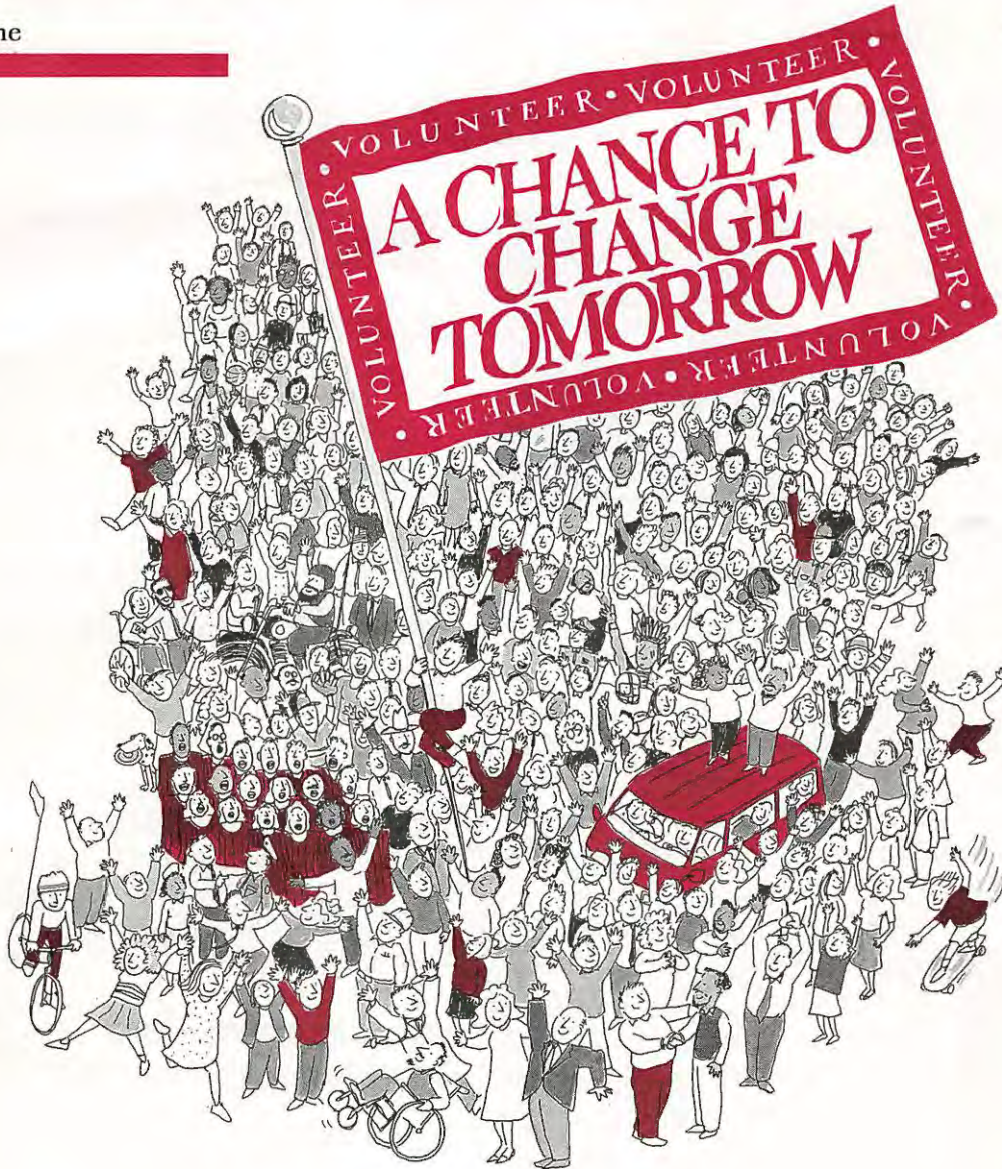


Leadership

formerly
Voluntary Action
Leadership magazine

APR-JUN
1993



Celebration! National Volunteer Week Turns 20

Taking Service Seriously: An Editorial

An Untapped Volunteer Resource: People with HIV/ARC/AIDS

The Homeless & The Caring: Second in a Series

MAKE A DIFFERENCE DAY

NATIONAL DAY OF

DOING GOOD



SECOND ANNUAL



200,000 MADE A DIFFERENCE

Plan to make a difference again this Oct. 23

USA WEEKEND, a national newspaper magazine reaching 33.5 million people, has named the recipients of the second annual Make A Difference Day. In addition to six awards to outstanding national projects, congratulations go to 10 honorable mention projects, nearly 100 outstanding local projects co-sponsored by local newspapers, and more than 1,000 other efforts on that day.



Special issue April 16-18 salutes 200,000 volunteers

Each national honoree receives a \$1,000 donation to a community charity of its choice. Judging this year's Make A Difference Day Awards were Points of Light Foundation president and CEO Richard F. Schubert, actor Edward James Olmos, civil rights activist Julian Bond and Harvard psychiatrist Dr. Alvin Poussaint.

Make A Difference Day continues on Saturday, Oct. 23, 1993. As in previous challenges, efforts can be a one-time event or an ongoing commitment that gets an extra push. More awards will be given, with 10 outstanding projects receiving \$1,000.

Schubert again will serve on the judging panel. Joining him are poet Maya Angelou, country star Randy Travis and American Lung Association Christmas Seal Chairperson Kristi Yamaguchi.

Complete details of the third annual Make A Difference Day — and an entry form — will be printed in the next issue of *Leadership* magazine and in USA WEEKEND starting in August.

Information also will be available at the National Community Service Conference in Orlando in June.

Recipients of the 2nd annual Make A Difference Day Awards

OUTSTANDING FAMILY

On Make A Difference Day, Nov. 14, 1992, the Brasco family of Waltham, Mass., collected \$2,500 in food and a ton of clothing and then distributed specific items to people in need. The seven Brascos are to participate in the Family Matters Forum held by Points of Light Foundation.

OUTSTANDING CLUB/CHURCH/CIVIC GROUP

In April 1992, rioting surrounded the Harvard Heights neighborhood in Los Angeles. On Make A Difference Day, a diverse group of 50 restored a commercial strip. "No matter what color we are," says Harvard Heights Neighborhood Association President Jon Douglas Rake, "we can live and work together."

OUTSTANDING INDIVIDUAL

Michael Petlansky, a retired Air Force civilian employee, is better known as "Pepi the Clown." He leads nearly every child in his Santa Maria, Calif., neighborhood in an anti-drug clown troupe that volunteers to cheer the handicapped and elderly.

OUTSTANDING COMMUNITY

More than 1,000 residents of North Las Vegas came together to revitalize the community by carrying out more than 50 projects that the Chamber of Commerce helped organize.

OUTSTANDING CO-WORKERS

Electricians, plumbers, carpenters and painters in the Eastern Oklahoma Building & Construction Trades Council spent 250 hours and their own cash to rebuild the home and life of a Tulsa woman whose house was gutted by unscrupulous workmen.

OUTSTANDING SCHOOL

In Spencerport, N.Y., eight students with long-term disabilities painstakingly made pillows for hospitalized children. "When they opened them they were surprised," says Evan Fisher, 12, "because they knew how hard it was for us to make them."

In 1994, 10 projects will receive national recognition and \$1,000

Contents

Features

- 5 Celebration!**
Barbara L. Lohman
- 13 Building Community: The 1993 National Community Service Conference**
Maura Parisi
- 14 Americans with Disabilities Act: How the ADA Affects Volunteer Programs**
Virginia Office of Volunteerism and Steven D. Gravely, J.D.
- 15 Celebration! National Volunteer Week's 20th Anniversary**
Interviews with:
George Romney
Brian O'Connell
James Joseph
Trisha Odoms
Alan F. Benedeck
Thomas McKenna
Brenda Holden
Richard F. Schubert
David Crowley
- 22 The Homeless & The Caring: Second in a Series**
Maury Flagg
- 26 An Untapped Volunteer Resource: People with HIV Disease, ARC or AIDS**
Irene K. Wysocki

Departments

- 6 Points of View**
Taking Service Seriously
The Points of Light Foundation
- A Volunteer's View: Advice to Administrators—Ask Why*
Rianna M. Williams
- Community Relations and the Competitive Edge*
Edmund M. Burke
- The Geriatric Facility as a Resource for Multicultural and Educational Programming*
Gwynne J. Berkowitz, Daniel Reingold and Bryan Werner
- Observations on National Rebirth*
Dr. John W. Gardner
- 29 Tool Box**
- 30 News & Commentary**
The First County of Light
- What Would Happen Without Volunteers?*
- From the Corporate Front...*
- Mitsubishi Foundation Grants*
- 32 Calendar**

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

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Celebration

April 1993

Dear Readers:

No sooner had we mailed the inaugural issue of *Leadership* but we began preparing for this one. Well, perhaps that's not entirely true. Actually, we've been thinking about what we wanted to say about the 20th anniversary of National Volunteer Week for several months.

We knew we'd devote our cover story to the ideas and impressions some of our leaders have about volunteerism—what volunteer community service means in America today and what it will mean in the future. We are pleased to share with you the thoughts of Governor George Romney, Jim Joseph, and Brian O'Connell and others on the subject.

But in reviewing all of the stories and articles slated for publication in this issue, it became apparent that the power of volunteerism could be found not just in our cover story—"Celebration"—but throughout the magazine. I'd like to think we planned it that way. But the truth is, we owe a debt of thanks to all of the writers who so thoughtfully remind us that every time someone reaches out to help another, we should celebrate.

Take a few moments and read what volunteers are doing to help the homeless. Read what Dr. John Gardner has to say about community. The excerpt on the Americans with Disabilities Act, provided courtesy of the Virginia Office of Volunteerism and Steven D. Gravely, J.D., has as much to do with "people potential" as with complying with landmark legislation.

We also decided to print the latest draft of a thought-provoking piece, tentatively entitled "Taking Service Seriously," about a new way of viewing voluntary community service in America. We plan to introduce this article into discussion, debate, and hopefully bring the article's main contentions about community service to some resolution at our National Community Service Conference in June.

Again, Dr. Gardner, "We must make responsibility our watchword... We must celebrate our obligation to one another and to the society that guards our freedom. We must redefine patriots as men and women who tackle the problems and renew the values of their communities."

Volunteerism is about assuming responsibility. That's why we celebrate volunteerism and National Volunteer Week.

As always, we welcome your thoughts and submissions to *Leadership*.



Barbara L. Lohman
Vice President, Communications

P.S. By the time you receive this, The Points of Light Foundation will have relocated around the corner to 1737 H Street, NW, Washington, DC 20006. Our new phone number is (202) 223-9186; fax: (202) 223-9256.

Points of View

Taking Service Seriously

The Problem

Sixty years ago, America collapsed into the worst economic depression in its history. The nation responded with the New Deal. Thirty years later, America discovered, amidst growing prosperity, deepening pockets of poverty in its cities and rural areas. The nation responded with the Great Society. Today, once again, America finds itself faced with a social crisis—but a crisis for which our past has not prepared us.

Today's crisis did not happen suddenly or shock us into awareness like the crises of 30 and 60 years ago. It has been with us for some time. We have knowingly watched it grow and worsen. Its manifestations are as familiar as the evening news: inner cities racked by family breakdown, health epidemics, homelessness, crime—schools that no longer educate the young—drug dealing and abuse on an unprecedented scale—older people cast off and forgotten—rural families living in stark desolation.

Today's social ills reflect a crisis of the will and of the spirit, of failed and failing institutions, of a persistently and annoyingly divided nation. A crisis that is quietly, slowly, stealthily ruining lives and shortening futures like a subtle disease rather than a cataclysm, and because it is quiet, slow, and stealthy rather than cataclysmic, seems somehow tolerable. A seemingly enduring crisis that is, nonetheless, jeopardizing America's ability to thrive, economically and politically, now and in the long-run. Unless we turn the corner on the path down which it is sending us, a gradual but unstoppable fall into national

mediocrity may be our inevitable fate.

Fortunately, we have it within our power as a nation to do otherwise. We can—with collaborative effort, good will, and common sense—turn the corner on the present crisis and move with due speed toward a greater destiny of common well-being for all of America.

The Response

The response to America's social challenge this time around must acknowledge, but then build upon and, in a critical way, depart from the solutions of the past. Simply put, the nation as a whole must be called to respond, not just one or a few parts of it, not just one or the other political party, not just the public or the private sector—but all, together.

Government, of course, must play a crucial role, as it has when America has been confronted by social breakdowns before. It must use its resources intelligently and fairly to fight the systemic causes of social ills and its leadership to spur the creative energies of society. We will not and cannot overcome the present social deficit without our government—at all its levels and all its branches—pointing the way with sound laws, resources, and vision.

However, we must also realize that systemic solutions can have only a limited impact on problems that are often local, particular, and behavioral. Thus, *citizens*—as the workers, club members, faith-observers, and neighbors in their communities—must take responsibility to act, as well. Citizens must act not as a substitute for government but as an essential partner in the effort to restore hope in lives and

communities. Everyone must be asked to pitch in and do his or her part to reverse the forces of social decay. The current crisis will be overcome in no other way.

The mobilization of the American people does not start from scratch. The cherished tradition of voluntarily serving one's community, so important a part of the nation's past, remains a strong current flowing through American society. People selflessly giving their time and talents can be found making a difference every day in communities across the country.

More, much more of this kind of caring and helping is needed to renew this hope for a brighter future. Every individual, every group who reaches out to help, inspires others with their hope. Service, thus, builds on itself, drawing ever more citizens into its conduct—enlarging and deepening its effect on people and neighborhoods. This is what makes the mobilization of the American people an essential ingredient in a national strategy for renewal.

A Call for Leadership

Numbers alone, of course, are not the answer. Citizens want to know where they are needed and how they can help. They want to be sustained in their service efforts by the organizations to which they belong and by the communities of which they are a part. In short, they want, and they need good leaders.

Citizens will respond to community service leaders:

■ Who are people of hope and vision—who believe that a better America is within our grasp if we but reach out and draw in the hurting, the

angry, the excluded in our midst.

■ Who can motivate others toward that hopeful vision—who believe that each and every person has a gift for helping others.

■ Who can join people in practical, cooperative action—who believe that community service means what it says.

While leaders from all walks of life should be called to this indispensable task, the early initiative must lie with two groups especially well-positioned to influence citizen service: *business leaders and leaders of nonprofit community organizations*. The first heads the most significant untapped source of volunteers (i.e., workers), the second knows the most significant existing source of opportunities for volunteer impact. The successful mobilization of these two groups can set an abiding precedent for all of society.

Business leaders, including and especially chief executives, must be challenged to make volunteer service by workers an integral part of what they do as a business, rather than a sideline. They must see that community service by workers is key to addressing the social problems now impairing competitiveness.

Nonprofit leaders must be challenged to maximize the willingness and ability of their organizations to tap fully the many talents of community members. They must find ways to blend professional and volunteered resources into greater effectiveness in helping others.

A Call for National and Local Action

To mobilize business and nonprofit leaders, and other groups of leaders over time—such as senior citizens, disabled Americans, and public employers—attention must be directed to organized forces at both the national and the local levels.

At the *national* level, the *associations* to which leaders belong represent the indispensable channel of access and a meeting ground for stimulating nationwide action. These national entities must be galvanized to make mobilization for community service a high priority in work with their members. National bodies have special strengths in generating credibility and visibility for national causes. These strengths should now

be used in the cause of citizen service directed at building healthy, safe, and just communities.

Ideally, the national level also represents a formal opportunity for business and nonprofit leaders, along with those in government from both political parties, to come together in stimulating citizen initiative aimed at redressing community problems. A coalition or consortium of national leadership from all sectors can galvanize public attention, establish common ends, and marshal the resources for a nationwide undertaking.

While national action is important, the most critical connections must be made *locally*. This is the level at which social problems are not abstractions but concrete realities affecting particular lives. It is also the level at which citizens have the greatest opportunity to shape their society.

Local diversity is the natural genius of American volunteerism.

Local diversity is the natural genius of American volunteerism. Perhaps in no other country are the people as free or as likely to volunteer for such an endless variety of causes and good deeds. At the same time, however, this treasured variety is a delicate thing. Differences can too easily become reasons for envy and dissension among groups, rather than a source of vitality and flexibility.

The tendency to divisiveness must be overcome by establishing a focal point in every locality for stimulating volunteer service by community members—a neutral meeting ground, sanctioned by leaders (public, as well as private) who represent all parts of the community and supported with the expertise required to be a catalyst for effective citizen service.

The makings of these pivotal institutions already exist in more than 400 cities and towns throughout the nation. They are called *volunteer centers*. While some of these centers have long histories, most have emerged during the past twenty years as communities have increasingly

recognized the need for a formal means of nurturing volunteer involvement. The network of volunteer centers is the foundation on which America can erect the local infrastructure for organizing and supporting social-problem-solving initiative by citizen volunteers. The impetus that centers can provide to “people-raising” will complement the already well-established community systems for “fund-raising” to address serious social needs.

The volunteer centers are also well-positioned to provide a local linkage for national service by young Americans, as this idea is developed and expanded by the new federal Administration and as attention focuses on ways to instill a lifetime commitment to the service ethic. The involvement of young people, as well as all other age groups, in community-building, on both a full-time and part-time basis, must be considered among the highest priorities in the overall effort to mobilize the nation and to create a legacy of service for future generations.

Mobilizing national leaders to action with the nationwide network of volunteer centers brings key elements together in a new strategy for drawing citizens into direct and consequential community service.

Conclusion

The social deficit now weighing on the nation's conscience did not emerge overnight, and it will not be lifted quickly or easily. The voluntary efforts of community members—when motivated and informed—can have a powerful impact on the amelioration of community problems. In many places, they already do. But turning back the tide of social distress will require, more than anything else, sustained attention. The true test of leadership—at both the national and social levels—is not what it does today. The true test is what it makes possible tomorrow. ■

“Taking Service Seriously” is the working title of this article slated for discussion and possible resolution at the 1993 National Community Service Conference. Written by former Foundation Executive Vice President and Chief Operating Officer David Racine, the article represents the broad philosophical outlook of The Points of Light Foundation's Board of Directors and management.

A Volunteer's View

Advice to Administrators: Ask Why

By Rianna M. Williams

Administrating means problems, often people problems. You cannot keep everyone happy at all times; there are times when the good of the organization must prevail over a few people being unhappy. Nonetheless, if a volunteer comes to you with a problem, take it seriously, explore it, and follow up on it. Volunteers are often more aware of what is going on in the organization than is the staff.

Administration should desire and continually express the need for high standards. Everyone prefers being involved in an organization he or she can be proud of and brag about.

The volunteer coordinator is generally the one who knows the volunteers best and is the most capable of making decisions about which volunteer is most appropriate for what job, etc., particularly when it's something dealing directly with the public.

Periodic meetings, at *your* instigation, should be held with your volunteer coordinator in order for you to be aware of the volunteer situation. If not done at *your* request (except for special situations that arise), the volunteer coordinator may be put in the position of only bringing you problems, eventually putting her/himself in the "evil messenger" role.

What types of volunteer problems arise? How are they dealt with? Why

do your volunteers stay? Why do they leave? Negative volunteer attitudes, which may be realized only by the volunteer coordinator, should raise a red flag and be investigated. Don't automatically assume the volunteer is at fault; misguided or misunderstood administrative actions, or lack of actions, may be at the bottom of a problem. Has attendance noticeably dropped off at functions, lectures or parties? There is usually a reason; find out what it is.

If your volunteer coordinator never has anything to report or question, wonder why. Are the volunteers not going to the coordinator with their concerns? If so, why not? Is the coordinator ignoring them or fobbing them off with easy, breezy answers? A non-reportive volunteer coordinator is not necessarily an asset.

The volunteer coordinator needs to know exactly how much authority he or she has in making specific decisions, and how much back-up support administration will give. Be explicit at the beginning to avoid major problems and low morale later.

A retirement policy for volunteers is a sensitive area, but is something that should be faced and considered. The simple fact is that some volunteers over time become crotchety and unpleasant, or hard of

hearing, or less observant. There is no easy answer for dealing with such, but pretending it doesn't exist so that it won't have to be dealt with does a disservice to everyone involved. ■

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

Community Relations and the Competitive Edge

By Edmund M. Burke

...As we move through the 1990s and into the new century, a social vision will not be enough to ensure success in a globally competitive age.

Success in the 1990s, according to management experts, will require a company to achieve three goals: to be an employer of choice, a supplier of choice, and an investor of choice. We are beginning to learn that a company's community programs can help it achieve these goals.

To be an employer of choice, companies have to recruit, train and retain qualified and loyal employees. In just ten years American companies have sadly discovered that they cannot rely on local school systems for the employees they need to be competitive in a technological society. Out of necessity they have had to depend upon the community affairs staff to develop the initiatives and



community programs to meet current and future human resource needs.

A company's community programs can have an impact on employee morale and loyalty. Studies conducted by David Lewin at the University of California at Los Angeles indicate there is a positive correlation between a company's community relations activities and employee morale.

A company's community programs can have an impact on employee morale and loyalty.

Another study by Research and Forecasts found that job loyalty is greater in companies that are active in the community. Over half of the study's respondents also said that if they knew the CEO volunteered time in the community, their loyalty to the CEO and the company would increase.

A company's community programs can help in other ways to make it an employer of choice. A carefully managed volunteer program, for example, can improve executive development. Digital Equipment Company and Thom McAn Company have designed mentor programs that give executives experience working with diverse cultures by placing them in inner city schools. Loaned executive programs have been used by companies to provide executives with public speaking and planning experience.

To be a *supplier of choice*, companies must find ways to influence consumers and vendors. We have long suspected that a company's community record and image influence consumer choice, and there is beginning evidence to confirm this. A survey conducted by Grey Advertising revealed that consumer behavior has changed remarkably in the past five years. The era of fad buying is over. Consumers, fearful of an uncertain economy, are interested in value, accountability, trust, and for the first time, according to Grey, corporate responsibility.

A study by Dragon International

in the United Kingdom provides further evidence that consumers are basing their buying decisions on a company's community record. Over 80 percent of the adults in Great Britain feel it is important to know about a company's activities in the community. Further, over 70 percent said they would be more inclined to buy the products of a company that supports the community and society over one that does not.

Just as consumers are being influenced by a company's community record, so too are investors. IBM reports that more than 50 percent of the questions asked at its last annual meeting were related to the company's corporate citizenship activities.

In addition, the growth and success of socially responsive investment services support the contention that a company's community programs can help a company be an *investment of choice*.

The previously mentioned Lewin study, which revealed an association between a company's community activities and employee morale, also shows an association between a company's community activities and its return on investment (ROI), which was higher in those companies with high degrees of community relations activities than in those companies with a low degree of community relations activities.

In a more recent study (1991), Lewin found an even stronger relationship between community relations and financial performance. "Specifically," according to Lewin, "the study shows that the companies that increased their community involvement were more likely to show an improved financial picture over a two-year time period than those that did not increase their community involvement."

Another study from the Chicago-based Covenant Investment Management found that companies with a record of strong corporate responsibility also posted superior long-term stock market performance.

Covenant looked at the 1,000 largest U.S. companies over a period of 18 months, analyzing how well each company met the needs of eight constituencies or issues: communities, competitors, customers, employees, environment, shareholders, social issues, and suppliers.

The 200 companies demonstrating the most responsibility, dubbed the "Covenant 200," consistently outperformed the others in terms of total return to shareholders. This group of companies also outperformed major stock market averages, although with somewhat higher volatility, the study said.

The Global View

To return to our opening question: Can a company's community programs provide a competitive edge? We believe it can and so do others. Companies in Europe and Japan, for example, believe community involvement can be used as a competitive strategy—in fact, they may be further along in accepting this viewpoint than American companies.

The Japanese, for example, responding to widespread criticism that they are distant and unwilling to participate in community ventures, began two years ago to develop strategies for improving corporate involvement in community affairs. The Keidanren, under the leadership of Sony chairman Akio Morita, joined with The Council for Better Corporate Citizenship to promote a "One Percent Club." The Council is asking Japanese businesses to donate one percent of their pre-tax earnings to local charities, and to encourage employees, including Japanese executives, to volunteer approximately one percent of their

Can a company's community programs provide a competitive edge? We believe it can.

time, or 90 hours a year, to community charities.

In Europe, the effort to promote community relations as a way to provide a competitive edge is being spearheaded by the Prince of Wales. The major United Kingdom corporations have joined together under the Prince of Wales' leadership to form "Business in the Community," an organization devoted to promoting business

involvement in community affairs. The Prince argues that corporate citizenship is "crucial to international competitiveness."

The Next Generation

As more and more companies adopt the notion that community affairs can be a way to gain a competitive edge, significant changes will undoubtedly take place.

First, corporations will have to adopt a social vision as the mission of community relations. The concept of social vision, with the characteristics outlined in our center's publication, *Shaping a Social Vision*, best describes the function and how it should be administered.

Corporations will have to adopt a social vision as the mission of community relations.

Second, community relations will have to be restructured. It should not be isolated and unrelated from other functions of the corporation, such as marketing, finance, operations, or human resources. A company's community relations activities affect all of these functions. Moreover, the successful company will use community relations to enhance these functions.

Third, community relations should be integrated with contributions, local government, and ethics, and all should be viewed as part of a company's total corporate citizenship efforts.

Finally, community relations and corporate citizenship must be internalized in the company. For this to be done successfully, the training and orientation programs of all managers must encompass an understanding of the role of corporate citizenship in a company. ■

Edmund M. Burke is director of The Center for Corporate Community Relations at Boston College. The article is excerpted from a presentation to the Center's annual meeting in June 1992 and reproduced by permission of the Center's Corporate Community Relations Letter.

The Geriatric Facility as a Resource for Multicultural and Educational Programming

By Gwynne J. Berkowitz, Daniel Reingold and Bryan Werner

A natural outgrowth and required component of intergenerational and cooperative school programming has been special educational presentations and workshops to address cultural diversity and stress the need for health care workers of tomorrow. Why not think of the geriatric facility as part of the community's resources for cultural diversity programming as well as intergenerational programming? Cities which are hard hit by the recession may be able to supplement services for school-age children by sponsoring an afterschool intergenerational program. Such a program offers supervision, structured activities, social skill training and assimilation into a work environment while providing the geriatric facility with friendly visitors, volunteers to assist with resident activities and other programs and/or services.

Historically, many nursing homes were begun by special interest groups, religious communities or regional municipalities. This clustering of elderly resulted in homogenous groupings, i.e., The Hebrew Home, The Methodist Home, The Lower East Side Residence, etc. When the demographics of the surrounding communities changed, the aged residents of such facilities became segregated from the new economic and cultural populace. Intergenerational and culturally diverse programming at geriatric facilities enable the residents to experience many cultures and interact with many different age groups, thereby reducing their separateness and isolation.

The Hebrew Home for the Aged at Riverdale (HHAR), an 1100-bed, nonsectarian, not-for-profit geriatric

center in the Bronx, NY, has developed several community/cooperative programs which simultaneously aim to increase multicultural experiences and provide minority students with the opportunity to explore careers in gerontology and/or health care.

These programs include the Public School 7 (P.S. 7) Afterschool Intergenerational Program, for sixth graders, recipient of the 1992 New York City Mayor's Youth Volunteer Program Award; the P.S. 81 Intergenerational Program and the Community Assistant Program, a skill training program for 9th grade youth-at-risk. Additionally, HHAR participates in several programs which prepare young people for careers in health care. For example, Project H.I.R.E. places qualified developmentally disabled persons in employment situations under the auspices of the Association for the Help of Retarded Children (AHRC); the Summer Youth Employment Program (SYEP) and the Training Opportunities Program (TOP) help prepare youths for the routine and expectations of competitive employment.

HHAR was one of the first to participate and annually hosts 40 to 60 members of the City Volunteer Corps (CVC). While at Hebrew Home, CVC participants face challenges that promote their personal development and enhance their educational opportunities. The Linkages With Youth-Health Careers-Oriented Mentorship Program, which was presented at the NCOA Conference in May 1992, is a program to interest high school students in careers in gerontology and includes on-site experiences within the Hebrew Home or its community services divisions,

pairing with a mentor in an area of interest and a series of lectures addressing career options. Each of these programs offers students and young minority adults the chance to test their endurance, discipline and determination, as well as develop a sense of pride for community involvement and appreciation for people of any age or ethnicity.

In a recent interview, an 11-year-old sixth grade student who participated in an afterschool intergenerational program said, "I don't think I could ever rob an old man or lady now that I've known (residents of a nursing home)." This young man was in foster care after his mother sent him to sleep in the basement of the apartment building so she could engage in drug activities. Despite the evident deficit of social skills, the boy was able to bond with several residents while transporting and assisting with recreational activities. Frequently, this child was provided with a meal, which is policy for volunteers who work four or more hours. In this situation, the boy, the residents and the nursing home had needs met on all different levels. Intergenerational experiences are key in breaking down stereotypes of "no good youth today" and racial differences.

The geriatric facility which hosts or sponsors intergenerational programs is responsible for providing orientation and skill training to any volunteer, no matter what his or her age, with regard to the needs of the aged and any cultural or historical information. Such training seminars provide a forum in which expectations, stereotypes, biases and myths may be addressed with both the younger and older participants. These topics should not be ignored or casually addressed but rather fully explored and wherever possible corrected by experiential truths. Cultural diversities programming is designed to explain and celebrate cultural rites, traditions and differences rather than to encourage assimilation.

Specifically, geriatric facilities may provide schools with classroom instruction on the following topics: the aging process; illness and disabilities, from both the medical and psychological perspectives; environmental modifications and lifestyle adaptations for the disabled; and placement of the elderly into a

The collaborative efforts made by geriatric facilities, schools and youth programs to encourage the exchange of resources and expertise may empower health care professionals, nursing home residents, students and the entire community with the tools necessary for building bridges to close the gaps between minorities and educational opportunities.

facility.* Alternating nursing home visits with school-based instruction provides an opportunity for nursing home staff who do the classroom teaching to address concerns of the students when they interact with the elderly.*

Sensitivity workshops that allow students to experience the diminished physical capabilities of nursing home residents is another skill training activity. In these workshops, students may be asked to wear goggles smeared with vaseline, stuff their ears with wet cotton, and be confined to a wheelchair for the duration of the session.*

Students and youth groups that volunteer at geriatric facilities are exposed to life and the daily routines in a health care setting. It is the ideal opportunity to provide health career seminars that explore educational requirements and opportunities available within health care. The

geriatric facility may also maintain a speakers bureau to provide schools with presenters on any topic related to health care or aging. Vocational/educational programming attracts minority students into established programs that offer job/skill training and the opportunity to earn professional references for future employment.

Establishing cooperative programming between geriatric facilities and schools/youth programs allows for the exchange of valuable, limited resources, which may include:

■ Resources of the geriatric facility: flu shots, physical examinations, safe environment, supervision, transportation, educational programs, meals, recreational programs, professional staff.

■ Resources of schools and youth programs: students/volunteers, transportation, guidance programs, educational program expertise, school physicals.

■ Shared benefits of intergenerational/multicultural programming: socialization of different ages and cultures; a supervised, safe, structured alternative to costly and limited day care situations; volunteer resources; exposure to health care settings and health careers which may influence students' future education and career goals; intergenerational and multicultural programming and education that is both structured and experiential.

The collaborative efforts made by geriatric facilities, schools and youth programs to encourage the exchange of resources and expertise may consequently empower health care professionals, nursing home residents, students and the entire community with the tools necessary for building bridges which help to close the gaps between minorities and educational opportunities. ■

Gwynne J. Berkowitz is director, volunteer services, Daniel Reingold is associate executive vice president, and Bryan Werner is associate administrator at the Hebrew Home for the Aged at Riverdale (NY).

*** Reference**

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Observations on National Rebirth

By Dr. John W. Gardner



The following quotations are from Dr. Gardner's James Webb Lecture to the National Association of Public Administrators, November 13, 1992. The George W. Romney Citizen Volunteer Award was conferred on Dr. Gardner at The Points of Light Foundation's 1992 National Community Service Conference.

Every informed American understands the gravity of the problems we face today. Yet the problems themselves are not as perplexing as the questions they raise concerning our capacity to gather our forces and act. We can talk endlessly about technical solutions to our problems, but nothing will happen without that capacity. Nothing. No doubt many of the grave problems that beset us have discoverable, though difficult, solutions. But to mobilize the required resources and bear the necessary sacrifices call for a high level of motivation. Suppose that our shared values have disintegrated to the point that we can no longer lend ourselves to any worthy common purpose. Shared values are the bedrock on which leaders build the edifice of group achievement. Suppose the shared values no longer exist. Suppose that our institutions can no longer adapt to a changing world. Suppose that our sense of community is weakened by

unresolved internal conflicts. If we face those issues, we may be able to answer the question underlying all the other questions today: whether *we have it in us* to create a future worthy of our past. Not to face that question with the utmost seriousness would be remarkably foolish....

Thoughtful people recognize that a turn-around will call for a *massive* national effort, one of the greatest efforts in our history. Many Americans now alive remember how we rose to the fierce demands of 1942-1945. The present challenge is smaller in scale but conceivably even more dangerous. External enemies are more readily responded to. Most civilizations die from within, and we are conquered less often by traitors within the gate than by traitors within the heart—loss of belief, corruption, loss of a sense of control and disintegration of shared purposes....

There must be—in every segment and at every level—individuals capable of taking leadership to make their piece of the system work, individuals prepared to accommodate system-wide policy to ground-level realities, women and men who are not afraid to send word back up the line that new policies need amendment or reversal....

In the brief time since the election, I've read scores of articles which imply that now it's all up to Clinton. Wrong! A lot of it's up to Clinton. A lot of it's up to us. We—the people—have been living beyond our means, consuming more than any other people on earth, tolerating mediocrity, dodging the hard decisions. And now many are dreaming of an easy way out. A great many Americans made it clear, in elections at all levels, that they wanted a change in leadership. The question remains whether they are willing to change themselves. If we remain in the self-indulgent and cynical mood of the Embarrassing Eighties, the best leaders in the world can't save us....

It is particularly important to restore the face-to-face community—in the family and extended family, in schools, congregations, workplaces, neighborhoods. That is where shared values are generated, and if they decay that is where they decay. Such communities can provide a sense of belonging, allegiance, identity and security. They can provide the feeling of a life that extends beyond selfish interests and gives meaning to

sacrifices for the common good. In addition, such communities provide a web of interdependency that is desperately needed in the tumult of contemporary life. When individuals are part of an effectively functioning community, they feel empowered, feel that they can have some impact on the course of events—and for that very reason feel responsible in a way that powerless people never can. And we desperately need that sense of responsibility to get us through the challenging time ahead....

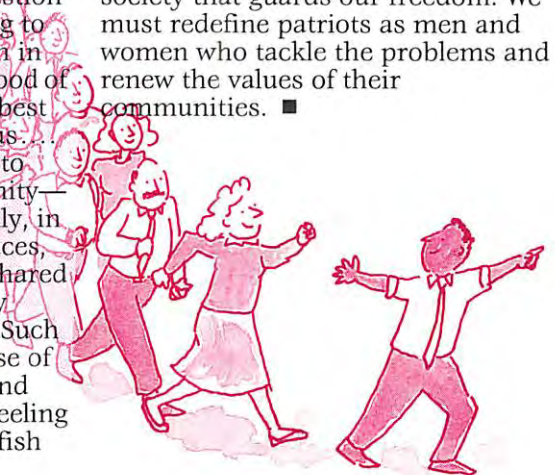
... We need healthy communities and vigorous, responsible federal and state governments....

In a vital community, conflict is inevitable and often healthy. The goal is not to eliminate conflict but to prevent it from escalating in destructive ways and to seek peaceable outcomes....

A healthy community should expect participation by every segment of the whole, but that will happen only if every segment feels that it is respected and will be heard. And just as every group has a right to demand equality of respect and to count on its share of group benefits, *so each group must give something back*. This is not easy for a group that feels it has been victimized by the community at large. But at some point in its progress toward full acceptance as a member of the community it must say "What can we do to make it a better community?"....

Don't pray for the day when we finally solve our problems. Pray for freedom to continue working on the problems the future will never cease to throw at us....

We must make responsibility our watchword... We must celebrate our obligation to one another and to the society that guards our freedom. We must redefine patriots as men and women who tackle the problems and renew the values of their communities. ■



Building Community

By Maura Parisi

If you are involved in any aspect of community service you will not want to miss the 1993 National Community Service Conference. This year's conference theme is "A Chance to Change Tomorrow." Given the growing response to date, it is anticipated that more than 1,500 people will attend the conference being held at the Stouffer Orlando Resort Hotel in Orlando, Florida, June 12-15. This year's conference promises to be better than ever—with exciting plenary speakers, innovative mini-plenary sessions, diverse workshops and spectacular special events and entertainment.

The June conference is the culmination of a year-long effort to bring together dynamic speakers who will address issues of concern to leaders in the community service movement. We are pleased to have Dr. John Gardner, holder of the Miriam & Peter Haas Professorship in Public Service at Stanford University (CA) as the Honorary Conference Chairman. His 1991 monograph, *Building Community*, explores the process of building community through community service. For this reason, we have selected "Building Community" as the conference sub-theme.

From the pre-conference events to the closing banquet, the conference will explore how Building Community is our Chance to Change Tomorrow. Keynote speakers include: The Honorable Glenda Hood, Mayor of Orlando; Ms. Charlane Hunter-Gault, Correspondent, The MacNeil-Lehrer Report; Mr. John Clendenin, Chairman & CEO, BellSouth Corporation; Ms. Anita Roddick, Chairman & CEO, The Body Shop; The Reverend Thomas Harvey, former Executive Director, Catholic Charities, USA; Mr. James Joseph, President & CEO, The Council on Foundations and Dr. Blandina Cardenas Ramirez, Director, Southwest Center for Values, Achievement, and Community.

Ten mini-plenaries that were derived from Dr. Gardner's writings are sure to challenge and inspire you. Themes from his monograph include "Laying the Foundation: Shared Values," "Creating a Caring Community," "National and Community Service: What You Can Do for Your Country," "Youth Leading the Way" and "Where We've Been, Where We're Going: A Vision for the Future." Attendees will explore the ways and means of

Maura Parisi is The Points of Light Foundation's conference coordinator.

building a strong community through community service.

This year the conference will offer more than 65 motivating and thought-provoking workshops presented by some of the top trainers from across the country. Several workshop tracks—Corporate, Volunteer Center, Volunteer Management, Government, Professional Development, Foundation/Other Projects and Youth—offer a wide variety of selections to meet specific needs and interests. For example: "Raising Food, Not Money: The Story of USA HARVEST," "Corporate Involvement

into the 21st Century," "Multicultural AIDS Volunteer Clearinghouse," "Addressing the Needs of Non-Metropolitan Communities." In addition, participants will appreciate the unique management styles of Kenneth Kovach in his workshop "Effective Management: Laughing Matters."

Also, there will be exciting and innovative workshops on some of The Points of Light Foundation's ongoing projects. These include The Principles of Excellence in Community Service, Changing the Paradigm, VolunteerNet, Family Matters, Volunteer Center Network and Seniors in Service to Seniors.

Created especially for Volunteer Centers, the Volunteer Management Academy Workshop Series will provide excellent

training for new Volunteer Center directors. *Note:* It is important to sign up for all four sessions to gain maximum benefit from this training.

Be sure not to miss Pulitzer Prize Nominee Clifton Lemoure Taulbert who will discuss diversity in his workshop, "Family, Friends & Community: A Legacy to Reclaim," or the three-part series, "Communities as Places of Learning," which will bring the important and ever-changing issues related to service-learning," to the forefront.

The 1993 National Community Service Conference, "A Chance to Change Tomorrow," promises to be a dynamic learning experience. Register early for discount rates and to ensure your choice of mini-plenaries and workshops. We look forward to seeing you in Orlando!

To receive a registration packet for the 1993 National Community Service Conference, or if you need more information please contact the Conference Department at (202) 223-9186. ■



The Americans with Disabilities Act

How the ADA Affects Volunteer Programs

The Virginia Office of Volunteerism, in cooperation with the Virginia Department for the Rights of Virginians with Disabilities and Steven D. Gravely, J.D., has compiled a monograph to serve as a guide for those leaders who wish to make their programs accessible and fair to volunteers with disabilities.

The publication includes an overview of the ADA, definitions, a list of resources, and specific guidelines for job descriptions, interviewing, and application procedures. Highlights from the publication follow.

How Organizations Benefit from Compliance with ADA

It can help us learn how to handle diversity; we all recognize that diversity in the workplace is inevitable, but this Act offers concrete ways in which we can change our behavior and attitudes to make diversity a reality.

- It focuses attention on each person's uniqueness, rather than allowing us to make general assumptions about who can or cannot do a specific job. This is certainly consistent with what we believe about the importance of matching the right volunteer with the right job, based on individual motivations and abilities.

- It is very consistent with Total Quality Management, with an emphasis on leadership, cooperation and a team approach to getting the work done.

- As we review job descriptions (paid and volunteer) for fairness, it may help us to re-examine the validity of certain jobs and roles, which in turn may make our use of human resources more effective.

- It can help us to provide ways in which others can reach their potential. Rather than viewing persons with disabilities as handicapped, we can look at their potential plus the technological assistance that exists to enable them to be an "asset" to our organization.

Implications for Managers of Volunteers

If we believe that everyone has a right to volunteer (similar to the right of equal employment opportunities), then we as managers of "nonpaid" staff have the responsibility to comply with the intent and guidelines of

the ADA. Here are some questions to help us ensure that we are not discriminating against volunteers with disabilities:

Mission statement: Does it reflect a commitment to diversity? Does it express a genuine desire to provide opportunities for staff (paid and volunteer) to grow and advance according to their proven abilities?

Planning: Are we remembering that attitudes can be barriers the same as doorways and steps? Is our organization receiving etiquette and sensitivity training in order to overcome stereotypes and fears?

Job descriptions: Are the tasks and qualifications written in a way that does not discriminate?

Recruitment: Is our material available in accessible format such as Braille, large type or tape? Do we make unconscious assumptions about who can and cannot do a particular job when we make recruitment presentations? Are we directly offering volunteer opportunities to individuals with physical and mental impairments?

Screening: Are our application forms, interview questions, and screening procedures designed to be fair and non-discriminatory?

Supervision: Do we discuss the potential for involving volunteers with disabilities with our fellow staff? When we recruit a volunteer with a disability, do we make sure that the supervisor and the individual with the disability are involved in decisions about accommodations?

Recognition: When planning recognition events or activities, do we consider the appropriateness for volunteers with disabilities? (I.e., taping a message of appreciation for a visually impaired volunteer, instead of presenting a certificate; holding the event in an accessible facility; providing sign language interpreters.)

Buildings: Where do we interview volunteers? Are work areas, restrooms and break rooms, kitchens accessible? Are we sensitive to the accessibility of computer terminals and controls, desks, phones, drinking fountains, etc.? ■

Excerpted with permission from Volunteering Virginia, the newsletter of the Virginia Office of Volunteerism.

CELEBRATION!

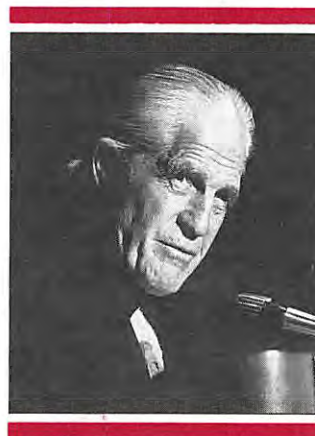


NATIONAL VOLUNTEER WEEK'S 20TH ANNIVERSARY
April 18-24, 1993



If a 10 is perfection, think what 20 is. That's what National Volunteer Week, sponsored by The Points of Light Foundation, is this year. And the celebration will be the biggest ever, from the White House to your house: "Volunteer, A Chance To Change Tomorrow," the 1993 National Volunteer Week theme, will be alive and making good things happen.

Leadership's modest contribution to the celebration is this article of views about volunteerism's progress and prospects. We start with volunteerism's grand sage, George Romney, and continue with a collection of interviews with some of the key actors in the ongoing drama of volunteerism.



**GEORGE ROMNEY:
There at the Beginning;
Still Pointing the Way**

Comfortably settled in one of the reception area chairs at The Points of Light Foundation in downtown Washington, former Michigan Governor and Volunteer Center movement founder George Romney says in a voice at once booming and soft on the ears that he concluded in 1948 that there were three possible ways to solve the nation's problems: through government, the economic system, or the volunteer sector. "The least recognized and organized at the time, and therefore the least utilized, was the volunteer sector. That led me when I served as a Cabinet member 20 years later to confer with a cross-section of voluntary organizations in the country to try to find out what it would take to strengthen their role."

"They said they had great organizations to deal with specific problems. But they had no organization to deal with their common problems and needs, the key one of which was people. People, they pointed out to me, solve problems; money is essential, but it's an enabler of people."

CAUTION!

This inquiry, conducted in 1969, spawned the National Center for Voluntary Action (NCVA). George Romney was in at that beginning, too, and almost as many years again, he was in at another beginning, when VOLUNTEER and The Points of Light Foundation joined forces.

Two basic ideas animated NCVA, Governor Romney recalled. The Center's first president, Bud Wilkinson, insisted that before one goes out to recruit volunteers, it is necessary to ensure that they will be placed in meaningful roles. And effective volunteering is local volunteering, based on the experience of the model Volunteer Center, that of the New York City Mayor's Voluntary Action Center, founded by Joyce Black.

Since then, volunteerism has had some signal successes, Governor Romney said. The movement has contributed to the broad and growing recognition of the need to solve the nation's critical social problems. And both government and private leaderships have come to recognize the need to strengthen the community structure in volunteering. This recognized need has led to both the Commission on National and Community Service and to The Points of Light Foundation. "So now we have two national organizations whose objective is to strengthen the local structure. We are thus in position to bring about what's fundamentally needed: bipartisan leadership action promoting the role that volunteerism can play in solving our problems."

"The explosion of social problems has highlighted the need to involve volunteers in helping," Governor Romney notes. "I was impressed by President Clinton's Inaugural Address, particularly the part in which he talked about us needing each other and needing to help one another. I have seen the level of Presidential concern in this area steadily grow, from Kennedy's Peace Corps, Nixon's support for the National Center, Reagan's private sector initiatives and task forces, Bush's Points of Light support and this private, nonpartisan Foundation. Now Clinton is focusing more attention on this area of activity than ever before."

"The reason for the focus is clear. Our problems have

become very serious. The most effective and least costly ways to solve these problems are one-on-one service and voluntary cooperation. Senator Tsongas put it very well: Our problems can't be solved just with dollars or government programs, but with one-on-one volunteer action and private institutional outreach."

"Most people," Governor Romney asserts, "haven't yet recognized the interrelationship of economic, educational and social problems. The most serious threat to the country's future is the critical social problems that face us. These threaten us economically as well as socially. The educational system is faced with the challenge of kids coming into the classroom with such problems that they're not able to learn. As a result, they won't be good employees, there won't be job opportunities for them, there won't be economic growth in their communities, and out at the end there will simply be more social problems. We have to break this vicious circle. Clinton is exactly right in challenging every citizen to a season of service as an obligation of citizenship."

"The most important thing that could be done to strengthen our national effort to solve these problems would be for Clinton and his successors in the Presidency to join in nonpartisan leadership of voluntary service. We have a precedent for this in my home state of Michigan, where the current and former governors, Republican and Democratic, and their wives have joined to promote a volunteer attack on social problems."

And with that, he is up and away to the next meeting to urge his vision.

* * * *

Leadership talked with a number of key leaders and workers in voluntary organizations and initiatives. We asked the thinking of each on three questions:

- Please comment on the value of volunteerism to the health and well-being of the nation today.
- What important things would not get done if not for volunteers?

■ What are the major challenges facing nonprofit voluntary organizations as we move toward the 21st Century?

What they said follows.

BRIAN O'CONNELL
Founding President, Independent Sector



My view is that the whole area of voluntary initiative, including individual volunteering, is what makes America unique in the world and allows us to have more opportunities to serve others and influence our own communities than is the case in any other country.

My experience is that three things happen when people are active in service. The cause of community is well-served and strengthened; people are sensitized to the community and its caring people. People are more alert to the needs of others around them; they become more concerned about other needs and solutions. And something happens to the service-giver as well: he or she feels fulfilled, feels one can make a difference, has a good sense of being of use. This makes the community itself more effective, more humane.

On the subject of what wouldn't happen if there were no volunteers, I refer you to a column of Erma Bombeck's called, "Without Volunteers, A Lost Civilization."

Further to Bombeck, our having options and alternatives in this country is an enormous aspect of freedom. Because we are free to develop alternatives to the existing system, we are able to come to new solutions—Hospice comes to mind. And because we are free to develop options and alternatives, we also have vehicles for change.

The major challenges I see facing nonprofit, voluntary organizations are the challenges to their independence, how successful we'll be in passing on the volunteer spirit to coming generations, and a trend to professionalization that may squeeze out volunteers.

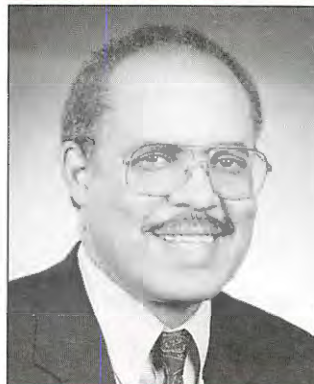
There is more and more government regulation of such things as who can march, who can raise money, who can protest, who can be an activist. This together with increased dependence of nonprofits on government funding puts limits and strings on nonprofits. It diminishes their largest contribution to American life, which resides in their independence, their different way of looking at things.

It remains a question whether we will be successful in passing on to the next generation how much volunteerism means to who and what we are. I can see the possibility of a gradual diminution of community spirit.

And there is a trend to overprofessionalization in the nonprofit sector that operates to squeeze volunteers out. Many organizations that call themselves voluntary organizations don't really involve many volunteers in their work and don't give them major responsibility. ■



JAMES JOSEPH
President, Council on Foundations



First of all, volunteerism reminds us that a good society depends as much on the goodness of individuals as it does on the soundness of government and the fairness of laws. I have come to believe from our experience that when neighbors help neighbors and strangers help strangers, both those who help and those who are helped are transformed. The end result of volunteerism is thus that we create new centers of meaning and belonging.

It's important that we don't see volunteerism as a substitute for the social role of government, but as an important alternative to the governmental process. It's also important in our culture and democracy that we continue to cultivate the voluntary impulse, providing for that intermediate space between the individual and the government where voluntary energy can be spontaneously generated for the common good.



Since the United Way upset I find many nonprofit leaders running away from the notion of professionalism. There is a challenge here: How to retain the voluntary spirit that gives democracy its basic essence while exposing the voluntary impulse to necessary acquired skills. As Peter Drucker has pointed out, it takes a high degree of professionalism to run today's nonprofits effectively.

Another challenge: Managing a voluntary organization creates tensions between the passion of the moral self and dispassion of the professional self. This is complicated by an increasing comparison of nonprofit management with management in profit-making organizations. The business organization has emphasized management, which operates out of a need for order and discipline, while the nonprofit has sought leadership that would be willing to risk chaos. The challenge now is this: We in nonprofits no longer have the luxury of making such a distinction. The new age of the nonprofit is one of large, complex organizations that serve as vehicles for volunteerism. These organizations require the skills of both leader and manager. ■

TRISHA ODOMS
Youth Engaged In Service (YES) Ambassador,
working in Pennsylvania



Volunteerism is necessary to maintain the economic competitiveness of our nation as well as preserve the democratic ideals we have chosen to live by. Our country is in crisis economically and educationally. Our trade deficit is

rising, productivity levels are declining, and the job market is shrinking. Our schools are not doing what they need to do to prepare citizens in a democratic society to be productive workers in a competitive global economy.

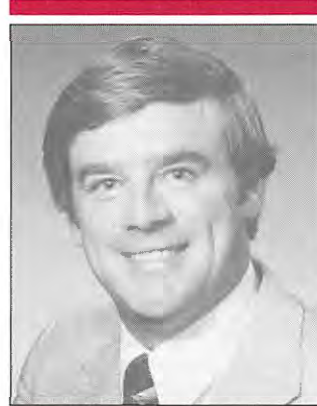
These forces combined have led to a generation growing up that is unprepared for work and citizenship. We can no longer cling to the model of learning that requires kids to sit and learn mainly by listening. A new model must be developed, and volunteerism is a big part of this process. Volunteerism offers young people the opportunity to apply classroom learning to real life situations. Further, it helps them develop the skills necessary to become productive citizens. Through volunteerism, youth develop self-esteem, responsibility and leadership skills.

Some of our most serious social problems and needs would go unaddressed if it were not for volunteers. Without volunteers, American society would be far less caring and just.

One major challenge I've noticed is the process of creating service opportunities, particularly for youth, that are meaningful and that will develop a sense of responsibility, self-esteem and leadership in participants.

Another challenge is the recruitment and retention of volunteers. This brings into question matters of diversity, for example. Many minorities are willing to serve but aren't asked to. Some people have busy schedules, and finding time to volunteer is another challenge. ■

ALAN F. BENEDECK
Director, Corporate Relations
Allstate Insurance Company



I believe that company-sponsored employee volunteer programs—when managed effectively and when given serious commitment by companies—are an effective tool for addressing serious social problems in this country. In turn it strengthens the workplace environment.

Volunteerism, as I see it now, is a resurgence of early America's philosophy that people, rather than government, should act to solve the nation's social problems. It is the individual volunteer who can respond creatively to changing community needs. Without the volunteer, it would be impossible to provide a healthy and stable environment needed for a free society.

The challenge facing nonprofit volunteer organizations will be to develop effective partnerships with corporate America to serve both the community interests and the interests of corporate America. ■

THOMAS McKENNA
Executive Director
Big Brothers/Big Sisters of America



Organized volunteerism is uniquely American and is at the heart of the success of our way of life. Studies show that more than half of the American adult population volunteers an average of 4.2 hours per week, or some 20.5 billion hours annually. And while the estimated dollar value of this volunteering is \$176 billion, the real value is in the strengthening of the very fabric of our society.

Certainly from the perspective of Big Brothers/Big Sisters of America, without the tens of thousands of volunteers serving as mentors and role models to a like number of at-risk children, the impact would be great. These children would continue on their present path and drop out of school, be unable to find jobs, and fall prey to delinquency. Volunteers cross the boundaries of age, ethnicity and economics. They provide hope and encouragement, and make the world brighter for millions of Americans in need.

All nonprofits need to recruit more effectively and successfully engage volunteers of diverse backgrounds to approximate more closely the racial and ethnic backgrounds of those being served and in need of service. There is also a need to maximize the impact of human and financial resources through more effective collaborations among human service organizations. As we move toward the 21st Century, we are seeing a greater and greater need for providing services to a larger number of people. More children are living in single-parent families. The number of kids living in poverty was up by 1 million from 1979 to 1989, with 11.2 million children living in families with incomes below the federal poverty line. More children are dropping out of school than ever before—a rate of 26.7 percent overall. Nonprofits must be in a position not only to keep up with these trends, but to try to help reverse them as well. ■

BRENDA HOLDEN
Director, Volunteer Action Center
Fairbanks, Alaska



Volunteers are the backbone of many service delivery systems ranging from the board of directors level to direct service to indirect service. Grassroots volunteer efforts have developed and designed many of the existing programs; thus volunteers have created jobs.

Volunteering builds a sense of community through shared ownership, team-building and building a sense of belonging. This is increasingly needed as the population migrates more often than in past generations.

Volunteers often add meat to the skeleton of service delivery and community problem-solving.

Nonprofits are facing tougher competition for dollars as well as changes in management structure and style; volunteers and paid staff thus are coming to share common interests. Technology, corporations analyzing how nonprofits are incorporating partnership planning and creative ways of working better, and demographic trends are forcing nonprofits to respond to change.

Volunteers are becoming more sophisticated in their expectations of how they contribute their time. Community service is being incorporated into education at all levels, which can provide a great resource to nonprofits who know how to work with service learning experiences. ■



RICHARD F. SCHUBERT
President & CEO
The Points of Light Foundation



Social historians, from deTocqueville on, indicate that volunteerism has always been a significant ingredient in American culture. There's arguably never been a time when it was more important as a value because of critical unmet needs that clearly can't be satisfied or even significantly ameliorated by government activity alone. Those needs would seem to be tearing us up as a society. They are things that really require caring persons working one-on-one; institutions can't perform such services—there aren't enough resources to have paid staffs do what's needed. So we are forced to rely on the asset base of caring individuals. We also have now demonstrated by measurements and methods not available to our ancestors that the act of volunteering is of great value to the volunteer. Thus we know that volunteering is more important than ever to both the giver and the receiver.

Volunteerism pervades every sector and level of our caring society. If all the volunteers decided to stay home, American society would soon begin to grind to a halt.

One example. I met recently with the National Association of Counties. A study in the association broke down county government into something like 147 functions. They found 145 of these performed somewhere by volunteers. This recalls to me the discovery during my time at the American Red Cross that every professional job in the organization was being done somewhere by volunteers. Given the intensity of the problems facing the nation today, we need many more volunteers.

I think there are three, four, possibly more challenges facing the nonprofit volunteer sector. One is to apply the best and brightest ideas that are available, whatever their source, in terms of efficiency and effectiveness because the resources being applied are very precious and must be applied as effectively as possible to get excellence of performance.

Another challenge is to collaborate—that is, to be willing to work together even if that implicitly seems to constitute a threat to the support level. The voluntary organizations must subordinate provincial, parochial interests to those of the whole.

Still another challenge is optimization of volunteers. This goes to the heart of how organizations are able to respond to changing societal needs, how they view

themselves, what the volunteer base can do if properly mobilized and utilized.

Yet another challenge is to assure inclusiveness and cultural diversity, an absolute necessity in view of the fast-moving demographic change in this country. It's crucial to get all parts of society involved.

Lastly, and always, I think nonprofit volunteer organizations face the necessity to maintain credibility, to demonstrate continuing scrupulous behavior in order to keep the public good will and support that is their fundamental strength. ■

DAVID CROWLEY
Youth Engaged In Service (YES) Ambassador,
working in Kentucky



For me, one of the most important things that volunteerism does is to create a meaningful relationship between the volunteer and the person receiving service. That relationship of connection that's developed through human service volunteering begins to help people move from the typical values of self and materialism to values of community and helping other people. We often have the attitude that our problems can be solved by somebody else, but actually we have to pitch in to help solve our problems. The strategy we need to look to is that of government, industry, agencies and individuals working collectively to solve problems.

Without volunteers, the needs of the nation's young people won't be met. In the classroom we often see one teacher working with 30 kids. You just can't meet their needs that way. Volunteers can provide the help and role models to work one-on-one with young people.

The issue of national service is now at the top of the agenda. The challenge I see is how to translate the present efforts of small organizations doing good things on a small scale to the size needed, how very rapidly to expand the entire system to the scale needed in organization structure, training. It's scary. Even in national service's cut-back size, it's pretty large and challenging.

A key challenge for me is moving to integrate service learning into young people's experience. Service learning must become part of growing up in America. It can be critical to both school reform and the mission of the volunteer field. ■

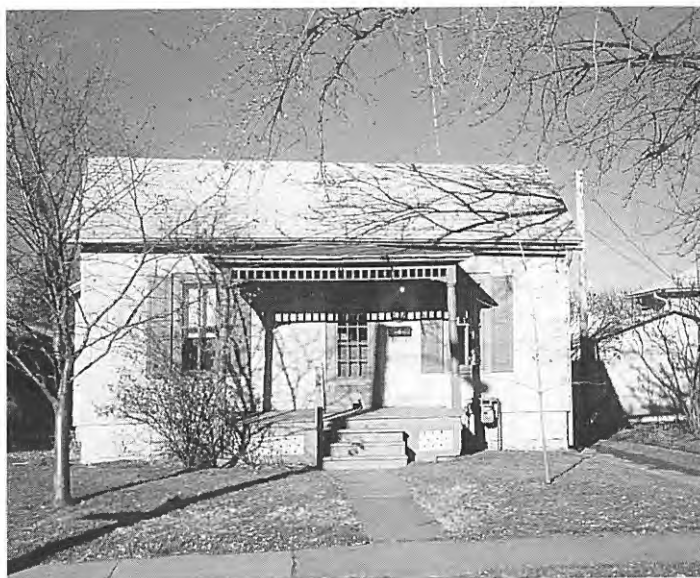
Second in a Series

The Homeless & The Caring

This article continues a series on programs for the homeless that began in the January-March *Leadership*. We focus here on programs for the homeless that have significant volunteer involvement and that work — that take effective steps to move the homeless out of homelessness, illness and indigency and the hazards of living with no place called home.

One by One Through an Open Door

Joe and Wendy Leggett of Sioux Falls SD are typical of thirty-something, hard-working, young U.S. couples except for one thing. A buyer, fixer-upper and renter of houses, Joe knows it's hard for low-income couples-with-children moving into his community to find affordable three- and four-bedroom housing. So he and Wendy bought a house and put it in shape just for that purpose. They call it the Open Door, and it's a rent-free temporary home to new-arrival families in the community until they can find work and affordable housing.



The Open Door and residents (at right).

According to Elaine Larson, volunteer program coordinator for the Sioux Falls Volunteer and Information Center, "guests at the Open Door home must be homeless and they are limited to a 30-day stay. Some stay a little longer if that is needed so they can move directly into permanent housing. The center takes referrals from county welfare or the local shelters. The focus is on housing large families who have trouble finding other temporary or transitional housing. Around 50 percent of the families [who stay at Open Door] do find permanent



housing. The home is now in its third year."

The house is maintained by the Leggetts themselves with help from neighbors, friends and other interested citizens. After the Leggetts bought the house, for example, a half-dozen close friends and their families helped put in new carpets and wallpaper, renovated the plumbing and repainted. Their children joined in, scrubbing walls and pulling weeds. Since the house went into operation in December 1990, the Leggetts pay insurance and taxes on the house, while friends meet needs for furnishings, food and toiletries.

"This is truly a grassroots endeavor and a major commitment of time and money," Ms. Larson notes. "The results are remarkable."

Home Hospitality for the Homeless

Angie Miller and Steve O'Neil, operators of the Loaves & Fishes Hospitality House in Duluth, MN, have been perfecting a life mission of outreach to others in need since they met and married 10 years ago. "It's part of our faith," Miller says, "taking literally the idea of sheltering the homeless, clothing people and feeding people."

Hundreds of individuals and families have passed through their Hospitality House: a young family from Florida whose car broke down and cost them most of their savings, people fleeing gang violence in

Chicago, a young mother and

her six children who couldn't keep up with the rent and had spent a summer in tents at lakeside, refugees from Central America and Southeast Asia, homeless from the city's bustling port area.

There are three Loaves & Fishes homes in the Duluth area, each a house renovated to allow guests to live comfortably with the owner-family, says Marsha Eisenberg of the Duluth Voluntary Action Center. "Duluth

has other shelters for the homeless, but Loaves and Fishes seems to be the most innovative in terms of philosophy and offering long-term shelter and assistance." Community volunteers and public contributions supplement and enable the continuing operation of the house.

Special beneficiaries of the program are Miller's and O'Neil's own two children, who know from daily experience where charity begins.

A Continuum of Services

The Arlington-Alexandria (VA) Coalition for the Homeless offers a five-part package of services that aim to help homeless individuals and families toward permanent self-sufficiency and independence. Components of the package are:

■ **Sullivan House**, a 10-unit, 50-bed shelter whose population in 1992 was 80 percent families with major causes of eviction and domestic violence.

■ **Adopt-a-Family**, in which religious congregations, corporations, service groups and individuals aid selected families living in

private rental housing by providing one-on-one volunteer support, food, clothing and a housing subsidy for up to one year. The program served 30 families in 1992.

■ **Lifeworks**, a career counseling and employment training service which aims to help individuals rebuild their lives through employment.

■ **Support for Kids in Transition (SKIT)**, which addresses the special needs of children exposed to the trauma of displacement. It works with children as family members and seeks to provide a therapeutic and support oriented environment through a program of lesson plans and self-esteem building activities.

■ **Homeless Prevention Program**, which seeks to stop homelessness before it happens. The program works in partnership with Alexandria's Division of Economic Opportunity.

The coalition requires all clients to take part in a comprehensive, individualized program focused on overcoming the life conditions that brought about homelessness. In 1992, 189 volunteers worked in the program in 16 categories of assignment "from the seemingly mundane to the significantly challenging," according to Kathy M. Kirby, the coalition's coordinator of volunteer services. Support of the coalition exemplifies public/private cooperation; among funders are Arlington County, the city of Alexandria, the state's shelter support program, the Combined Federal Campaign, as well as many private groups and individuals.

Student Volunteers Power New Start

Eleven undergraduate- and graduate-level students at the University of Nevada/Reno School of Social Work and their unpaid coordinator, Nancy Paolini, are the staff of Reno's Project ReStart, which works to connect homeless individuals and families with the agencies that have the help they need. Also helping with health assessment and education are students from the Orvis School of Nursing. The program is Paolini's brainchild. She started it because the city's homelessness programs had no social service component.

"Comprehensive needs assessment and intensive case management are the cornerstones of this project," Ms. Paolini says. "The intake process assesses clients'



utilization of existing community resources and targets resources that the client has not accessed. The cooperative relationship with the university offers ReStart the opportunity to utilize clinical expertise, research emphasis and a broad knowledge base that would otherwise be cost prohibitive in the private sector.



"Although most of the targeted families share poverty as a common factor," Ms. Paolini notes, "multiple additional problems generally confound 'mainstreaming' efforts. Problems with substance abuse, employment, literacy, parenting skills, child care and transportation are predictable problems. The intake form assesses the family's strengths as well as weaknesses, recognizing that each has a unique situation and requires individualized goal planning." Ms. Paolini notes that the Reno area has a rate of homelessness higher than the average in most cities because of factors such as divorce and gambling that are conducive to homelessness.

Since its pilot phase opening, ReStart has served nearly 150 families with over 250 children. Fifty-three percent of the families were single-parent households; four of the families contained a teenage parent and five had a senior citizen.

Recycling for Things and People

ReCycle North, of Burlington, VT, addresses together the issues of waste management and homelessness. ReCycle North accepts donations of used items such as bicycles, furniture, office and business equipment, toys, appliances and tools from businesses, homes, schools, landfills and waste-haulers. Preparing the items for sale in the program's retail shop is accomplished in ReCycle's training program for homeless individuals.

"ReCycle North is an innovative program that tackles

three problems: lack of affordable household items, landfill waste and need for vocational training and employment for the homeless," says Lisa Lewis, program coordinator of the United Way of Chittenden County. "It uses volunteers in all levels of the program...and also donates furniture and other necessities to homeless families when they secure permanent housing."

ReCycle North has more than 35 volunteers assisting.

A second innovative program for the homeless in the Burlington area is the Transitional Housing Program, which provides affordable housing and multiple services to single parents and their children as they make a transition from homelessness.

"Volunteers play a critical role in this mission as playgroup leaders and respite workers," Ms. Lewis reports. "Three evenings a week, volunteers involve children living in the housing development in engaging, safe play. During this time the parents attend parenting skills/group support sessions. Respite workers help with transportation, housekeeping, babysitting and other modest tasks without which independence for struggling families becomes impossible. Volunteers also are on call to help with light maintenance, painting apartments when new tenants arrive, landscaping and fundraising. There are only two paid staff. It is a very successful program that is part of the area's move toward preventive measures rather than crisis response services."

From Little Acorns...

Now in its 22nd year, the People's Emergency Center in Philadelphia, PA, began as an all-volunteer weekend shelter with fewer than 10 beds. Today, it has a staff and more than 100 volunteers, and is open every day for 24 hours, reports Loraine Latham, the center's volunteer coordinator.

The center provides shelter, meals, clothing, pre-employment training, parent education and child care to some 600 women, teens and children. The center's services aim to help families take control of their own lives and develop self-esteem and stability. Its parent-child day care program, in which mothers receive daily pre-employment academic training as well as education in



Ron Collins (above) brings a sewing machine back to life at ReCycle North.



Pete Bickmore (left), ReCycle's appliance manager, and Clyde Kemp at work on a washing machine.

nutrition, cooking, budgeting and other essential life skills, is believed to have been a first of its kind in the nation.

"A Place Where People Care..."

The Ruth Meiers Hospitality House in Bismarck, ND, is the only emergency shelter in south central North Dakota, notes Tina Hohenstein, women's program coordinator. Named for a former lieutenant governor who believed that every human being deserved respect and dignity, the House (which today is actually several facilities) has served over 1,500 people with a housing crisis. Through its staff and volunteers, it provides services that include educational tutoring, testing and referrals, and medical assessments. A case manager works with mentally ill residents.

"The homeless in Bismarck and Mandan are an invisible society," says women's residence staff member Jacey Hanson, a University of Mary student. "They are usually average people who, through job loss or other crisis in their lives, have had to come to grips with the harsh reality of homelessness."

The uniqueness of Ruth Meiers Hospitality House is in the spirit with which it goes about its work. Richard Jordan, who was once a resident there and now has his own apartment nearby, told an interviewer, "Mention this about the people who work here: when you step through the door, you step into a place where people care, where you're treated like a somebody who really counts. You get medical and educational help. You have a clean house with home-cooked meals....This isn't just charity. The goal of the House is to return people's self-esteem by helping them regain self-sufficiency. This is what Ruth Meiers Hospitality House means to me."

To which Carol Little Bear, also a past resident who is now house manager on weekends, adds: "It's so rewarding to work with those who really try and succeed." ■



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The Foundation offers a Corporate Membership plan. For information on membership in the Foundation's National Council on Corporate Volunteerism, please contact the Corporate Outreach Department at 202-223-9186.



An Untapped Volunteer Resource: People with HIV Disease, ARC or AIDS

By Irene K. Wysocki

We all know that maintaining and replenishing a pool of talented volunteers is an ongoing and often difficult process, and as volunteer managers we must be creative and even take risks in our choices. The questions we need to ask are whom to recruit and how to recruit. A rich resource of skilled and willing volunteers to consider, then, lies in the approximately one million people living with the Human Immunodeficiency Virus (HIV). People with HIV infection, AIDS (Autoimmune Deficiency Syndrome), or AIDS-Related Complex (ARC) can tremendously benefit any volunteer administrator and organization, offering advantages such as flexible schedules (a volunteer manager's dream-come-true), enormous talent, and an extraordinary motivation to help others. Beyond their direct volunteer efforts, they can also help an organization make a contribution in the fight against AIDS and HIV disease by fostering understanding about the epidemic and about people with AIDS.

For those unfamiliar with working closely with individuals with AIDS, many questions arise. How do I find these individuals and how do I go about recruiting them? For other staff and volunteers, what might be the ramifications of incorporating this group of volunteers and how do I address those issues? This article will attempt to answer these questions and present an understanding of this extraordinary volunteer resource.

Irene K. Wysocki is director of volunteer services of the San Francisco AIDS Foundation. This article originally appeared in The Journal of Volunteer Administration and is reproduced here with permission.

The HIV-Positive Volunteer

After the 1989 International Conference on Volunteer Administration workshop, "Managing People With HIV Infection, AIDS, and ARC," many members of the audience commented that it had simply never occurred to them that a pool of "ideal" volunteers existed in the HIV-infected population. While people infected with HIV may be unable to maintain a full work schedule and are technically disabled (covered by the list of handicapped conditions in the Americans With Disabilities Act), they are nonetheless productive and can often provide substantial volunteer hours.

Many are also young, well educated, and professionally trained. For example, the author has found pertinent volunteer assignments for lawyers, doctors, public relations experts, writers, editors, and graphic artists. Given volunteers with such high-calibre skills *and available volunteer hours*, managers can frequently expand the scope of traditional volunteer assignments. A volunteer with the time and requisite expertise can often take on large, involved projects for which an organization would otherwise have to hire an employee or paid consultant.

In addition to the skills and time offered to an organization, a qualified volunteer also needs to have a sense of personal commitment and responsibility toward helping others. Again, many potential volunteers with HIV disease meet this description, whether due to an innate sensibility or because of the effects of their unique situations. They are usually ordinary folks who, at a young age, have retired from the workplace because of their HIV

infection or related conditions; their illness prevents them from living their lives as they once did; and it forces them to face the stark reality of their own mortality, a circumstance which most people don't encounter until much later in life.

With the help of support groups and services, many are emotionally coping with this reality and want to make a meaningful contribution to society—not only as a way to reciprocate the love and understanding they have encountered in their lives, but also to counter the feelings of frustration and powerlessness that often accompany a potentially fatal disease. Significantly, while many people with HIV disease choose to work at an AIDS-related organization because of its obvious relevance to their own situation or because they feel particularly accepted and comfortable there, this is certainly not a rule of thumb. In the course of interviewing hundreds of HIV-infected individuals, the author has found many who, for a variety of reasons, would rather *not* work at an AIDS-related agency. Some say they "don't want AIDS to become their whole life." Some may be more interested in the nature of the work they can do at other organizations, some may already have a favorite "cause" to which they've never before had the time to donate as a volunteer. Regardless of how they choose to allocate their time and abilities, people with HIV disease usually have that extraordinary dedication that marks a great volunteer.

Recruiting Volunteers with HIV

Given that people with HIV are also members of the general population, any active volunteer recruitment includes them. Specifically recruiting people with HIV, then, often simply entails making it well known that your organization will not discriminate against people with HIV and, in fact, invites their participation in your work. For example, an organization might include the phrase, "Those covered under the Americans With Disabilities Act are encouraged to apply" in all published literature and volunteer solicitations. When an organization is truly open and accepting of different individuals, word spreads rapidly—this, of course, also holds true well beyond the HIV-infected population.

Other more proactive means of recruitment are many and varied.

- Contact the AIDS agencies in your area and, if they publish a newsletter, ask them to mention the volunteer opportunities that exist at your agency.

- Speak with these agencies' volunteer managers and inform them of your needs; not only could these managers refer volunteers who have decided they would rather not work in AIDS, but you also might be able to "share" volunteers who have a lot of hours to donate but who would burn out if they allocated their time solely to AIDS.

- Place a classified ad or listing in the local gay press or in AIDS-related publications (e.g., there has been a

proliferation of general-reader publications that review current AIDS research and alternative treatments).

- Post a notice on bulletin boards at the Public Health Department, hospitals, clinics, the Social Services Department, and AIDS service organizations in your area.

Issues Specific to Working with HIV-Infected Volunteers

- Why haven't volunteer managers actively recruited this new and growing population of people who, by and large, have all the qualifications a volunteer manager could ask for? There are probably two main reasons: the fact that people simply haven't thought of HIV-infected individuals as a discrete segment of the population from which to specifically recruit volunteers, and the fear and stigma associated with the disease. This article addresses the first factor and, over time, education effectively addresses the second.

- In fact, education should be treated as an issue distinct from a manager's conscious decision to recruit people with HIV disease. As mentioned above, whether aware of it or not, when a volunteer manager recruits from the general population, that manager also recruits people with HIV—the disease is a fact of life in the 90s, people with HIV live in every community, and they lead active lives that often include volunteer work. In other words, it's highly likely that you have, have had, or will have volunteers who also happen to be infected with HIV. And every one of your employees and volunteers is capable of contracting the disease. For many corporations and organizations, that simple fact is enough to instigate AIDS education in the workplace, which then assuages any possible fears should an employee's or volunteer's HIV status become public knowledge or should a person with HIV disease join the organization.

- Many public health departments and AIDS service organizations produce AIDS education materials; many also have speakers bureaus that provide in-house training sessions to local businesses, schools and organizations. If nothing else, basic AIDS education assures people that HIV is not easily transmitted: it isn't an air-borne virus which could be caught through casual contact such as sharing equipment, food utensils, bathrooms, or shaking hands or hugging; specifically, the virus is transmitted through high-risk (unprotected) sex, shared injection drug needles, or by receiving a transfusion of contaminated blood (an extremely rare occurrence in this country since screening of blood donations began in 1985).

- Given the fundamental ignorance and fear of HIV that still persists, an hour or two spent listening to a speaker often proves a practical investment, but more comprehensive programs and resources are also available. The San Francisco AIDS Foundation produces a very successful package entitled "AIDS in

the Workplace," which covers issues such as managing employee and co-worker concerns, diffusing problems, legal and ethical considerations, benefits, and grief and bereavement issues. This is just one example, and there are many other



avenues to explore. Community AIDS agencies, the health department, Impact AIDS at 1-415-861-3397, or the National AIDS Hotline at 1-800-342-2437 can answer HIV-related questions and provide a list of local AIDS agencies.

■ Volunteer managers who decide to recruit people with HIV disease, then, will find this prior AIDS education will have addressed many of the ramifications of that decision. The fact remains, though, that an individual volunteer's HIV status may always remain a moot point. Not only might volunteers never disclose their conditions to volunteer managers, which is the person's prerogative, but even if they do, they will probably wish it to be treated as confidential information. Fellow employees and volunteers may never realize that they have been working with an HIV-infected individual.

■ Nonetheless, in anticipation of possibly having HIV-infected volunteers on staff, a manager might have concerns about the effect of a volunteer showing signs of illness or physical deterioration and the impact of a volunteer's death. These are real and valid issues, although not necessarily specific to people with HIV, and can be briefly addressed here. While people with HIV can live for a long time without displaying obvious signs of illness, they may show weight loss or decreased stamina. Managers must address these issues of declining productivity and whether or not the volunteer should terminate service on a case-by-case basis, but the unfortunate fact remains that many people with HIV will cease their volunteer work before they become really ill and show signs of that illness.

■ If the former volunteer dies (often well after leaving the volunteer position), this can have a profound emotional impact on staff who had worked with that person. Again, this is not unique to an HIV-related death; managers should ask themselves what they would do if a volunteer unexpectedly died of a heart attack or in a car accident, and they'll have the answer to how they would deal with staff emotions if a volunteer died of AIDS. In general, society isn't very adept at dealing with death and bereavement, and these issues will never be easily addressed.

A Valuable Resource

In considering the recruitment of people with HIV, then, managers need to balance the potential infusion of new and vital talent against the potential issues of fear and grief involved. Any exploration of new volunteer resources involves thoughtful deliberation, however, and as the demographics of the workplace and of volunteerism continue to evolve, volunteer managers will increasingly face the challenges inherent in innovative volunteer recruitment. A volunteer manager who works daily with HIV-infected individuals constantly witnesses their commitment to doing work that they find meaningful—and often refers them to other agencies that are not AIDS-related but where their talents and dedication will be well appreciated. Volunteer managers who accept the challenge of educating themselves and their colleagues about HIV infection can also reap the benefits that come from working with these volunteers. Volunteer managers can help their agencies discover how to tap this valuable resource. They not only will enhance the acceptance and civic pride of HIV-infected individuals, but also will do much to broaden the definition and value of volunteerism in this country. ■



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- ★ Dr. Amitoi Etzioni, Professor, George Washington University, and founder of the "communitarian movement"
- ★ Rev. Thomas Harvey, former Executive Director, Catholic Charities, USA
- ★ The Hon. Lawton Chiles, Governor of Florida
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Tool Box

The Points of Light Foundation's **1993 Volunteer Community Service Catalog** is now around and about in the field. It carries recognition items that employ the 1993 theme, "Volunteer, A Chance To Change Tomorrow." Also generic "Volunteer!" items and Foundation items. Also 130 books on volunteer and nonprofit program management.

To request a catalog call: 800-272-8306.

Now available: **Nomination forms for the 1993 Peter F. Drucker Award for Nonprofit Innovation.**

The award, which includes a \$25,000 prize, recognizes a nonprofit organization for the results produced by an innovative program or project. Central to the award judging is Drucker's definition of innovation: "Change which creates a new dimension of performance." Entries must be postmarked by July 1, 1993.

Info and forms: The Peter F. Drucker Foundation for Nonprofit Management, 666 Fifth Avenue (10th Floor), New York, NY 10103.

The **Winter 1993 Catalog of the National Center for Nonprofit Boards** lists publications for board members and chief executives of national, state and local nonprofit organizations that work in a variety of areas from aging to youth development.

Info: NCNB, 2000 L St., NW (Suite 411), Washington, DC 20036. Tel: 202-452-6262.

1993 edition of **At-Risk Resources**, published by The Bureau for At-Risk Youth, features over 350 videos, publications and prevention programs. Also available: (1) a brochure to help community organizations and agencies create a parent education center; (2) a series of 24 pamphlets which answer teenagers' most-asked questions in

the issue areas of substance abuse, emotional health, life skills, and sexual violence and assault.

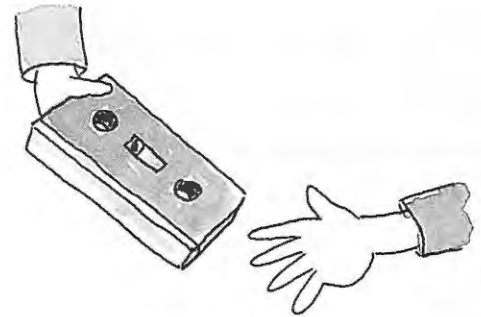
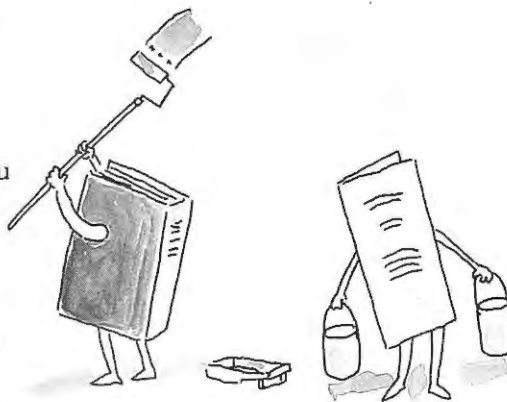
Info: The Bureau, 645 New York Ave., Huntington NY 11743. Tel: 800-99-YOUTH.

The Self-Help Sourcebook, 4th ed., published by the American Self-Help Clearinghouse, includes items on over 700 self-help groups in a broad range of areas, sections on starting and running a mutual aid self-help group, and contact listings. Paperback, 224 pages. \$10 by first-class mail.

Info: The Clearinghouse, St. Clares-Riverside Medical Center, Denville NJ 07834. Tel: 201-625-9565.

Neumann College, Aston, PA, offers a **Certificate Program in Volunteer and Service Leadership**. The 18-credit program has been specifically designed to provide professional education for directors of volunteer programs, according to the college.

Info: Lois MacNamara, M.Ed., Program Coordinator, Neumann College, Concord Rd., Aston PA 19014-1297. Tel: 215-459-0905.



Volunteer Mentor Programs: An Introductory Guide, compiled by Christina Yount, Virginia Office of Volunteerism. Sections on program goals, starting a program, program models, evaluation, resources. 112 pages. Individual copies available at cost.

Info: Ms. Yount, VOV, 223 Governor St., Richmond VA 23219. Tel: 804-786-1431.

The University of San Francisco's Institute for Nonprofit Organization Management offers specialized training in nonprofit development and fundraising through its **Development Directors Certificate Program**.

Info: Melanie Wentz, 800-281-5180.

Rediscovering Community: The Cultural Potential of Caring Behavior and Voluntary Service, by Robert Wuthnow. Essays on Philanthropy, No. 7, Indiana University Center on Philanthropy. Thoughtful section on changing meanings of volunteer work.

Info: The Center, 500 W. North St. (Suite 301), Indianapolis IN 46202-3162. Tel: 317-274-4200. ■

News & Commentary

The first County of Light

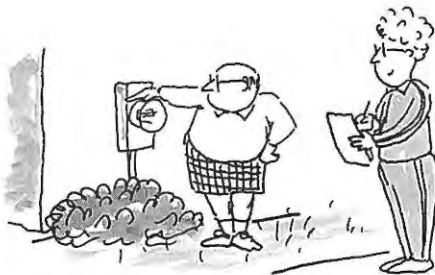
On April 17, the Volunteer Center of Greater Orange County, CA, called on all of the county's nearly 2.4 million people to pick a cause and join as an individual or group to help address society's social problems. Called the *Orange County Volunteer Connection: The First County of Light Partnership*, the event is a national pilot activity sponsored by the Center. A key element of Volunteer Connection Day will be the Corporate Caring & Sharing Project, which will offer county companies a series of opportunities to utilize their expertise in helping solve critical social problems through community service volunteering. Info: Volunteer Center of Greater Orange County, 1000 E. Santa Ana Blvd. (Suite 200), Santa Ana CA 92701. ■



of six full-timers and six part-timers. But the city hasn't had to close up shop. Volunteers have been keeping the public business operating. The city treasurer mows the city hall lawn, for example; students answer phones and keep the city accounts straight, retirees read the 690 water meters, children trim park grounds, an orchardist's crew repairs potholes (the city supplies the materials), etc.

What would happen without volunteers?

Most people who are asked this question predict dire consequences. But in San Juan Bautista, CA, they *know*. This small city down the peninsula from San Francisco, faced with the prospect of bankruptcy last fall, laid off its entire municipal staff



Said coffee shop proprietor Gloria Gutierrez, "We know we don't have the money. We do the best we can. I think the streets are cleaner than before." ■

From the corporate front...

Coca-Cola Company Chairman and CEO Roberto C. Goizueta reports that the company's Reaching Out program joins 600 company employees and retirees in Atlanta, GA, in community service activities. During the last two months of 1992 alone, employee volunteers refurbished a neighborhood center (their second for the year), conducted a two-week drive to collect food for the city's community food bank for holiday use, and launched a targeted campaign to recruit company volunteers by use of news center and other postings of volunteer opportunities. ■

Mitsubishi Foundation Grants

Six disability-related organizations are the recipients of Mitsubishi Electric American Foundation grants totaling \$275,000. The programs selected for grants focus on promoting the independence, productivity and community inclusion of disabled youth. ■

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Return to: *Leadership*, Circulation, 1737 H Street, NW, Washington, DC 20006.

Calendar

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

- April 14-16, 1993** *The 1993 National Service-Learning Conference.* Sponsored by the National Youth Leadership Council, the conference will focus on the role of service-learning in addressing issues of race, culture and community and service-learning as a core element in formal and non-formal education for all young people. Info: National Youth Leadership Council, 1910 West County Road B, St. Paul MN 55113. Tel.: 612-631-3672.
- April 18-24, 1993** *National Volunteer Week, sponsored by The Points of Light Foundation.* Information available by calling the Foundation at (202) 223-9186. Part of observance: USA Weekend will feature "Make A Difference Day" winners in a special April 16-18 issue.
- May 16-19, 1993** *National Conference on the Future of America's Cities.* Co-sponsors: US Department of Housing & Urban Development, U.S. Chamber of Commerce, American Chamber of Commerce Executives, The Points of Light Foundation. The National League of Cities is a cooperating organization. Designed to address current and future urban needs, the conference will target mid-sized cities, but representatives of any size city will be welcome. In Tulsa, OK. Information: Points of Light Foundation Volunteer Center Services, 202-223-9186.
- June 10-12, 1993** *VITALIZE '93—Provincial Volunteer Conference.* Fifth annual Canada- and U.S.-wide conference by Wild Rose Foundation; offers sessions in human, financial and organizational development for volunteers or staff members working in the volunteer nonprofit area. Calgary, Alberta. Registration packet: Laurie Brooks at 403-422-9305, or write to THE INSIDER, Wild Rose Foundation, Suite 2020, Canada Trust Tower, 10104—103d Avenue, Edmonton, Alberta T5J 0H8, Canada.
- June 12-15, 1993** *The Points of Light Foundation National Community Service Conference.* Orlando, FL. Brochure and registration materials available by calling the Foundation at (202) 223-9186. Also see article on page 13.



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