relating to the board and its division of responsibilities, organization for work, and preparation for continued, productive contribution by its members. Yet too frequently, many boards operate within a milieu of misperception, ignorance, and misunderstanding as to their role and function in a voluntary organization.

Conrad and Glenn, in *The Effective Voluntary Board of Directors,* not only succeed in clarifying what constitutes board membership and responsibility, but they also put the interrelationship of board and staff necessary for achieving organizational goals into clear, *functional* perspective.

The book has several strengths. First, it is unpretentious. The authors discuss a complex problem in a forward, direct manner. Second, Conrad and Glenn assist the reader by creating a hypothetical organization as a base for examples, including corporate documents, committee reports and manuals, agenda, and other forms used by the Newport Organization. These graphically demonstrate the relationship of the board to organizational operation, and more importantly, they simply translate board functions into comprehensive activity.

A third strength of the book is its extensive use of tables, graphs and exhibits. These are especially helpful in aiding understanding of complex lines of organization, divisions of responsibilities, committee structure, and board-staff interrelationships. In addition, much of the information presented has been taken out of the format of running text. Its presentation in simple, uncluttered outline form adds to the clarity.

A particularly interesting concept is presented in Chapter Five, "The Urban Voluntary Organization." The element of "culture" as a point of difference between members of staff, board and clients is discussed. The diversity of groups in any collection of Americans makes this an important, and often ignored, consideration in the dynamic created within an organization. I personally found the discussion of culture and the accompanying exhibits among the more thought-provoking parts of the book. However, I spent an inordinate amount of time trying to match the exhibits with the text. I never succeeded, and wonder if exhibits 17 and 18 have been transposed. In any event, the concept of the text and the exhibits (independently) is clear and provokes reflective thinking about the impact of culture on the group dynamic.

The discussion of the board policy process and policy implementation in Chapter Three should be very helpful, particularly to inexperienced staff or board members. Again, the exhibits are excellent in helping one understand the varied roles of board members and the relationship of these roles to program services. Conrad and Glenn attach four fundamental roles to board members. These are policy determination, resource development, sanction, and maintaining the staff chief executive. The authors discuss in which ways these roles are demonstrated; how boards organize themselves to fulfill these roles; and where staff members ought to become involved.

I found one aspect of this chapter very controversial. Conrad and Glenn define one of the roles of *staff* as that of *motivator.* No one can deny that this is an acceptable and desirable assignment. The specific obligations attached to this assignment, however, are totally inappropriate staff functions. According to the authors, a staff motivates board volunteers by:

1. Providing a cause to believe in.
2. Providing a framework within which to work.
3. Providing a specific task to be accomplished. . . . It is important that staff provide those tasks which need to be accomplished.
4. Providing deadlines for tasks to be accomplished. . . . Staff must have a definite calendar in mind for the tasks which are to be accomplished by board volunteers.
5. Providing an opportunity to participate in the decisions that effect the first four points. . . . It is most important that board volunteers have an opportunity to discuss those issues raised by the first four items.

(Continued on p. 41)

Dr. Schindler is NCVA's director of education and training.

Battered Wives Gain Public Attention—and Help

Violence, torture and beating of women is ". . . the single most unreported crime in the country today" reports the *Friends of Ruth* newsletter distributed by the House of Ruth, a recently established refuge for homeless women in Washington, D. C.

"Battering takes many forms: bone breaking, knife slashing, black eyes and sometimes death," notes Cecelia Cunilio, editor of *Friends of Ruth*.

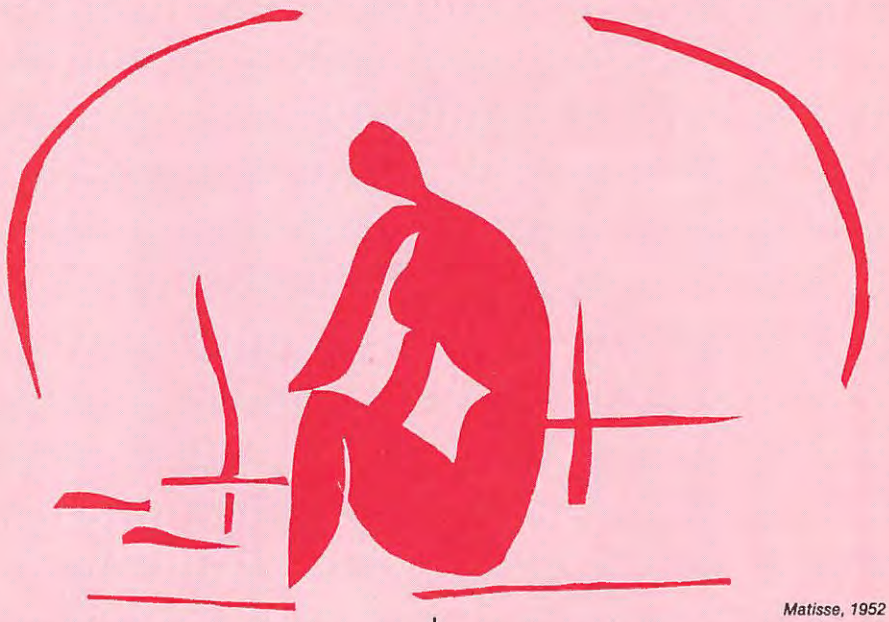
A recent study of the battered woman syndrome hy the Women's Legal Defense Fund indicates that these women and their mates represent all ages, racial and socio-economic classes. Abusive men often witnessed violence inflicted upon their mothers, and abused wives frequently express their own rage by beating their children.

Public humiliation, loss of financial support and fear of further—more serious—abuse inhibits many women from reporting their beatings to police or pressing assault charges. And when a woman does attempt to get legal assistance, she is faced with a complex and time-consuming process of obtaining a restraining order—and the probability that the law will not be enforced. In addition, many state marriage laws regard the wife as her husband's property to be treated at his own discretion.

As recognition of the numbers and dimension of woman battering has increased, so also have voluntary efforts to shelter, support and counsel victims. In general, refuges are privately funded and largely staffed by volunteers to shelter women and their children from one to four weeks. Most shelters do not accept women with drug or alcohol abuse problems.

Women's Center-South in Pittsburgh, Penn. was founded in 1974 by a small group of suburban women to provide space for women to rest, talk, create, plan or just be themselves. "Men have bars and clubs but facilities for women did not exist," notes WC-S Assistant Director Gracie Kirshman.

"One need that we had not originally identified, of which we had no real conception, was the need for a place where women who were being brutalized in their own homes could go.



Matisse, 1952

We learned quickly. The very first women who came for shelter in our uew home had been brutally beaten by her husband. We were astounded that within a few short months 30 percent of our shelterees were victims of violence. That figure crept up to 50 percent, then 70 percent."

Forty volunteers assist two paid staff members with a 24-hour telephone hotline, cooking, providing transportation, babysitting, advocating pertinent legislation or supplying peer support. The women are not trained to give advice; rather, they are asked to take 12 hours of instruction in resource referral and listening techniques. The success of this peer-support approach can be measured by the substantial numbers of battered women who make significant life changes and who return to WC-S to share their experience as volunteers.

Respond, Inc., a community based organization in Somerville, Mass. was established with the specific purpose of helping beaten wives and their children change their home situations. Abused women participate in support groups, each of which includes one trained counsellor and one woman who has overcome her own abuse problem. Information and referrals regarding welfare, legal aid, individual and family counseling are shared. "In addition to our support groups," says volunteer Michele Goody, "we do telephone counseling and find temporary emergency housing for women in crisis situations. We do this through a network of volunteers and a local convent, and the stay is usually two to five days." Respond hopes to obtain foundation funding to establish their own refuge house in the near future.

The literature on the battered woman syndrome is sparse, but recently it has been expanded by the highly acclaimed *Battered Wives* by Del Martin (Glide Publications, $6.95). Information on the above programs can be obtained by writing to the following addresses: Women's Center-South, 6907 Frankstown Ave., Pittsburgh, PA 15208; Respond, Inc., Box 555, Somerville, MA 02143; House of Ruth, 459 Massachusetts Ave., N.W., Washington, DC 20001.

City With A Heart

When Wilbur McGuire, a 72-year-old salesman, collapsed with a heart attack during a mobile-home show at the Seattle Coliseum, he didn't have to wait long for lifesaving help. A 34-year-old pharmacist quickly stepped out of the crowd and began checking the stricken man's pulse and heartbeat. Then a middle-aged woman removed McGuire's false teeth and made sure his windpipe was clear. For the next five minutes, the two bystanders worked as a skilled team, administering mouth-to-mouth resuscitation and chest massage until fire-department paramedics arrived to take McGuire to the hospital.

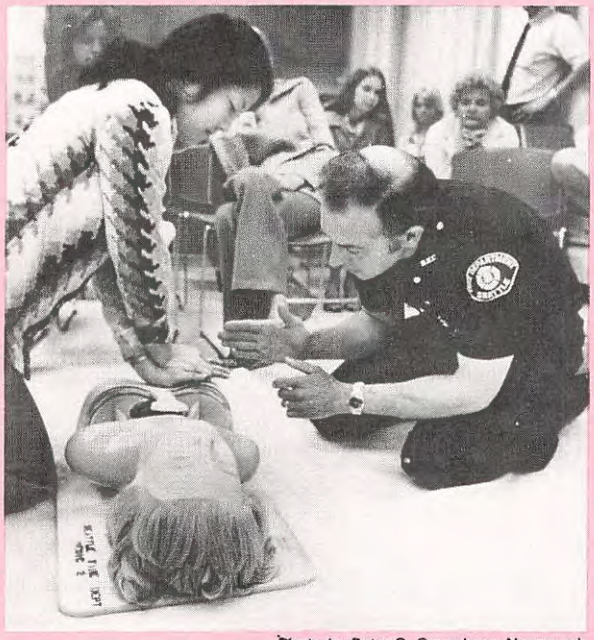


Photo by Peter S. Greenberg, Newsweek

McGuire has made a complete recovery, and he owes his life to two members of Medic II, an invisible army of 120,000 ordinary Seattle citizens who have been trained to administer instant first aid to any heart-attack or stroke victim. Backed up by Medic I, a mobile fire-department paramedic squad equipped to provide sophisticated monitoring and treatment while the victim is en route to the hospital, Medic II volunteers have helped save the lives of more than 600 of their fellow citizens over the past five years. "If you're going to have a heart attack," says one leading cardiologist, "Seattle is the best place to have it."

Both of the Medic programs were conceived by Dr. Leonard A. Cobb of the University of Washington and Harborview Medical Center to meet a vital need in coronary care. More than half of the nearly 700,000 Americans who die of heart attacks every year never make it to the hospital, where their lives might have been saved through modern techniques. These unfortunate victims have generally suffered a severe disturbance in heart rhythm, which can lead to brain damage and death if not corrected within seven minutes.

To cardiologists like Cobb, this means that any attempt to reduce the nation's coronary mortality rate must start with better emergency care at the scene. Such care is known as cardiopulmonary resuscitation (CPR), a measure to keep the brain supplied with oxygen until the heartbeat can be restored by drugs or an electric defibrillator. "We know," says Cobb, "that if CPR is started within one minute of an attack, the chance of recovery is 98 percent."

While many U. S. communities have specially trained and equipped mobile units that respond to coronary emergencies, Seattle was the first to enlist the man on the street to provide CPR even before the paramedics arrive. The Medic II course is a free, three-hour training program, open to anyone over 12 and taught by Seattle fire department paramedics. With the aid of life-size mannequins, the citizens learn the ABC's of resuscitation—Airway, Breathing and Circulation.

Upon arriving at the scene, according to the ABC's, a volunteer tilts the unconscious victim's head back and lifts his chin in order to keep the tongue from blocking the trachea. If the victim isn't breathing on his own, the aide applies mouth-to-mouth resuscitation. If there is no pulse or heartbeat, the volunteer rhythmically presses down on the breast bone with the heels of his hands. This squeezes the heart and keeps the blood moving. These measures are intended to keep the patient going until a fire-department van arrives—usually within three minutes—to take the patient to the hospital.

The Medic II course has been given to employees of several Seattle firms, including the Boeing Co. and the Insurance Co. of North America, as well as to workers in the city's sewer and water department. This course is mandatory at some of Seattle's high schools. Most of the volunteers are quick to respond. In more than 30 percent of cardiac-arrest calls, a Medic II citizen is at work when the fire department arrives. "Medic II has had more impact on increasing survivability than anything else," says Cobb. "It's quite a feeling to know that one in every five people on the streets can treat you with CPR."

(Note: Seattle citizens who aid each other in medical emergencies are protected from legal responsibility by Washington's Good Samaritan law. According to the American Bar Association, liability rulings vary from state to state. Persons using CPR techniques who want to know about liability should check the current law with their local bar association.)

HAVEN Volunteers Care for Needs of the Dying and Bereaved

As medical advances continue to prolong life, there is an increasing need for services to the chronically and terminally ill.

A group of ten concerned Virginians recently saw the need for an organization ". . . to help those facing life-threatening illnesses at a time in their lives when fear, anger and grief make it difficult for them to reach out for one another," explains their brochure. HAVEN of Northern Virginia, Inc., was founded to meet those needs and, according to Coordinator Dorothy N. Garrett, ". . . to develop an informed community consciousness of the needs of those who may be dying or those who are bereaved."

The impetus for HAVEN began when Garrett read Malcolm Muggridge's "Mother Theresa: Something Beautiful for God" about service to the dying poor in India. "I decided there should be a community service to do something beautiful for the living," Garrett says.

Garrett, who has been involved in volunteer activities for many years, had little difficulty organizing HAVEN. "Every time I mentioned the idea to someone," she said, "the response was 'What can I do to help?' " The greatest obstacle to the opening of HAVEN was obtaining space for the facility.

"We noticed a vacant house and approached the owner with our idea. At first he said it would not be possible for us to use the house. Then he stopped in mid-sentence and said okay, we could have the house rent free for a year. We grabbed the keys and ran before he could change his mind! And before we moved in he had a new roof put on the house." Carpeting and furniture were donated, and a local Boy Scout Troop painted the house and cleaned the yard.

HAVEN opened its doors in September, and within two weeks of operation 32 professionals and lay people had volunteered their services.

The all-volunteer staff assists clients both in the hospital and at home. While they do not provide primary nursing care, volunteers assist in changing bedding, bathing and feeding. More importantly, they convey a sense of care both to the client and his/her family. Garrett adds, "Social workers volunteer as case work advisors giving direct help to the volunteers. Nurses give advice and guidance on good patient care to the volunteer and family."

HAVEN convenes group discussion sessions for clients and their families, a special discussion group for teenagers, and a monthly session for all members of the community to suggest ways to help their seriously ill or bereaved neighbors.

The 60 volunteers who assist clients either by telephone or at their bedside complete a five-day training course prior to working with clients. Volunteers explore their feelings about illness and death and study the art of listening, interviewing, and counseling, and communicating with children. They also discuss suicide and sudden death, spiritual needs, family support and grief.

HAVEN's staff hopes to enlarge its list of services by adding widow-to-widow and widower-to-widower support programs, and a discussion group for those grieving over a sudden death.

For information on HAVEN of Northern Virginia contact Dorothy Garrett, 7300 McWhorter Place, Annandale, VA 22003.

Friends and Relatives of the Institutionalized Aged

Consumer Group Keeps Eye on N.Y. Nursing Homes

A consumer watchdog organization designed to protect the rights of elderly patients in New York nursing homes was established last January. Friends and Relatives of the Institutionalized Aged (FRIA) utilizes as volunteers those with a great interest in ensuring humane care, the families and friends of patients.

According to FRIA Executive Director Ethel S. Paley, "Families are often unsure of the behavior to he expected from an elderly person who is facing institutional life for the first time, unfamiliar with what constitutes proper care for a chronically ill or disturbed individual, and are not knowledgeahle about State-imposed standards and regulations designed to safeguard the patient's medical and physical safety." Families may experience grave concern, frustration and fear that criticisms or complaints about services will result in retaliation against the patient. FRIA provides its members with the knowledge and support needed to effectively deal with these issues, and confidentiality of members is strictly preserved.

FRIA attempts to inform its members how the problems they face represent health care issues which affect all residents. Complaints, properly investigated and documented by FRIA volunteers, are brought to the attention of the administrators of the institutions and to the appropriate governmental regulatory agencies. Once promises of change are made, members continue to monitor the home to insure there is no backsliding.

Regular FRIA meetings provide volunteers with an opportunity to relate their personal experiences with the institutions which care for their relatives and friends. Mutual support is developed and anxiety reduced as friends and relatives recognize that others share similar experiences and fears. Having made this initial step, they are able to work collectively to improve conditions.

Community and voluntary organizations are lending their support to FRIA by sponsoring community meetings to acquaint the community with the problems in local nursing homes.

For further information contact FRIA, 129 East 79th Street, New York, NY 10021, (212) 744-2386.

Student Volunteers 'Bug' Zoo Guests

They stood facing each other silently, each waiting for the other to make the first move. Then quickly, without warning, the great brown tarantula lurched forward and consumed his prey. . . .

This scene is repeated daily to the delight of thousands of visitors to the Smithsonian Institution's Insect Zoo in Washington, D. C. After a year and a half of planning and gathering insects from volunteer collectors all over the world, the Museum of Natural History unveiled its zoo in September.

Eleven student "zookeepers" assist Coordinator Sheila Muchler in feeding the insects, cleaning their enclosures and watering their surrounding vegetation. Biology and entomology students stroll through the zoo answering questions and helping frustrated visitors find walking sticks that have effectively blended in with their environments or the elusive queen bee in her glass-walled hive. Biology major Ellen Thoms points out a Monarch butterfly that has just emerged from its chrysalis and then joins Nancy Van Alstine in removing a centipede from its "cage" for a once-daily public feeding.

"As the volunteers become more practiced in handling the insects," says Muchler, "we will have them give a hands-on tour to younger school children."

Currently eight fifth-graders from a nearby school-without-walls receive partial credit in biology for spending five hours a week for nine weeks at the zoo.

Volunteers Barbara Kennedy and Kathy Boyd work in the zoo's back room performing insect propagation experiments to provide a continuous supply of insects at all life stages. Kennedy notes, "We also care for plants and insects that are used as food. This is especially important for insects like the tarantula which eat only live insects."

Training sessions and reading materials are provided to the white-jacketed volunteers who answer visitors' questions. "I learn a lot trying to find the answers to their questions," says Nancy Van Alstine, "and I just like to help with the insects."

Profile

Sisters Volunteer, Plan Career

From their after-school and summer volunteer activities at the Pennsylvania Hospital in Philadelphia, three teenaged sisters have learned a lot about themselves and how to deal with others.

Mary Ellen Kurzeknabe, 18, now in her second year as a nursing student says, "Volunteering allowed me to be exposed to all health care occupations. It enabled me to meet, understand and help patients from all age groups . . . and assisted me in the nursing courses at the University of Delaware." During her winter break from college Mary Ellen volunteered at the Alfred Dupont Institute, working with children afflicted with bone diseases. She notes, "By talking to these children I learned a lot about their attitudes towards their conditions and how they adapted to hospital life. . . . It was a deep experience for me that could not have been picked up without having volunteered."

Joanne, 17, also has been aided in her career decision-making by spending two summers at Pennsylvania Hospital. Joanne worked in Labor and Delivery, Respiratory, Intensive Care, the Nursery, and on a special statistical study. She comments, "Volunteering gave me the opportunity to see exactly what nursing involves. . . . As a result, I am in the process of making plans to attend nursing school in the fall."

Cathy, 15, has for two summers worked as a candy striper. She hopes to pursue a career in the law enforcement field but says her volunteer experience ". . . gave me the chance to meet new people, get to know different aspects of the hospital, and work with people my own age." She adds, "It will be valuable in any line of work I choose."

Both parents (Lon Kurzeknabe, a department head at the hospital, and Ellen, an active school volunteer) have been a strong influence on their daughters' volunteer involvement. Ellen Kurzeknabe explains, "Many organizations depend solely on volunteer help and I have always felt that if I or my family was receiving benefits of such organizations I should also be able to give something in return." Ellen also recognizes how she has personally profited from community service: "It has also been a selfish endeavor. I have learned how to bake a cake in a foil-covered box through scouting, established new friendships, broadened my experiences, put my past business training to use, learned more about my own faith and filled many hours with self-satisfaction."

There is mutual admiration between the sisters and hospital staff. Volunteer Director Margaret O'Rourke has nothing but praise for them: "They're a welcome sight wherever they serve because they're so cooperative, so willing to work and so pleasant."—

Peg Stone, Information Specialist, NCVA Technical Services.

COLLECTOR'S ITEM

This is your last free issue of *Voluntary Action Leadership.* Beginning with the Spring 1977 issue, *VAL* will be available on a paid subscription basis only. So you won't miss an issue, simply fill out and mail the order blank on page 16.

(Note: Those who subscribed to* Voluntary Action News *when it was a separate publication will receive* VAL *for the remainder of that subscription period.)

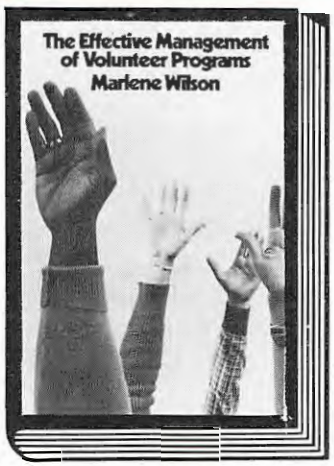
books

(Continued from p. 36)

It is the kind of role described in items three through five which encourages so many boards to accept a passive, non-active role. A "motivator" is one who "*causes* a person to act." A motivator is not someone who assigns the ways in which one is to act, or determines when the action is to be completed. Staff acting as "motivator" (which is a proper assignment) ought to perform functions one and two so well that the board will be "motivated" to act on its own volition determining its own tasks, deadlines, and board structure which result in intelligent, insightful decisions.

Is this idealistic? I think not. It's vital if a board is to be effective in its own right. Boards need to understand the *dual* nature of planning and organizing for action. Boards plan for the *organization;* they also plan separately for the *board.* Boards must determine what their goals are; how it will recruit and train board personnel; how it will organize *itself* to accomplish board purposes and goals.

The Effective Voluntary Board of Directors is a must book for both directors and board members. It should not only be read, however. Its best use is as a reference for reorganization, restructuring, or investigating ways to enrich the organization's service by improving the quality of board member participation.



THE EFFECTIVE MANAGEMENT OF VOLUNTEER PROGRAMS, Marlene Wilson, Volunteer Management Associates, 279 South Cedar Brook Road, Boulder, CO 80302, 1976. 197 pp. $4.95 (plus $.55 for postage and handling).

By Marcia K. Sharp

One of the strong, emerging views about voluntarism is that most voluntary efforts could and should be far better managed. In part the management impetus comes from increasing professionalism within the volunteer administration field. In part it comes from the hard questions of both consumers and funding sources who, faced with massive social problems, want to see measures of productivity from voluntary organizations and not statements of charitable intent.

Marlene Wilson, a consultant on voluntarism and director of the Volunteer and Information Center of Boulder County (Colorado), is an advocate of this point of view. Unlike many of the "more management" defenders, however, Marlene Wilson has written a book, *The Effective Management of Volunteer Programs,* to show what the application of some standard management principles and practices could do to volunteer administration.

The book is not light reading. Nor is it aimed at beginners. But for people making a career—or even a serious part of a career—at volunteer administration, this could be a highly important book. What Wilson does, essentially, is discuss commonly held management theories—about leadership, motivation, and organizational climate, or about planning and evaluation, delegation, and so on—and then apply them to the tasks that most commonly confront the volunteer coordinator. It sounds easy, but it probably was not an easy book to put together. The result is a most helpful understanding, for the volunteer coordinator, of how a good manager would approach such things as job design, volunteer supervision, recruitment of professional volunteers, delegation of responsibility to volunteers, volunteer and staff training, interoffice communication, etc.

In addition to the basic concept, there is much to praise about the book. The whole discussion of motivation, for example, is thorough and imaginative. Ms. Wilson never loses sight of the service instinct as a reason for volunteering. But she casts her discussion in terms large enough to involve the reader—through consideration of the theories of Maslow and David McClelland—in thinking about why any of us behave as we do in work situations, and what needs and motivators we all have. In doing so, she rightly builds up our awareness that in working with either paid staff or volunteers, a supervisor essentially is working with, and *managing,* human resources.

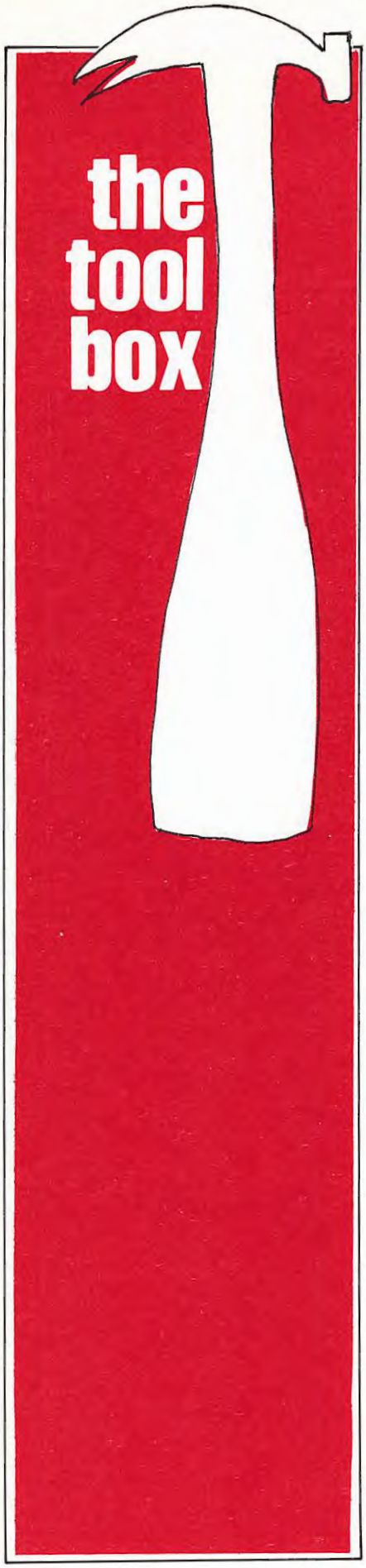
Among other good points is the simple fact that the book is full of practical and sensible attitudes about volunteer administration. In one place the author warns the volunteer coordinator not to fall into the trap of making different assumptions for staff members and for volunteers about, say, responsibility and initiative.

In another place, she points out that if the administrator repeatedly has difficulty in getting volunteers to do a certain job, perhaps the problem is that the job isn't worth doing in the first place.

This isn't to say that the book is perfect, because it isn't. In some sections one feels that the basic management consideration, which should hold the points and excerpts together, is weak. Suddenly we seem to have a mini-manual on training, rather than a discussion of what the manager will have to know and do about training.

And there seems to be one other flaw in this reviewer's eye. But it is one that in the long run may work out to be a plus. The book is written from Wilson's own perspective—that of the volnnteer coordinator who is also the agency director or, in management terms, the chief executive officer. Many volunteer coordinators are not chief executives, and thus many of the broad management insights in this hook will not seem directly targeted to them. But the result of Wilson's perspective may well he that a good many directors of social service agencies—who are only peripherally involved in volunteers but who want to sharpen management techniques—will read the book. And this crossover, if it happens, should produce not only service agencies that are better managed, but also service agencies whose administrator/managers have a keener appreciation of volunteer power than many have had to date.

Marcia Sharp is Chairman, Hager-Sharp Associates, Inc., a consulting firm specializing in public relations and program development for a variety of voluntary clients.



Agency Boardmanship. The Federation of Catholic Community Services, Diocese of Cleveland, 1027 Superior Ave., Room 500, Cleveland, OH 44114. $2.50.

A manual of practices and procedures for boards of agencies of Catholic Charities of Cleveland. Includes sample bylaws, model minutes, a rating scale for boards and principles for managing a nonprofit organization.

Confessions of a Board Member. Karl Mathiasen, The Alban Institute, Mount St. Alban, Washington, DC 20016. 1976. 20 pp. 75 cents.

A management consultant to nonprofit organizations describes the "life cycle" of boards and explains why they often fail.

Characteristics of Community-Wide Citizen Involvement Programs. Superintendent of Documents, U. S. Government Printing Office, Washington, DC 20402. 1976. 28 pp. 55 cents (minimum order $1.00).

Describes various citizen involvement programs, presents different approaches to community citizen involvement and lists some common characteristics to programs now underway.

Determining Citizen Interest in Beginning a Citizen Involvement Program. Superintendent of Documents, U. S. Government Printing Office, Washington, DC 20402. 1976. 24 pp. 55 cents (minimum order $1.00).

This booklet offers guidance in determining and creating citizen interest in beginning a citizen involvement program.

Community Development Source and Resource Directory. American Society for Training and Development, Inc., P.O. Box 5307, Madison, WI 53705. 1976. $5.50.

An annotated reference of films, books, articles and periodicals for those working in community related areas.

Private Philanthropy. Vital & Innovative or Passive & Irrelevant? National Committee for Responsive Philanthropy, 1000 Wisconsin Ave., NW, Washington, DC 20007. 43 pp. $1.50.

The report and recommendations of the Donee Group, a coalition of public interest, social action and volunteer groups acting as advisors to The Commission on Private Philanthropy & Public Needs.

Teaching Free: An Introduction to Adult Learning for Volunteer and Part Time Teachers. The Free University Network, 615 Fairchild Terrace, Manhattan, KS 66506. 1976. 19 pp. $1.00.

Ideas and suggestions for teaching adults in an informal class setting. Includes tips on choosing a topic, planning a course, and conducting a session.

People-To-People Volunteering. Eugene Public Schools, District 4J, 200 North Monroe, Eugene, OR 97402. 1974. 106 pp. $1.25.

Provides a practical guide to establishing, organizing and supervising intensive (people-to-people) volunteer programs in schools and agencies.

Newsounds. Alexander Graham Bell Association for the Deaf, 3417 Volta Pl., NW, Washington, DC 20007. Monthly. $3.10.

Newsletter containing program ideas, legislation and resources for the hearing impaired, their families and teachers.

A Basic Course in Mannal Communications. Mental Health Association, 1433 N. Meridian St., Indianapolis, IN 46202. 1976. $5.25.

Contains more than 700 illustrations of sign language used by the deaf and includes special practice sentences.

Establishing A Volunteer Department in a Rehabilitation Center, Publications Office, New York University Medical Center, Institute of Rehabilitation Medicine, 400 East 34th St., New York, NY 10016. Monograph No. XXXIII. 1970. 54 pp. $2.50. Limited number available.

Chapters include organization and administration; volunteer services; philosophy, policy and procedure; historical background and new dimensions.

Facing Life Through Death. Stephen R. Henderson, Counseling Services Associates, 215 Kalorama St., Staunton, VA 24401. 24 pp. 1976. $1.50.

Written "for the dying, the grieving, the volunteer, and the helping professional" by a patient and counselor who describes his feelings and attitudes toward death and the expectations of others. Includes reading list on dying.

The Staff Burn-out Syndrome. The Drug Abuse Council, Inc., 1828 L St., NW, Washington, DC 20036. 1976. 30 pp. $1.25.

Defines and discusses this occupational hazard which strikes many staff members working in alternative self-help or crisis intervention institutions. Includes personality and behavioral symptoms and preventive measures.

Harmony. Curriculum Library, Alameda County School Department, 685 A St., Hayward, CA 94541. 1975. $4.50.

A manual of instructions, training procedures, resources and materials for setting up a community alcohol education outreach program.

Growing Old . . . A Guide for Understanding and Help. American Occupational Therapy Foundation, Inc., 6000 Executive Blvd., Rockville, MD 20852. 1976. 14 pp. 25 cents.

Lists programs, services and organizations which assist the elderly with food, transportation, employment, support services and housing.

Supplemental Security Income. Superintendent of Documents, Government Printing Office, Washington, DC 20402. 1975. 18 pp. 40 cents.

An explanation of SSI which provides cash to those who have low incomes and who are over 65 and/or blind or disabled. Includes examples of how to calculate benefits.

Older Volunteer Training Program. Publications Office, Andrus Gerontology Center, University of Southern California, University Park, Los Angeles, CA 90007. 1976. 44 pp. $2.00.

A position paper on issues and training models related to voluntarism. Analyzes the values, needs, trends and possible locations or positions of older volunteer participation.

The Volunteer Probation Counselor Program. Superintendent of Documents, U. S. Government Printing Office, Washington, DC 20402. 1975. 114 pp. $1.90.

Provides a detailed description of the Lincoln, Neb. program in which volunteers are selected and then trained to assist the local probation staff in counseling and supervising probationers.

Directory for Child Advocates. National Council of Organizations for Children and Youth, 1910 K St., NW, Washington, DC 20006. 1976. 102 pp. $1.25.

Directory of congressional committees and federal agencies with responsibility for major programs affecting children and youth.

Sharing and Caring. Superintendent of Documents, U. S. Government Printing Office, Washington, DC 20402. 1976. 34 pp. 70 cents.

This booklet tells all about foster children including the responsibilities that society has assumed for them, the problems in caring for them, and what each of us can do to help them.

National Directory of Runaway Programs. National Youth Alternatives Project, Inc., 1830 Connecticut Ave., NW, Washington, DC 20009. 1976. 87 pp. $4.00.

Includes trends in runaway programming, a model youth runaway program, historical perspectives and a directory of 130 runaway programs in the United States.

Stalking the Large Green Giant: A Fund Raising Manual for Youth Serving Agencies. National Youth Alternatives Project, 1830 Connecticut Ave., NW, Washington, DC 20009. 1976. 72 pp. $5.00.

Includes how to raise funds, where to look for funds, how to influence funding decisions in your favor and describes federal programs that are indirectly related to assisting youth.

Youth Alternatives. National Youth Alternatives Project, 1830 Connecticut Ave., NW, Washington, DC 20009. Monthly. $10.00.

Includes information on funding sources for youth services programs, training programs for youth workers and resources and publications; discusses social service issues; and reports on actions at the federal, state and local levels of concern to youth service workers.

The Juvenile Justice and Delinquency Act: Some Guides to Impacting Its Implementation Locally. National Youth Alternatives Project, 1830 Connecticut Ave., NW, Washington, DC 20009. 1975. 27 pp. $2.00.

Suggests specific opportunities for youth services to affect the implementation of the Juvenile Justice Act of 1974 and cites examples of activities underway in several states.

Child Neglect, An Annotated Bibliography. Superintendent of Documents, U. S. Government Printing Office, Washington, DC 20402. 1975. 90 pp. $1.55.

Contains titles and descriptions of more than 140 books and articles dealing with the prevention, identification and treatment of child neglect.

Prevent Child Abuse. National Committee for Prevention of Child Abuse, P.O. Box 2866, Chicago, IL 60690. 1976. Single copy free, bulk rates available.

This pamphlet gives an overview of causes, symptoms and legal complications surrounding child abuse. Includes direct-service organizations, describes volunteer opportunities, encourages persons who are having problems finding help, and lists a brief bibliography.

Children in Crisis. Parent's Magazine Films, Inc., Dept. FO 980, 52 Vanderbilt Ave., New York, NY 10017. Entire series in records—$160, in cassettes—$200. Individual sets—$49 in records, $58 in cassettes. Available on approval for 30 days without obligation.

A four-set audiovisual program designed to guide adults in helping children through some potential crisis situations—death, illness, divorce and separation, and abuse and neglect.

As I See It

(Continued from p. 2)

agency boards, commissions and task forces. In direct service volunteering, there is a strong movement called "cross-age volunteers" where "youngers" volunteer to teach students younger than themselves. For example, 6-year-olds tutor and help 3-year-olds. Also, elders are seen as sources of wisdom and as resources for volunteer services. Older people mix well with younger and middle-aged persons. It is also known that not only is the wisdom of the elder important for the society, it is also important for their own mental health and well being to be needed and to serve others. In the present we are beginning to try to blend the resources of the generations, and to utilize men and women from age 3 to 103 as volunteers, as paid aides, and as part-time professional workers.

For the future, we see the development of both small and large cross-generational living units, as substitutions for, or additions to, the extended family concept. There will be more and more persons living together in various kinds of collective, communal arrangements, and the pattern will be cross-generational. We see community planning in which planners are working actively to distribute elders throughout the community, so they are available to all parts of the community, rather than separated. Also, we see the growth of legitimization of leadership roles of the young. As Margaret Mead said, with the accelerated rate of change, by the time one is middle-aged, one is an immigrant to the new youth oriented culture. It is the young who must do the value education of the elders into what the new culture is all about.

There will be growth of intergenerational leadership roles, both locally and on the national scene, with reciprocal young-older influence apparent in committees and work groups in the community. We see functional peer relationships rather than status based on age differences. We see intergenerational volunteer teams facilitating their own mental health and personal growth by association and teaming, as well as being great supporters of the mental health of those whom they are serving.

PARTICIPATING IN AND INFLUENCING POLITICAL PROCESSES

Participating in and influencing the political process is at the heart of local, state, and national level decision-making. In the past, many people were involved directly with one another in small local communities. Much of that involvement was political via the town meeting, or meetings around other local interests and issues. Before the advent of radio and television news, people were less informed and involved in what was happening at the state, national, and international levels. If they were informed, it was not instant news. Also, participation in the political party was not as temporary as it is now. There was more continuous participation by the "party faithfuls."

Looking at a few of the current trends, we find an increase in the availability of political news and commentary from many points of view. Though this leads to more informed action potential, it has also led to an increase in distrust and dissatisfaction. There are far more opportunities today for recruitment into volunteer citizen action cause groups at local, state and national levels. The political leadership has become more sensitive to the need to involve a much broader range of membership from the communities, different types of groups, and different types of individuals. Also, there has been a rise in citizen consumer power as part of the political process. There is a greater development of temporary commitment to action groups and cause groups as opposed to ongoing permanent committee and commission memberships.

We see exciting future images. There will be a much greater variety of volunteer monitoring groups at the local, state, and national levels. This is already beginning to happen in many places. Monitoring is thought of in terms of accountability and quality of services. Often we find "the future is already here" in some innovative spot, but it takes 10-25 years to become an accepted part of our national life.

The attorney general in a large city recently suggested, after a probe of rest- and nursing homes for the elderly, that if more volunteers were active in these places, the quality of service would go up. The connections between those homes, the communities, and the licensing services would result in on-going quality of service improvements. A judge in another city recently said that the reason for a fairly successful integration process with school busing was because of the work of 400 volunteers who were working with him as monitors of the process.

Another future image is that the skills developed by volunteers will increasingly be looked at as experience valuable for political work and for other leadership roles. The volunteer's experience resumé will be used as a basis of expertness, credibility and resource knowledge. More leadership skills at national conventions, community and town meetings, city council meetings will be apparent as volunteers and professionals become more skilled in planning productive, participatory meetings.

DEVELOPMENT OF CROSS-NATIONAL VOLUNTEERING

In the past, the activities of Americans in other countries have been through such institutions as the churches, the Peace Corps, international youth associations, the American Friends Service Committee, the International Red Cross. Often, cross-continental service was part of a religious mission. It was by and large a one-way offering of help and services by those who saw themselves as more advantaged. While there was also volunteer service by nationals of other countries, there was little international sharing of the variety and innovativeness of volunteer activities. There were some articles written about volunteerism in Japan, and reports from a few organizations such as the YMCA and Girl Scouts.

Today, there is cross-national, reciprocal sharing by and about volunteers. There is an international volunteer network. The third international volunteer conference, called LIVE (Learn Through International Volunteer Effort) was held in San Francisco in April 1976. It was an exciting event. The United Nations and its educational/cultural arm have been utilizing people as volunteers, and there are many cross-cultural student exchanges, of which the American Field Service is one fine example. The State Department is currently aided in its work by Co-Serv, a group of volunteers who play host to visitors from foreign

countries. Most of these volunteer activities, however, still tend to flow in one direction.

Some future images include programs of international regional exchanges, such as exchange of practice conferences of both professionals and volunteers who share their skills, successful services, and new volunteer developments. These groups will be international as well as intergenerational.

We see the growth of government programs in various nations offering one year volunteer service opportunities with expenses and educational credit. Some experiences will be in the volunteer's own country, while some will be in other countries. There will be significant educational programs for international service volunteers to help them increase their cross-cultural understanding. We see international conferences focusing on the education of volunteer administrators.

COLLABORATION BETWEEN PUBLIC AND PRIVATE SECTORS

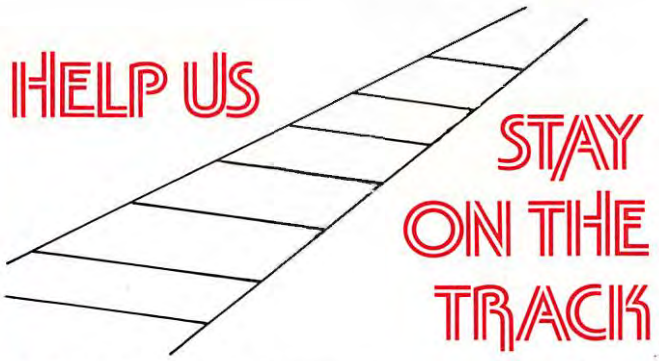
In the past, the private and public sectors were quite separate, very competitive and often distrustful of the other, defending their program turfdom. Private philanthropy was usually an outright gift, often given for traditional activities, and often for reasons of tax deductions and good public relations. Innovativeness and experimentation were primarily confined to the private sector. Business had little involvement in community service. Businessmen sat on influential status boards, such as the United Way of America or the Boy Scouts. They felt this service was good public relations, though many were also interested in the agency and its services.

There was little place for policy-making or service volunteers in the public sector. Even some parts of the private sector were not enthusiastic about voluntary participation. Volunteers on advisory boards of public welfare, education, health and recreation services are a relatively recent development.

Looking at some of the current trends we find that there is a growing intermeshing of public and private services, focusing on meeting the needs of people in the most efficient ways. Private, business, and public funds are now merged in many private agency budgets. Collaborative networks of public and private human services are developing on national, state and local levels. Often the focus is on the enrichment of the quality of life as well as on coping with deprivation. Collaboration between professionals and volunteer leadership in the public and private sector is evident in efforts to enhance, extend, and improve the quality of planning and service.

Union and business leaders are actively encouraging members and employees to take volunteer roles as part of their increased community service orientation. Public relations concern is one reason for this trend, but the unions and business also see volunteering as opportunities for the growth of individual workers. Research has also shown that the image of the union and/or business in the community improves as persons from these backgrounds become active, vital, and important parts of community life.

As we move into the future we see a variety of images, including active peer collaboration between leadership of public and private enterprises in the recreation, health,



Is *VAL* meeting your needs? As a member of the growing field of voluntary action leadership, your ideas and views are important to the development of *VAL*'s contents. Won't you take a minute to let us know if *VAL* is providing you with the right kind of information? Just fill out the questionnaire below and return in the envelope on page 16.

1. Is *VAL* of primary interest to you
   - ☐ as a source for program or training ideas?
   - ☐ as a general information and educational digest?
   - ☐ as a guide to possible skills development?
   - ☐ as a (fill in) _____
2. What kinds of articles would you like to read in *VAL*?
   _____
   _____
3. In each issue we have tried to present a balance of features, such as reports on important volunteer conferences, innovative program profiles, new approaches to training, trends and developing concepts in the field of volunteerism. Please indicate if you'd like to see more of the following kinds of features:
   - ☐ "how-to" articles with practical suggestions and references on volunteer programs and administrative problems
   - ☐ exchange of opinions on ideas and issues among professionals in the field
   - ☐ in-depth analytical and scholarly articles
4. Please rank in order which *VAL* departments benefit you the most:

_____ Books	_____ Communications Workshop
_____ Calendar	_____ Legislation/Regulations
_____ Letters	_____ NICOV Takes a Look at . . .
_____ Tool Box	_____ $pecial Event
_____ Research	_____ Voluntary Action News

5. Which departments would you like to see more space allotted to? _____
6. Which of the above would you like to see less space allotted to? _____
7. Comments: _____
   _____
   _____
   _____
   _____

education, and work opportunity sectors. One example of the future is already taking place in one medium-sized community. In order to improve the quality of life by involving more people as volunteers, the leadership from the unions, Junior League, city, Community Action Program, and the Chamber of Commerce formed a coalition to sponsor a two-day conference. As a result 18 task forces, made up of a mix of local citizens, are active on such projects as improving the downtown business district and developing more bicycle trails.

In the immediate future we see the collaboration of public and private sector professionals and volunteers to pass legislation that protects and helps volunteers in such areas as tax deductions and insurances. There will also be collaboration on needs assessment to maximize services and decrease overlaps. The power leadership of the different parts of the community will see new ways to enhance knowledge and services through the full utilization of everyone's resources.

ACTUALIZING PLURALISTIC HUMAN RESOURCES

In the past the privileged were taught a duty orientation toward the helpless and underprivileged, often developing and maintaining unwanted dependency on the part of those being helped. There was a single melting pot model of achievement rather than an emphasis on valuing or tapping the differences with which this nation is so richly endowed. Indeed, differences were not fully appreciated. The focus was on conforming in all areas of life. Differences were, and often still are, a source of irritation, conflict, and hostility. Perhaps that is why we are so awkward in accepting and dealing with conflict.

In the present we are beginning to realize that differences of background, age, race, life-style, knowledge, and skill provide a rich menu for people-to-people service. For example, we see boards and other decision-making bodies composed of both consumers and producers. We see volunteers who are young and old, men and women, healthy and handicapped. These differences are important to enrich services as well as the understanding of decision-making bodies. There is also the development of the third party mediator, the person who helps with and negotiates conflict resolution, and helps find creative compromises to conflicts. Cultural, racial, ethnic and religious differences are increasingly considered creative bases of contributions. When there are people of different backgrounds, with different opinions, who come from different points of view, more skill is needed to utilize the variety of resources creatively.

The future looks more exciting, because there will be more complementary resource blending of different cultural backgrounds and orientations on decision-making bodies and in direct service activities. Careful thought will be given as to the best blends of persons in relation to goals and purposes of various activities. For instance, some cultures, particularly those of oriental traditions, tend to see differences and interactions between persons who are different as a resource potential rather than a conflict. They work on the emergence of a creative compromise, a more creative result, as compared to the more typical American posture that compromise is negative or bad. There are differences across cultures within our own culture that, if blended in a complementary way, will enhance decision-making bodies, the teaching of the young, and the delivery of cross cultural services.

We also see complementary teaming of men and women. We see task forces analyzing the reciprocal and complementary roles of men and women. Differences are used in complementary rather than competitive ways. There will be the achieving of intergroup interdependence without the losing of differences, such as skill mixes, and there will be interdisciplinary and intergenerational teams both in work and in volunteer activities.

In community life we see the strength of pluralism. For example, we even see national conferences of mayors and community leaders to share success experiences about the use of pluralistic resources in their communities. There will be some national recognition for those who have achieved the most creative strengthening of pluralism through their community leadership.

REDEFINING THE AMERICAN DREAM

As one looks into the past, the American Dream has been built on a model of individualized achievements through hard work. We felt that all persons could pull themselves up by their bootstraps, regardless of where they started. This idea was reinforced by the church, the family, the educational system, and by the character building youth organizations. They all emphasized that if one works hard, individual achievement and success will follow.

In the past there was an emphasis on equality of opportunity and we made the assumption that there were equal opportunities available to everyone if they wanted to take advantage of them. In part that was re-inforced by the frontier economy, which stated if you can't do "it" here, go west young man, and you will find "it" there.

In the volunteer world it was assumed that there was equal opportunity to volunteer. We know that was really not so. Commitment and altruism through good work were the main themes in volunteerism. Your good works would be rewarded in life after death. These themes were vocalized by the white Protestant middle class, and made sense to the people in that group. Others, of different beliefs and backgrounds, were excluded by omission if not by commission.

Today, our orientations toward the American Dream have changed with a tremendous outburst of questioning and confronting of such values as the positive emphasis on achievement, success, and upward mobility. There is the question of whether or not long term commitments are more virtuous than short ones. Now there is great emphasis on self actualization as contrasted to serving others. A recent article analyzing the new American narcissism describes conflicts between many aspects of the personal growth emphasis and the older orientation toward community service and service to others.

There are questions from the younger generation about hypocrisy. The hippie movement was one of the first to put these major confrontations into their poetry and literature. They talked about the hypocrisy of dreaming the right dream, but not translating the dream into every day behavior.

Recently there has been widespread growth of a more critical posture, resulting in more openness and accountability. The importance of the volunteer is more recognized, and is being translated into more adequate training, better selection procedures, more appropriate placement practices, the development of contracts between professionals and volunteers, and the inclusion of enabling funds to provide equal opportunities to volunteer.

In the future we see contributions to the quality of life of the community as one criterion for achievement rather than a single economic success. There will be public recognition of those who have contributed. Norms for recognition of services based on innovative social practices will he developed. For instance, people who develop creative placement procedures, or techniques for identifying multicultural human resources in the community, or the people who develop ways of successfully teaming very different people will get recognition for these social innovations. In our country there has been much recognition for mechanical inventions, but this was not so for social inventions, such as new ways to group students to help them learn, or new ways to train volunteers.

We also see the development of creative temporary short term volunteer opportunities as an important part of the American future. There will be a chance to make a contribution with two hours or six hours or one week of service without having to sign on the dotted line for some "ninety-nine" year lease commitment.

We see the development of ways to refer volunteers from one community or state to another. There will he the development of computer resource systems for referrals across the communities and countries. We also see the development of community-wide open universities in which the curriculum is determined by the needs of the communities, and the needs of people and their interests. There will be continuous community connected training for volunteer resource skills, and for professionals to enhance their knowledge and skills as volunteer administrators. The values and skills of volunteering will become part of the school curriculum from kindergarten on. There are already some school systems where every child above fourth grade has a chance to be a volunteer. In one school system there are now 300 student members of the community service club, who go through training and certification in order to become a part of that exciting prestigious activity. This is an image of the future that will be tremendously magnified. Volunteers from all sectors of the community will be part of the teaching staff of the elementary schools and high schools. At a "faculty meeting" of one community high school recently, 180 community people who are considered a part of the faculty attended. Most of the teaching and learning was taking place in the community, not in the class rooms.

Can volunteerism renew democracy? There are clear trends that voluntarism and volunteerism are making a significant contribution to the renewing of democracy. We believe that the potentialities for renewal go far beyond our current programs, assumptions, and visions. We also believe that all of us are in key positions to vitalize this process. After all, the renewal of democracy is also the renewal of ourselves and our team workers.

calendar

The **calendar** lists upcoming events which may be of interest to our readers. Inclusion does not, however, constitute endorsement by NCVA.

Feb. 6-10 **Los Angeles, Calif.:** *Fourth National Conference on Juvenile Justice.*
Conference will examine and evaluate the role of police with juvenile gangs; juvenile justice information systems and data collection; effectiveness of juvenile correctional programs; parents vs. children's rights.
Fee: $160
Contact: Institute Director, National Council of Juvenile Court Judges, University of Nevada, P.O. Box 8000, Reno, NV 89507.

Feb. 21 **Wilmington, Dela.:** *Improving Staff/Volunteer Relations.*
One of a series of seminars for the newly appointed volunteer coordinator. See below for other topics and dates.
Fee: $28
Contact: Academic/Professional Programs, University of Delaware, 2800 Pennsylvania Avenue, Wilmington, DE 19806.

Mar. 7-9 **University, Ala.:** *Third Annual Meeting of the Volunteers in Probation of Alabama.*
This meeting will focus on the subject of the one-to-one volunteer/probationer relationship.
Fee: $35
Contact: George M. Faulk, P.O. Box 2967, Division of Continuing Education, University, AL 35486.

Mar. 20-24 **Orlando, Fla.:** *Fourth National Conference on Juvenile Justice.*
See details Feb. 6-10.

Mar. 28 **Wilmington, Dela.:** *Volunteer Retention/Recognition.*
See details Feb. 21.

April 4-6 **Indianapolis, Ind.:** *Child Abuse and the Criminal Justice System.*
Course will explore the physical and sexual abuse of children. Topics include the nature and extent of the problem, the offender—a typology, treatment of the offender and victim, and abuse of children and the law.
Fee: $150
Contact: Edgar Likins, Associate Director, Center for Criminal Justice Training, Indiana University, 400 E. Seventh Street, Bloomington, IN 47401. (812) 337-2023.

April 25 **Wilmington, Dela.:** *Public Relations and Publicity.*
See details Feb. 21.

April 19-22 **Lake Arrowhead, Calif.:** *17th Annual Conference for Administrators and Directors of Volunteer Programs*
Program includes management simulations, communications, group and individual consultations, program design, creative uses of visual aids, accountability, grantsmanship.
Fee: $200
Contact: Eleanor Wasson, Conference Coordinator, 615 San Lorenzo, Santa Monica, CA 90402. Phone (213) 454-3355.

May 24-27 **Boulder, Colo.:** *Frontiers '77*
A totally participatory conference for administrators and leaders of community efforts involving volunteers. Emphasis on professional leadership development.
Fee: $100/NICOV Consulting Members; $135/other NICOV members and nonmembers.
Contact: Maggie Leonard, National Information Center on Volunteerism, P.O. Box 4179, Boulder, CO 80306. (303) 447-0492.

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