

# Voluntary Action Leadership

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SPRING 1991



**STALKING  
THE ELUSIVE  
MALE VOLUNTEER**

# As I See It

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## The Place of a Volunteer Clearinghouse Service in the Program of a Volunteer Center in the '90s

By Nancy K. Saenz



Nancy Saenz is director of the Volunteer Center of Metropolitan Tarrant County, Ft. Worth, Texas.

Many of the Volunteer Centers in the United States were organized between 1930 and 1975. A major reason for their founding was that many residents wanted to help improve the quality of life in their communities by volunteering their time and expertise to nonprofit causes. Existing "causes" often had no system for involving persons willing to volunteer, and potential volunteers did not know which ones did or how to find out. So the primary function—often the only function—of the early Volunteer Centers was to assist community residents in finding an appropriate opportunity to render volunteer service.

Early in their history (1930s to 1970s), many of these Volunteer Centers discovered the need to assist "causes" (e.g., human service agencies, arts institutions, units of local, state and federal government, health and education institutions) in identifying functions/activities appropriate for volunteers and supporting volunteers in their efforts. So, in serving their primary client—the potential volunteer—the Volunteer Centers identified another set of clients—the organizations in need of volunteers. This led to providing an array of services for the organization—training in volunteer management and other technical assistance, programs of recognition for volunteers, and sometimes training for the volunteers themselves.

During the mid-1970s, it became the practice of funding sources—primarily the federal government, but also other governmental bodies and private foundations—to require a guarantee that a percentage of the value of the funded service

would be donated in the form of volunteer hours. This powerful incentive for "causes" led to extensive and effective recruitment efforts to acquire matching in-kind donations for the funds.

How effectively the volunteers were involved in the funded programs probably varied widely from location to location and program to program. But one certain effect was the near-depletion of the pool of available potential volunteers in many urban areas—and the resulting 180-degree turn in the efforts of Volunteer Center clearinghouses: from finding opportunities to volunteer for residents of their community to finding volunteers to fill roles—often essential roles—in the delivery of community services.

This reversal of needs (from a seller's market to a buyer's market, I guess it was) dramatically reduced the Volunteer Center clearinghouse's potential for effectiveness. It is much harder to target, locate and motivate an individual (or even a group) from the population-at-large to respond to one of the 25, 50 or 200 local organizations needing volunteers than it is to target and locate a need for a particular kind of volunteer among the 25, 50 or 200 who, after all, are "known quantities"—and qualities—with whom the Volunteer Center can maintain an ongoing exchange of information.

**What the Volunteer Center *can* provide is technical assistance, expertise, media contacts, moral support and "networking."**

So, Volunteer Centers—some sooner and some later—realized that they could be most effective not as a broker looking for the volunteer needle in the community haystack, but as a helper for the causes in need of volunteers. The person/cause who needs help can be much more persuasive than the "third party" Volunteer Center can in motivating a positive response from the potential volunteer. Rather than seeking volunteers for 25 or 200 agencies, it seeks them only for its own operation. Its needs are more focused; its ability to target high-potential sources can be more focused. Involving paid and volunteer representatives of the causes which need volunteers in the search multiplies many times the number of persons involved in the search as compared with the limited number of Volunteer Center staff and volunteers.

What the latter can provide is technical assistance, expertise, media contacts, moral support and "networking" (interchange of volunteers and/or potential volunteers among organizations).

There will, of course, always be a need for volunteer clearinghouses as a part of Volunteer Center services. Their main value is in assisting new persons in the community in finding causes which involve volunteers and have current needs, and in assisting persons who are unfamiliar with volunteering, or who do not know what kind of volunteer activity they might choose, to analyze their potential and locate an appropriate opportunity.

Community life can become richer and more enabled by available volunteers once residents and organizations understand and employ Volunteer Centers in the most effective way for expanding the involvement of volunteers. ■

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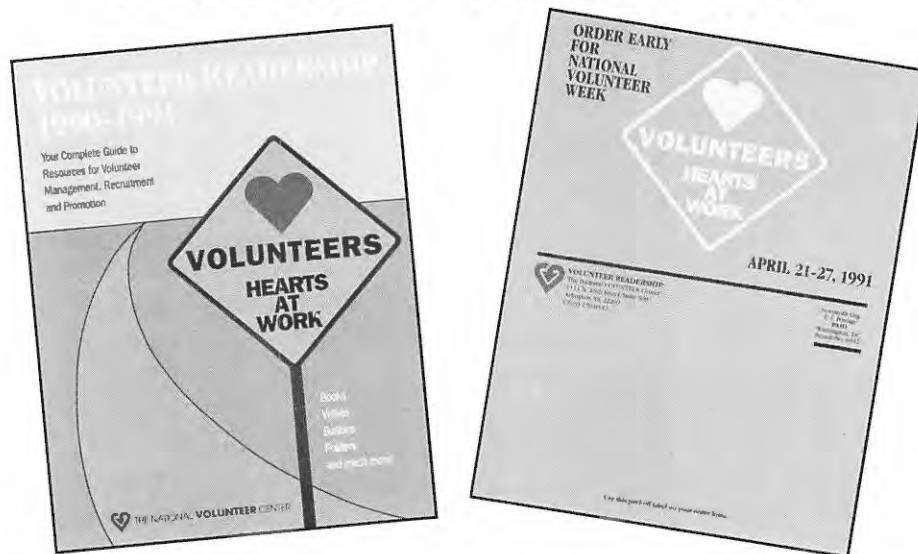
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NOW AVAILABLE

THE 1990-91 EDITION OF  
**VOLUNTEER  
READERSHIP**



The latest edition of *Volunteer Readership* — VOLUNTEER's catalog of volunteer-related books and gifts/items — is now available.

This year, VOLUNTEER has returned to listing all of its 1990-91 books *and* recognition/recruitment items in one publication.

Featuring the 1991 National Volunteer Week theme, "Volunteers — Hearts at Work," the catalog presents many items bearing this logo — popcorn bags, paper cubes, mugs, balloons, posters, and much more.

Many other gifts contain popular slogans from previous years, such as "Volunteers Shine On" and "Volunteers — Our Greatest Natural Resource."

The other half of the catalog contains listings of books available through VOLUNTEER — including the newest, most popular and important books related to volunteering, volunteer administration, boards of directors and personal development.

*For a free copy, call or write:*  
The National VOLUNTEER Center  
1111 N. 19th Street, Suite 500  
Arlington, VA 22209  
(703) 276-0542

*Free bulk quantities for distribution to your volunteers, members or constituents are also available.*

# Voluntary Action

# NEWS

## VME: Engineering Better Lives

By Kate Whalen



**VME founder John Staehlin demonstrates microfiche suction cup developed for client Kelsi Collins.**

How do you engineer better lives? How do you channel a creative idea into a technological advance that will improve the quality of lives for countless disabled and elderly individuals? Ten years ago, John Staehlin, founder of Volunteers for Medical Engineering, Inc. (VME) in Baltimore, Maryland, asked himself these very questions and came up with an interesting solution.

After putting in many years as a mechanical engineer at Westinghouse Electric Corp., Staehlin was inspired to take some of his ideas that had resulted in numerous inventions for the defense program and apply them to tackling the problems of the disabled. In 1981, he offered free mechanical engineering services to Dr. Arthur Siebens, director of Rehabilitation Medicine at John Hopkins Hospital in Baltimore. The more involved Staehlin became with the problems of the disabled and the more he discussed them with family and co-workers, he realized that there were many people like him who were interested in volunteering their spare time and expertise. So, out of one man's dedication, VME was born.

VME's mandate is to mobilize the brainpower in aerospace and defense corporations and apply that ingenuity to develop practical, affordable solutions to the physical limitations of the disabled and the aging. It does this by developing reasonably priced products and so-called "orphan" products—those products that are not attractive to commercial manufacturers due to high

*Kate Whalen is a freelance writer in the Washington, D.C. area.*

cost or limited markets or both. Since the major part of the product's cost—the initial engineering effort—is donated, this is a viable venture.

Over the past decade, VME volunteers have produced such useful items as hands-free communication and entertainment equipment, an artificial muscle that uses polymer fibers, a massaging cushion to prevent pressure sores, a percussive mechanism for cystic fibrosis patients, numerous environmental and computer control interfaces, software programs, mobility aids and seating designs for public facilities.

Today, the original Westinghouse volunteers have been joined by folks from General Dynamics, Martin Marietta, Polaroid, DuPont, McDonnell Douglas, Exxon and many other corporations. Most of the volunteers are technologists, but those who aren't come from all walks of life. VME has doctors, nurses, physical and occupational therapists, speech pathologists, teachers, professors, secretaries, lawyers and social workers—all wanting to donate their time and talents.

With more than 600 volunteers and 12 chapters nationwide, VME is forming additional chapters around the country to ensure that people with disabilities will have their problems addressed on the local level too. Solutions



**VME volunteers and Howard County (Md.) high school students work on an experimental optically controlled vehicle.**

developed by the local chapters are then shared with the national operation via a monthly conference call. Each chapter is headed by a professional engineer and a medical rehabilitation advisor who are responsible for carrying out VME's guidelines.

VME Executive Director Carole Forsythe and two employees have the heady task of managing the national operation from an office at the University of Maryland, Baltimore Campus (UMBC). Until 1988, this nonprofit had no staff at all. Says Forsythe, "We have

## VME PROGRAMS AND SERVICES

### **Volunteer Services Center**

VME's national Volunteer Services Center provides materials and tips for recruiting volunteers; establishing relationships with the primary employer; chapter leadership and management; project and case management guidelines; risk management and insurance; identification of and arrangements with local service organizations; a comprehensive volunteer training program; a national communications and information network—both for communicating among volunteers and for researching technical information; database management; public relations and communications materials; fundraising; and revenue sharing.

### **VME Future Home**

VME's Future Home is a living laboratory demonstrating home auto-

mation and communication technology for independent living for the disabled. The goal of the Future Home is to create a completely independent living environment, giving the disabled the ability to control the lights, heating controls, telephone and radio or to get medicine.

### **Employment Training and Business Development Programs**

VME, in cooperation with public vocational rehabilitation programs, provides training in Computer Aided Design and Drafting (CADD) and other computer skills and coaching in real-life job protocols to people with severe sensory and motor impairments. Volunteer teams also provide worksite modifications and customized switches and controls for employers.

### **Distribution Center for Assistive Technology**

VME obtains computers and communications equipment from businesses and individuals and makes them available on an extended short- or long-term loan basis to people with disabilities. The center also finds home equipment such as elevators, mobility equipment and durable medical equipment and matches it to those who need it.

### **VME Technology Development Center**

Based at the University of Maryland, Baltimore County (UMBC), the center develops market-ready prototypes from volunteer ideas, conducting research and development in conjunction with hospitals and universities.

the task of making VME function before it expands. We have more business than we can handle and we don't do any advertising!"

Forsythe explains that all of VME's clients/projects start out as a call for help, usually passed on via word of mouth through doctors, nurses and therapists or through articles and meeting presentations. VME is currently trying to establish client service teams for different geographical areas that will act as a bridge between the client and the team of assigned engineers. In Maryland, for instance, there will be one team per county. The team will be responsible for evaluating the situation and coming up with a scope of what the project will entail. The project scope will be reviewed by the VME Approval Committee, made up of leaders of the various technological groups, such as the computer group, the biomedical group or the mechanical group. If the project is accepted, it will then be assigned to the appropriate technological group to work on it.

VME sponsors student projects in high schools, colleges and universities as well. The VME Maryland chapter has formal affiliations with Johns Hopkins and the University of Maryland, while the Delaware chapter is affiliated with the University of Delaware. One exciting student project is the application of home automation technology to promote independent living. The students' first test is to create a living laboratory for people with mobility impairment. Then they will move on to the problems of the hearing- and vision-impaired.

According to Forsythe, VME has much work to be done. "We need to talk to someone who has created a national organization from scratch to come up with accounting procedures, office systems, handbooks—the boring stuff," she says. "And we are in serious need of a volunteer coordinator too," Forsythe says.

VME's challenge does not seem to be spreading the word about its programs, but rather in meeting the demand for its services.

**1992 NATIONAL  
VOLUNTEER WEEK:**

**April 26 - May 2**

## Iowa Corps Offers Tuition Incentives to High School Volunteers

By Zuella Swartzendruber, M.S.E.

Many organizations, especially service industries, are constantly searching for a steady source of volunteers. Volunteer coordinators have become a part of the upper-management team. Colleges offer courses in volunteer management similar to those that are required for human resource managers. Despite this effort, the search goes on. Iowa has discovered a source through a unique program called the Iowa Corps.

The '80s were not kind to the Midwest. Farming areas suffered through a series of events that has become known as the "farm crisis." One serious result of this crisis was the loss of many family farms which, in turn, led to the loss of many farm families who were looking for employment. Iowa was losing population.

In 1988, Governor Terry E. Branstad initiated programs to curb this loss. One program, Youth 2000, was aimed at stemming the loss of Iowa's youth to other states. As a result of this effort, the Iowa Corps was created and became operative as of July 1, 1989.

Iowa Corps annually offers 150 tuition grants of \$500 each to high school students who complete approved volunteer projects at nonprofit organizations. Applications are accepted until April 1 of each year from Iowa residents who are in 8th, 9th, 10th, 11th or 12th grades. Committees of three independently read and score these applications on a 100-point rating scale. The top 150 applicants are funded. Between July 1 and the following June 30, the participants complete 100 hours of volunteer service supervised by an adult at the nonprofit organization. When the

project is completed, \$500 is held in escrow for the student and can be used at any accredited post-secondary institution in Iowa. These institutions can be public or private, two- or four-year colleges or vocational/technical schools, and the students can attend either full or part-time. Youth are eligible to earn a maximum of four awards for a total of \$2,000.

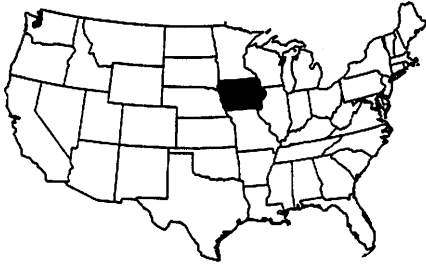
The projects are completed in a wide variety of settings. They may be in park maintenance and restoration, soil conservation, wildlife and land management, energy savings, community improvements, tourism, economic development, environmental protection and work benefiting human service programs. This diversity lets the youth design a project in an area of interest that will benefit them, as well as the agency and their community. This kind of undertaking requires self-motivation and leadership skills. The tuition credit is an added incentive that has introduced several Iowa students to the wonderful rewarding world of volunteerism.

The projects are diverse. Karla Pederson independently completed the entire census for her hometown of Newell, Iowa. Through her father, Newell's city clerk, Pederson learned how population affects state funding. She entered over 900 names in her computer to verify that Newell had increased population. This list is also valuable to the school, the ambulance service and other departments of city government.

Sarah Uthoff of Solon, Iowa, works with the Johnson County Historical Museum. She dresses in period costumes and describes the one-room school house and its activities to tourists.

Blair Burroughs of Cherokee, Iowa, was an avid reader before he entered kindergarten. He read the entire elementary science curriculum on tape, to enable visually or educationally handicapped students to keep up with their assignments. He also read a selection of stories and poems for reading enjoyment. Now he is reading the social studies and world history texts to complete his second project for the school.

*Zuella Swartzendruber, M.S.E., is the administrator of the Iowa Corps, which is part of the Iowa Department of Economic Development. The Iowa Corps has been recognized with the 1990 Exemplary State and Local Award (EXSL) sponsored by The National Center for Public Productivity at Rutgers University, The William C. Norris Institute and the Local Government Information Network.*



Beth Voss of Elkader, Iowa, has different interests. She worked with the Clayton County Genealogical Society to restore and "walk" abandoned cemeteries. This activity involves copying information from all of the gravestones in a cemetery. She worked with a committee of senior citizens and attended workshops on restoring and repairing cemetery stones.

Jayne Moeding of Manson, Iowa, spent her 100 hours working with six special ed students for the Manson Community Schools.

Ryan Smith, Craig Amundson and Brian Godsey of Anamosa, Iowa, completed a 20-minute color video of the Grant Wood area for their art class to encourage tourism and economic development in the area.

Students are working with Red Cross chapters providing AIDS information to teens; with Exceptional Persons, Inc. helping handicapped adults integrate into the community; with the city of Parkersburg, Iowa, restoring Beaver Creek, a wetland area; with St. Joseph Mercy Hospital in Mason City, Iowa, in Volunteens; with Explorer Scouts to develop a complete recycling program for Garnavillo, Iowa; and with the Army Corps of Engineers at Saylorville Lake assisting the conservation officers.

The success of any program is measured by the results. Every year 15,000 hours of volunteer work is provided by Iowa Corps youth. At minimum wage, \$4.25, this can be considered as \$63,750 worth of labor each year. But hours and dollars are not the only measures of success. Webster County Conservation Board made an additional award beyond the Iowa Corps grant to recognize Devlin Lockman's efforts. He put in 150 hours to complete his project. In many cases, the volunteering continued beyond the required 100 hours. Successful volunteer projects have also led to offers of summer employment. Being

exposed to various work situations has led to career choices and career changes. While most students discovered the experience made them even more determined to pursue the career of their choice, some discovered in 100 hours that they were not going to make a lifetime commitment in this area.

Self-esteem and feelings of self-worth were apparent in the final reports. Many felt they had made a permanent contribution to their community. They often expressed how they had grown and changed as a result of their project. The supervisors expressed similar thoughts and parents, patients and others affected by the projects wrote to express their appreciation. One student summed it up simply by saying, "I am proud of what I have done."

This program uses Iowa tax money to encourage Iowa students to perform volunteer projects for Iowa nonprofit organizations and then attend accredited Iowa colleges with the tuition grant. This is an idea that can easily be replicated or modified by other state or local agencies. The solution to the volunteer problem might be as simple as, "Grow your own." Iowa has been doing this for two years.

## May Marks 60 Years of Postal Issues Featuring Nonprofits

The United States Postal Service (USPS) first honored the world of volunteerism and philanthropy on May 21, 1931, when it issued a two-cent, two-color stamp calling attention to the 50th anniversary of the American Red Cross. In the intervening 60 years, some 60 issues, honoring numerous causes, have been used by America's letter writers and development offices seeking support for the nonprofit world.

The National Philanthropy Day Committee, chaired by Myron Berezin, executive director of the Diabetes Research Institute of Miami, Fla., is calling on all nonprofits to support the committee's efforts to persuade the USPS to issue a generic stamp emphasizing "serve/give" or "America Cares" that will help

more people understand how important philanthropy is to the nation's welfare.

"Since 1931 some six billion stamps (an average of 100 million per issue) have carried the message in one form or another reminding citizens that our heritage and the actions of the past say: America cares," says Berezin. "The USPS has done an outstanding job in helping America reflect on its caring and concern for others."

The National Philanthropy Day Committee urges donors, trustees, volunteers, CEOs and professionals to write to Postmaster General Anthony M. Frank, USPS Headquarters, L'Enfant Plaza, S.W., Washington, DC 20260 urging that consideration be given to a postal issue that will draw attention to the importance of philanthropy and be of immediate and practical use to every nonprofit.

## Visalia Volunteer Program Receives National Honor

The City of Visalia's (CA) Volunteer Service Program has been selected to receive an Exemplary State and Local Award (EXSL) for significant innovations and achievements by Rutgers University's National Center for Public Productivity. This City of Visalia program, a local government-run volunteer center, is one of 25 programs selected from 350 nationally submitted entries to receive this honor.

The Visalia Volunteer Service Program (featured in the summer 1990 VAL), involves more than 2,000 people of all ages as volunteers annually. These volunteers donate more than \$1,000,000 in services each year to the community. More than 100 nonprofit and government agencies throughout the greater Visalia area receive volunteer assistance through the Volunteer Service Program. The program offers new volunteers more than 50 different types of volunteer assignments.

The EXSL program is sponsored by Rutgers University, the Local Government Information Network (LOGIN) and the William C. Norris Institute.



# Volunteering a Vacation in National Parks

By Stephanie Faul

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A free cruise on Lake Powell in Arizona's Glen Canyon National Recreation Area is yours for the asking. For five days you can guide a 44-foot houseboat into out-of-the-way inlets, admiring the sandy beaches, soaring red cliffs, and colorful wildlife of this beautiful, 186-mile-long man-made lake—and all you have to do is show up.

Or if you prefer, you can spend two weeks birdwatching in the Aleutian Islands, a week combing the dunes at Assateague National Seashore in Virginia, or ten days tramping the trails of Montana's wilderness. All of these vacations are free—you pay only for the cost of getting there and, on the Lake Powell cruise only, for your groceries. But there's a catch: You have to work.

Last year, more than 67,000 volunteers gave time to the National Park Service. Another 9,000 worked more than half a million hours for the Fish and Wildlife Service. More sign up every day. "It's incredible," says Roy L. Graybill, director of the U.S. Park Service Volunteers in the Parks program. "We've had a 25 percent increase of volunteers over last year."

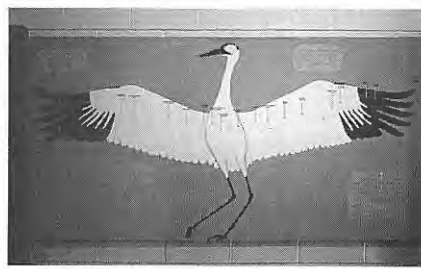
Volunteering has become one of the best ways to experience the wilderness intimately. By working in a national park, wildlife refuge or national forest, you can not only help preserve the environment, but also learn about how nature works, watch animals in their native habitats, and see untamed areas that are off-limits to the general public.

"You don't need to have any special skills, because we need volunteers even just for picking up litter," says Ann Miller of the U.S. Fish and Wildlife Service in Denver. "We have individuals who band birds, feed fish, or work in the research laboratory. We take anyone who's warm and breathing."

Stephanie Faul is the contributing editor of AAA World, the AAA magazine devoted to travel and automotive concerns.



Sorting salmon.



Whooping crane exhibit made by Linda Grant, volunteer.

"We'll take all the volunteers we can get," agrees Joe Crowley of the U.S. Forest Service's Northern Region. "If someone has any special talents, we try to fit them into an area where they can use them. Or we train them."

The jobs available include monitoring wildlife populations, maintaining trails, cleaning up trash; planting trees, staffing information booths, hosting public campgrounds, and building up streambeds. But inventive park managers can find a use for skills in almost any

Photos courtesy of U.S. Fish and Wildlife Service. Top photo by H. Doerksen.

area, from computers to library science to photography. It depends on what the volunteer is able and willing to do.

"The main problem is if potential volunteers are highly specific about what they want and their background doesn't match a need," explains William Kirk of the U.S. Fish and Wildlife Service in Alaska. "Otherwise, if people come with a general background and willingness to work, there's a good chance we'll be able to find something around for them to help with."

Volunteers should also be resourceful. "People should be in good health and have good common sense about dealing with situations if they're in a very isolated place," Kirk adds. Some jobs involve a lot of public contact. Others, including jobs in Alaska's 77 million acres of wildlife refuges, can be utterly isolated for weeks. "The person who likes wilderness activity and the ability to be away from the pressures of society will love it," explains Kirk.

About the only restriction on volunteer opportunities is the availability of housing. Most parks have room for only a few people at a time in accommodations that range from mobile homes to rustic cabins to tents. Volunteers who can bring an RV or camping equipment are particularly welcome, since most parks need more volunteers than they can house. The park provides hookups or a campsite and pays for all utilities.

To be accepted for positions that include housing, volunteers should commit to a regular schedule for at least a week or two. Housing is especially tight during the heavily traveled summer months, so it's easier to volunteer during the "cnff" seasons of spring or fall. Some projects, such as the February beach-grass planting at Assateague Island, have plenty of room for everyone.

Even though no money changes hands, most volunteers find their work exceptionally rewarding. Elbert and Nancy Cole of Temple, Texas, call their stint as campground hosts in California's Sequoia National Forest "the most wonderful year of our lives." The Coles particularly enjoyed meeting campers from other countries, and their four-days-on, three-days-off schedule gave them plenty of time for sightseeing along the California coast.

"It's a tremendous opportunity," says Nancy Cole. "We spent four months

volunteering this past year in the Mendocino National Forest in northern California. Next year, we're planning to come East, maybe to the Washington, D.C., area."

Many volunteers, like the Coles, are retired couples. Still others are college students, teachers taking a summer break, or professionals looking for a change of pace. Volunteers provide labor and most transportation; the park provides uniforms, identification badges, supervision, and sometimes training. "People pay their way to Anchorage, and we cover getting them out to the field stations," says Alaska's Kirk. Some programs cover meals; others may offer stipends for groceries; still others, like the program at Lake Powell, ask that you bring your own provisions.

### How to Volunteer

If you want to volunteer, your best bet is to find a region where you would like to work and decide on a skill you would like to use. Then write or call the headquarters of that region (see list at end of article). All volunteer programs try very hard to match your skills with their needs. Some regional offices issue bulletins listing volunteer positions; others will accept an application and circulate it among their parks. Still others will refer you to the individual parks directly. In any case, you will make exact volunteer arrangements with a specific park.

Most parks arrange for volunteers on a case-by-case basis. There is no central clearinghouse. National public lands are governed by three separate federal agencies: the National Forest Service (part of the Department of Agriculture), the National Park Service, and the Fish and Wildlife Service (both part of the Department of Interior). Each agency has a different management philosophy and different needs. For the widest choice of opportunities, check with all three federal agencies when you begin to plan your volunteer vacation.

When you sign on as a volunteer, you enter into a contract with the Park Service, Forest Service, or Fish and Wildlife Service. You agree to work certain hours, and you're covered by workmen's compensation and liability insurance. Volunteers under 18 need parental permission; younger teens are encouraged to volunteer as part of a group.



Teaching class.



Teaching children.

To find a volunteer position with the National Park Service, the U.S. Fish and Wildlife Service, or the U.S. Forest Service, send information requests and a letter about your qualifications to any of the offices listed below. Many state parks also offer volunteer positions; if you know a specific state park where you'd like to work, contact it directly.

Human Resource Programs  
 USDA Forest Service Northern Region  
 P.O. Box 7669  
 Missoula, MT 59807  
 (Montana, Idaho, the Dakotas)

U.S. Fish & Wildlife Service  
 P.O. Box 25486  
 Denver Federal Center  
 Denver, CO 80225  
 Attn: Volunteer Coordinator  
 (Colorado, Kansas, Montana,  
 Nebraska, North Dakota, South Dakota,  
 Utah)

Volunteer Coordinator  
 "Trash Tracker" Program  
 Glen Canyon Park  
 P.O. Box 1507  
 Page, AZ 86040  
 Phone: 602/645-2471

Photos courtesy of USFWS.



**Building observation deck.**



**Banding Ca. Clapper Rail.**

Russ Frazier  
Sequoia National Forest  
900 West Grand  
Porterville, CA 93257  
Phone: 209/784-1500

Roger Rector, Superintendent  
Assateague Island  
Route 611  
7206 National Seashore Lane  
Berlin, MD 21811

To find out what national parks, national forests, and wildlife refuges are located in areas you wish to visit, write to the following offices, then contact the facility directly about volunteering.

National Parks Listing  
The National Park Service Office of Information  
P.O. Box 37127  
Washington, DC 20013-7127  
(National parks)

U.S. Department of Agriculture  
Forest Service  
Washington, DC 20250  
(National forests)

U.S. Fish & Wildlife Service  
Division of Refuges, Room 670  
4401 North Fairfax Drive  
Arlington, VA 22203  
(Wildlife refuges)

Douglas Caldwell  
Volunteer Coordinator  
Rocky Mountain Regional  
Office M.I.  
National Park Service  
P.O. Box 25287  
Denver, CO 80225-0287  
Phone: 303/969-2630  
(Colorado, Montana, Utah,  
North Dakota, South Dakota,  
Nebraska)

David Day  
National Park Service  
North Atlantic Regional Office  
15 State St.  
Boston, MA 02109  
Phone: 617/223-5073  
(New England, New York,  
New Jersey)

Dr. William Kirk  
U.S. Fish & Wildlife Service  
Alaska Regional Office  
1011 East Tudor Road  
Anchorage, AK 99503  
Phone: 907/786-3391

stop being overly concerned about the reason, motives and circumstances of how people arrive at our collective front doors. Instead, let's be more concerned with how we can best channel each person's energy to do good work for the community. One way to do that is through the Court Referred Volunteer Program.

Each year, over 5,000 people are given the option to perform community restitution as a sentencing alternative from courts in the Hennepin County (Minnesota) area. This restitution amounts to over 200,000 hours a year of unpaid work for the community. At a rate of \$5 per hour, this represents an economic benefit of more than \$1 million a year.

Since the inception of our court-ordered community restitution program in 1983, over 18,000 restitution workers have given over 700,000 hours of work to the community. Figuring \$5 per hour of work, this translates to over \$3,500,000 in community benefits. Also, many people have gone on to volunteer beyond court-ordered hours and some have become valued employees.

The court Referred Volunteer Program (CRVP), one of several programs of the Minnesota Citizens Council on Crime and Justice, offers the courts an alternative that allows offenders to pay their responsibility to society in a positive way by performing community restitution for a public or private nonprofit agency.

This community restitution can instill in defendants positive feelings about themselves and their community by developing self esteem, giving them an awareness of their responsibility, and utilizing their skills and interests. The community restitution alternative sanction may be recommended by all facets of the judicial system for those defendants who cannot afford to pay a fine or where a fine would be a great

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## Community Restitution in Minneapolis—Is It Volunteering?

By Timothy Boraas

Recently there has been some controversy about the definition of "volunteer." Some object to court ordered defendants being labeled "volunteers." Presumably, the label somehow detracts from good works of those people who volunteer of their own free will.

Given the option of jail time, fines or both, people ordered by the court to participate in restitution through community work may not be "volunteers" in the true sense of the word. In this time of reduced budgets and service reductions, however, I believe it is time to

financial hardship on the defendants and their families. Also, it is offered to individuals who, in the judgment of the court, would benefit themselves, their families and the community by doing community restitution rather than by serving time in jail. Some judges also give community restitution in conjunction with a fine and/or jail time.

Community restitution workers are referred from the court to the probation office where they are screened for their appropriateness to perform community restitution. This determination is made based upon their willingness and ability to do volunteer work as well as whether or not they pose a threat to the community.

At this point in the referral process, offenders are instructed to contact the CRVP to set up a community placement site. The defendants' skills, interests, availability, geographic location, transportation needs, offense and other variables are considered when trying to make the best possible placements.

A one-time processing fee of up to \$75 is also collected at the interviews. Approximately 25 percent of clients have their fees waived, and the fees of others are set on an ability-to-pay basis.

The CRVP case manager, along with defendants, then review volunteer positions presently open in the community. Each placement is matched with the client's needs, abilities and offense. Non-profit sites include over 400 agencies such as counseling programs, day care centers, municipalities, hospitals, parks, nursing homes and agencies for the handicapped (for example, thousands of hours were provided to the American Cancer Society and the City of St. Louis Park as well as to other agencies and municipalities). Defendants may then be offered a choice in selecting an agency (such as those mentioned above) for placement. This process helps enhance successful placements.

When placements are made, community sites are contacted and the proper CRVP referral forms are sent to site supervisors. Each defendant then signs a community restitution agreement and is held accountable for completing the court ordered hours by the required due date. Defendants are also expected to adhere to community placement site rules and scheduled work times. The

CRVP case manager will maintain communication with agency supervisors and defendants to monitor progress toward completion of work hours.

Placement sites are expected to provide a staff member to supervise "volunteers" and to provide enough meaningful work for defendants to complete the work hours in the required amount of time. The work provided must also be temporary in nature and not used to replace a paid staff position. Also, it is the staff member's responsibility to fill out the defendant's referral forms and return them to the case managers by the defendants' due dates or when work hours are completed, whichever comes first. The CRVP will close its cases in a timely manner and notify both the probation office and the clerk of court as to the disposition of each case. If community restitution was not completed, the probation office or the clerk of the court may issue a warrant, and the original sentence of jail and/or fine could be imposed.

In 1990, CRVP saw approximately 5,500 clients. These clients performed an average of 62 hours of community service each. Of these, 85 percent successfully completed their work hours with an above average or satisfactory rating.

At present, the CRVP staff consists of a team of seven individuals: a director, five case managers (three full-time and two part-time), and an intake worker. Each case manager maintains a caseload of approximately 350 clients at any given time and is scheduled to see 35 clients per week. The staff is on a semi-flexible schedule to accommodate the need for various interview times due to the 75 percent employment rate of community restitution referrals. Also, the program is exploring possible expansion of the staff because of increased usage of community restitution as a court ordered alternative.

The CRVP has a number of important strengths. These include thousands of hours of community restitution; strengthening of offender accountability through a high rate of successful completions; reducing pressure on overcrowded jails by the diversion of some offenders; and a high rate of client and offender satisfaction with the program.

The high percentage of successfully

completed cases also reduces the cost to the county by reducing arrest warrants for non-compliance of a court order and by lessening actual jail time served. Over 40 percent of the community restitution hours ordered are in lieu of jail. That amounts to over 130,000 hours in 1990. At the present rate, a weekend in jail costs the county over \$100 per person and issuing a warrant costs over \$80.

Community restitution is a unique blending of county funding and private nonprofit programming that is set up to serve the courts, clients and community as a productive alternative to a jail sentence.

The CRVP results in a high level of client satisfaction among the involved offenders. A recent survey of a random sample of offenders who completed their hours during the last quarter of 1987 indicated that 88 percent were satisfied with CRVP (35 percent were very satisfied, 53 percent satisfied). ■

## News Briefs

### **Girl Scouts of the U.S.A. Receives Major Grant for Literacy**

Girl Scouts of the U.S.A. has received a \$50,000 grant from the Coors Foundation for Family Literacy. This grant will help support "Right to Read," a Girl Scout national service project to combat illiteracy.

Right to Read features activities designed to spark enthusiasm in reading and writing, and to help bring about a literate society.

### **Reader's Digest to Support Boys & Girls Clubs of America "Smart Moves" Program**

The Reader's Digest Association, Inc. has awarded a three-year, \$660,000 grant to Boys & Girls Clubs of America to support a national program to prevent alcohol and drug abuse and teen pregnancy in urban areas.

In the SMART Moves program, adult mentors teach adolescents skills to help them resist alcohol, drugs and premature sexual activity. Young people also are taught problem-solving techniques, life planning skills and how to set and achieve goals.

# Advocacy

## Lobby? You? Yes, Your Nonprofit Organization Can! It Should!

*And it should elect to come under the 1976 Lobby Law*

By INDEPENDENT SECTOR

*(The following article is excerpted from an INDEPENDENT SECTOR brochure, "Lobby? You?" The remainder of the brochure covers electing to come under the 1976 lobby law. It is available from IS, 1828 L Street, NW, Washington, DC 20036, (202) 223-8100.)*

### Can Your Nonprofit Organization Lobby?

Of course it can. It should, and it's easy. It's not only legal for nonprofits to lobby, but it's encouraged by Congress and the Administration.

Anyone who can make a phone call or write a letter can lobby. If you believe in some cause or other, or really believe that in some measure, great or small, this would be a better world if your cause were advanced, then by all means you should lobby.

Why? Two reasons. First, because virtually every aspect of our lives, every institution, every activity is affected by government. And in America, as in other democracies, government responds to the wishes of the people. This is true whether the government is that of the Village of Skokie, the State of California, or the United States of America.

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*INDEPENDENT SECTOR is a nonprofit coalition of 800 corporate, foundation and voluntary organization members with national interest and impact in philanthropy and voluntary action. Its mission is to create a national forum capable of encouraging giving, volunteering and not-for-profit initiative.*

At times this may not be apparent and at times it seems to take forever—and at times you have to “throw the rascals out”—but sooner or later the actions of our governments reflect the wishes of our people. There is one big IF. Legislation reflects what the people want ONLY if you and enough others take the trouble to let your legislators know what you want.

### Don't Get Left Out

The second reason you should lobby, meaning not just you as an individual but the organization you joined because it stands for something you strongly believe in, is that if you don't, someone else will. Every conceivable cause—save the whales, preserve neighborhood schools, conquer leukemia, promote the arts, prohibit abortion, permit abortion, raise the speed limit, fight racial injustice—has its advocates. Competition for a place in the legislative sun is ceaseless.

Lobbying today is a must. Any organization that does not lobby, or an organization that does not lobby well, is almost certain to get left out.

### What Do We Mean: Lobbying?

Before going further, it might help to explain exactly what we mean by the term lobbying. We mean nothing more nor less than trying to persuade the members of a legislature—whether city council, county commission, state legislature, or United States House of Representatives or Senate—to enact legislation favorable to your cause or, on occasion, defeat or repeal legislation unfavorable to your

cause. It's that simple. The legislation may set up a new program, change an existing one, guarantee certain rights, appropriate funds, etc.

### Lobbying Is Honorable

Regrettably, there are still some persons for whom the word “lobbying” carries an ugly connotation. To them it conjures up visions of shady deals, favors bought and sold, money passed under the table. Indeed, there was a period in our history when such a picture would have been all too accurate. Today, however, despite a few well-publicized exceptions, the great majority of legislators and lobbyists alike are honest, dedicated servants.

Another misconception is that you've got to do something for your legislator if you hope to get him or her to do something for you; you've got to wine them and dine them, make a big campaign contribution, and so forth. This is not true. Naturally any legislator tends to be more readily available to big contributors and to politically powerful friends. But it does not follow that these are the only people who count. Far from it.

### YOU Count

You are a constituent! You and the rest of the people in your district who go to the polls are really the ones who carry the weight. Your legislator needs you every bit as much as you need him or her. YOU count and don't you forget it.

Still, there are two things you can give your legislator without spending more than the price of a postage stamp and without running afoul of the code of ethics. One is information. Your organization is the authority in its field. You can give your legislator information he or she doesn't possibly have the time to get any other way. Second is recognition. Whenever your legislator does something on your behalf, helps your organization, advances your cause, show him or her your appreciation—and let the world know it.

### Tax-Exempt Groups CAN Lobby

There are those who feel it is somehow improper for nonprofit, tax-exempt organizations to lobby. It's all right for business, they reason, because corporations pay taxes. But it's questionable, if not downright wrong, for the tax-exempt sector. Again, there was a time in history when such an attitude might have been warranted.

Up until 1976, tax-exempt organizations were in danger of losing their tax-

exempt status—and along with it the ability to assure supporters their contributions were tax deductible—if they engaged in “substantial” lobbying. Unfortunately, “substantial” was never defined and as a result most tax-exempt organizations either soft-pedalled lobbying or refrained from it altogether.

### **Sanctioned by Congress and the Administration**

All of that was changed in 1976 when Congress removed all doubt as to the legality of lobbying by nonprofit tax-exempt organizations (specifically those under section 501(c)(3) of the Internal Revenue Code) by writing into the income tax laws authorization for each such organization to spend a certain percentage of its income on lobbying.” (This authorization does not extend to religious groups, however, which, at their own request, remain under the pre-1976 provision. Lobbying by private foundations is permitted and is governed by separate legislation.)

Not only did Congress recognize the validity of lobbying by such groups but it came right out and used the very words “lobby” and “lobbying.”

Equally important, the Internal Revenue Service issued very liberal regulations related to the 1976 lobby law in August 1990.

### **Lobbying Is Not for Experts Only**

Sometimes people won't lobby because they're afraid they don't know how. They are staunch supporters of their cause, they recognize the importance of lobbying, and they know it pays off. Yet they hold back on the mistaken notion that lobbying is only for experts.

Like anything else, the more you know about how to lobby, the better you will be. But, again, if you can make a phone call or write a letter, you can lobby.

All you need to be a lobbyist—not just “a” lobbyist but an effective lobbyist—are three things:

1. A few basic facts
2. Belief in your cause
3. Common sense

The most important single thing a lobbyist needs to know is his or her subject. What is the substance of the legislation you are proposing (or opposing)? Why is it so important? What will happen if it passes? What will happen if it does not pass? How much will it cost?

Normally, the place to get these facts is the headquarters of the organization you

have joined because you believe in its objectives. Normally, whoever asks you to get involved in lobbying, perhaps the chairman of your legislative committee or the executive director of your association, will provide these facts along with the call for action. No responsible organization is going to ask its volunteers to lobby without arming them with the facts.

### **Know Your Legislator**

It certainly helps to know the legislator or legislators you contact. What are their interests? What are their backgrounds? What is their record of support? What positions do they hold in the legislature? Who is the chair of the committee that will consider your proposal? Who is the chief spokesman for the opposition?

**Lobbying today is a must. Any organization that does not lobby, or an organization that does not lobby well, is almost certain to get left out.**

Finally, the good lobbyist knows how the system works: what steps a proposed municipal ordinance or state law or federal appropriation bill goes through from introduction to enactment; which committees will consider the legislation.

All of this information should be provided by your staff and volunteer leadership. And before you know it, you may well be the one who's providing the information to the beginning lobbyist.

### **Conviction Counts**

Facts alone are not enough. Without conviction, dedication to the cause, loyalty to the organization, and determination to see the job through no matter how long it takes (and it can indeed take long!), a lobbyist won't be very effective. Far better to say “no” than to agree to lobby for something when your heart isn't in it.

The true believer is the volunteer who is greeted not only by name but by “Oh yes, let's see now. You're with the wild-life people.” When they greet you like that, your battle is half won.

### **Concentration Counts**

This is not to be equated with so-called “single-issue politics” wherein a group places its own narrow interests above any and all other concerns. It is indeed regrettable when a lobbyist, whether volunteer or professional, takes the position that anyone who does not support his cause must be thrown out of office no matter how excellent his or her overall record may be.

What it does say is that the effective lobbyist should concentrate total effort on the one particular cause and not scatter shots, speaking for one group one day and another the next.

### **Common Sense**

The minimum principles you need to know are these: *be brief; be clear; be accurate; be persuasive; be timely; be persistent; be grateful.*

These common sense principles apply whether you're lobbying by telephone, by letter, or face-to-face. The only one that's a bit difficult for the beginner is timing. There are good times, better times, and best times and, until you've become an expert in your own right, your organization's staff or volunteer leadership should call the shots on timing.

Never promise reward for good behavior or threaten retribution for failure to support you. Leave politics at home. Be persuasive rather than argumentative or demanding. Don't knock the opposition; they probably believe in their position as sincerely as you believe in yours.

When you write, keep your letter to a single page—literally. If you need more space, enclose an attachment elaborating on that one-page summary. Be absolutely sure you spell your legislator's name correctly and get the address right. If you don't, he or she will wonder how credible the rest of your letter is. And, of course, always personalize your letter. Get the facts from your organization but use your own words on your own stationery.

### **Face-To-Face**

The first time you meet face-to-face with your United States Senator—or, for that matter, your city councilman—you probably will have butterflies in your stomach. It would be unusual if you didn't.

If you'd feel better having someone else along, fine. Just so the one who accompanies you can also speak to the matter at hand and is not obviously just along for the ride. And while two may be better

than one, three is not better than two. Hold it down.

### **Always Be Brief**

Again, as in writing, be brief. Make an appointment, be on time, state your case, and leave. Plan to cover your topic in five minutes if possible, ten minutes at the most. Don't linger unless your legislator chooses to prolong the meeting.

If you get hit with any questions you can't answer, admit it and provide the answers later. Don't bluff—it always shows. When you depart, hand your host a written summary—again, a one-pager—of your position and state exactly what it is you want him or her to do about it.

### **Aides Are Influential**

Do not be offended if you don't get to see the boss. Even if you had a firm appointment, you may be referred instead to an assistant. The demands on a legislator's time are unbelievable and quite often he or she cannot avoid last minute changes in schedule.

Never underestimate the importance of an aide. Treat him or her just as you would your legislator, not only as a matter of courtesy but because the aide is in a position to advance your cause or sink it without a trace.

### **THANK YOU!**

When you get back home, or after you've talked with your legislator by phone, or after he or she has voted your way or done something else to help you, send a thank-you letter. The vast majority of all mail a legislator gets is either asking for personal favors, complaining about something the government has or has not done, or blasting the legislator for something he or she has or has not done. A thank-you letter really scores. Besides, it's the polite thing to do.

### **Always Report Back**

Report back to your organization. Whom did you see or talk with? What did you discuss? What was his or her position? Your report and those of other volunteers are indispensable to your leadership in planning strategy.

### **You Lobby?**

Of course you will. It's fun; it's stimulating; you'll learn a lot; you'll be a real participant in this business called democracy. And not only will you help bring about that change you feel is so important but you'll get more satisfaction out of lobbying than you ever imagined. ■

# Communications Workshop

## Video News Releases: What Works and Why

*(The following article has been excerpted with permission from The Video News Release Handbook, published by Medialink/Video Broadcasting Corporation. The handbook can be obtained from Medialink, 1401 New York Ave, NW, Suite 520, Washington, DC 20005, (202) 628-3800.)*

**V**ideo news releases (VNRs) work. The aim of a VNR is to capture maximum exposure on television news. In the vast majority of cases, goals are met and often exceeded. According to a Nielsen Media Research Survey, the average VNR is seen by more than one million viewers in 20 markets, with a large number reaching a far larger audience:

■ When Sears kicked-off its nationwide low price campaign, it commissioned a VNR from National Television News. The VNR, distributed by Medialink, was seen by 70 million confirmed viewers.

■ When Maytag introduced its new "Repairman," Gordon Jump, it relied on Manning Productions to produce a VNR, distributed by Medialink. The VNR included clips of Maytag commercials featuring the original repairman going back 20 years. Confirmed viewing audience was more than 15 million.

■ When the California Raisin Advisory Board unveiled its new animated clay Michael Jackson raisin figure, Ketchum Public Relations commissioned the Wrightwood Group, Inc. to produce a VNR. Medialink distributed it, and it garnered 20 million viewers.

■ Each year, the Insurance Institute for Highway Safety issues reports on the automobile industry. The reports range

from vehicle "crashability" to the cost of repairs for different makes of cars. The Institute produces its own VNR for each report and can rely on viewing audiences between three and five million viewers per VNR.

These VNRs and hundreds of others were successful. They did not succeed because they conformed to tried-and-true subjects. Indeed, the scope and subject of the projects were all over the map. But they all had some kind of news "hook," good visuals, good production standards, timeliness and good coordination. In other words, the projects were well-conceived.

### **News, News, News**

The strongest element a VNR can have is news value. If you are announcing a new product that will revolutionize an industry, you should produce a VNR. If your company can illuminate an issue or a fact that is making news, produce a VNR. If your company is trying to counter negative publicity (or trying to maximize favorable coverage), you should produce a VNR. It is the nature of the broadcast industry that TV news producers react to news. If you present a good story, they will consider it.

### **Timeliness**

Society loves to celebrate and commemorate. We celebrate anniversaries, seasons, holidays. We commemorate moments in history, even within industries. TV producers are ever mindful of "timely" stories. If you have a product or service that fits into such a time frame, consider a VNR.

For example, the Wrightwood Group, Inc. created a VNR on the 50th anniversary of the classic film, "The Wizard of Oz." Confirmed viewership was 10.1 million. Hill & Knowlton Public Relations has done VNRs on its "North Pole Poll" of the year's "hottest" Christmas toys, and the American Farm Bureau does a Thanksgiving VNR on its annual Turkey Survey. Life magazine distributed via satellite a photo of the cover of its issue commemorating the 20th anniversary of the Woodstock Festival. Other timely angles include tax tips before April 15, or health advice during flu season. A clockmaker may mark the passing of standard to daylight time with a VNR.

Sometimes an event is so latebreaking, there is no time to shoot and edit a VNR. The fact is VNRs can be press conferences or teleconferences carried live as they are happening, or interesting events that are underway as TV stations are recording the satellite feed. Medialink newswire advisories instantly alert the stations to record, or "downlink," the material. A classic was Sea World's video transmission of the birth in captivity of a killer whale. The dramatic, heart-warming pictures were seen that evening by more than 36 million viewers.

### Evergreens

Some stories are timeless. News producers are interested, but often "hold" them for the appropriate time, or put them "in the can" for use as file footage. They are called "evergreens" because they are always in season. A VNR on general research into the disease AIDS could be held by a medical producer for use in an eventual series, whereas a VNR on a breakthrough in AIDS research would be used immediately. Both are valid applications of VNRs. A series of VNRs on how to insure your home is properly documented for insurance claims in case of disaster might be distributed at the start of hurricane season, but held by a producer until a storm is imminent.

### Pictures, Pictures, Pictures

Just as pictures are essential to TV news, good visuals can make the difference between a so-so VNR and a very successful one.

Take Disneyland's famous "Mickey Moo" VNR! A farmer wrote to Disneyland that one of his cows had a birthmark in the shape of Mickey Mouse's head. He enclosed a photo. Disneyland dispatched a crew, shot footage of the cow and

dubbed it "Mickey Moo." The result was a successful VNR, used as a fun-filled "kicker" at the end of newscasts nationwide. "When I heard of the story, it didn't do much for me, but once I saw the video of the cow, I had to use it," said Evelyn Erdozain, satellite coordinator at WTVJ-TV in Miami.

### The Local Angle

Local TV news is just that—local.

If you provide key markets with information that links your national story to their region, you increase the chances of use. Keep the VNR itself national in scope so that it can be aired anywhere, but use the Medialink newswire to notify markets of local statistics or schedules. For example, if the VNR deals with car theft or drunk driving, provide markets with regional or local breakouts of car theft or DWI statistics.

**The strongest element a VNR can have is news value. It is the nature of the broadcast industry that TV news producers react to news. If you present a good story, they will consider it.**

### Medialink Beliefs

Medialink has found certain constants in successful VNRs.

■ Videonews releases are news stories that are intended to inform, amuse, educate. A VNR aired on a local news program cannot be equated with a half-minute of paid broadcast time. VNRs are not advertising.

■ Tell the plain truth. Don't confuse or obscure bad news.

■ Video news releases must be clearly identified as public relations material. Identification must include the source of production, and who is the ultimate sponsor of the VNR. We have submitted these guidelines to the Radio and Television News Directors Association.

Terry O'Reilly, news director of Group W Newsfeed and Entertainment Report, says Medialink's "standards of disclosure make Medialink's material more easily used by broadcast journalists. With Medialink, we find out about all the important VNRs in one location."

■ Video news releases, like their print cousins, are produced to be edited. Just as

newspapers don't usually run full press releases verbatim, TV news producers usually use some elements of the VNR, and not others.

■ Production values must conform to broadcast news standards. In other words, produce the VNR as news footage, not a glossy commercial.

■ Keep VNR usage expectations realistic. Do not believe anyone who says they can predict how many people will see your VNR, or who offers undocumented usage claims. A good story, when distributed professionally, will reach a wide audience, but all news coverage is subject to the vagaries of "acts of God" and competing news events.

### VNR Production Guidelines

You've got your topic. You've got your budget. You've got the support of your client or supervisor. Now you've got to produce the VNR yourself, or find a producer.

Keep some basics in mind. VNRs are news stories, intended for television news broadcasts. Though all newscasts are not alike, they do share standard rules:

■ Length: If your VNR is a produced, self-contained "package," it stands a chance of being aired in full. Therefore, it should conform to the standard length, 90 seconds.

■ B-roll: Your VNR should include an additional two to three minutes of "b-roll," or background pictures, for use by the TV news producer in repackaging the story. Typical b-roll includes additional interviews, or "sound bites," and file footage.

■ Tracking: Do not produce just one "mixed" version of the VNR with the announcer's voice mixed in to the natural sound on the tape. Give TV news producers the option of editing at will and using their own anchor or announcer. The technique preferred by TV stations recording satellite feeds is for you to produce two "passes" of the full VNR package, one mixed, and one immediately following with natural sound on tape only (NATSOT, without the announce track). Less advisable, but certainly viable, is to produce the VNR in "split audio" (the announce track on one audio channel, and the NATSOT on the other). Be sure you clearly identify on a slate which technique you have used prior to distribution. The purpose of these tracking techniques is to offer the TV producer the option of "stripping" the announcer's  
(Continued on page 31)





# Stalking the Elusive Male Volunteer

By Sara J. McLaughlin

“**J**oin the Winning Team.” “Team up with Compeer and Buffalo Bills’ Bill Polian.” With invitations like these, aimed primarily at men, the Compeer Program in Rochester, New York, has taken aim at that often elusive quarry, the male volunteer. Successful male recruitment, always more difficult than attracting women to volunteer opportunities, is certain to be more challenging than ever in the ‘90s, but Compeer is ready with proven strategies designed to spark interest among men.

Compeer, Inc., a program matching adults and children receiving therapy for mental or emotional illness with trained volunteers of the same sex, has 116 programs in 36 states. The Rochester program, which has 600 matches and a waiting list of 300 clients, is the largest. Its need for volunteers, always acute, has become more urgent recently because of the dramatic increase in the number of children and adolescents being referred to the program.

Compeer staff, current volunteers,

*Sara McLaughlin is the national education coordinator for Compeer, Inc. in Rochester, New York.*

board members, and supporters in the community all participate in finding the right people to commit themselves to these very special one-to-one friendships in which volunteers meet weekly for a year or longer with their Compeer client-friends. Through the Compeer national newsletter and national conferences, programs around the country share recruitment ideas and strategies.

Faith in the early bird’s traditional prowess stimulated the Rochester Compeer Program’s most successful male recruiting venture last year, the “Power Breakfast.” News releases were sent to the media and over 2,000 flyers went out to health clubs, industries, churches, libraries, and services clubs inviting men to breakfast and a chance to hear about Compeer at 7:30 on a Wednesday morning at its downtown office.

Participants in the one-hour, all-male program enjoyed juice, pastry, fruit and coffee as two volunteers shared their Compeer volunteer experiences and a psychologist spoke briefly on “How Volunteering Can Enhance Your Mental and Physical Well-Being.” Afterwards, staff were available to discuss the Compeer process and volunteer opportunities with

individuals and to set up interviews with potential volunteers. Of the 18 men who attended, six were matched with clients and five more expressed interest in future involvement. This event will be repeated annually.

Lunch time offers possibilities for recruiting men, too. In planning its annual fundraising luncheon, the Rochester program looks for a compelling speaker who will bring out hundreds of people, especially businessmen. Last fall board members and staff worked hard to promote purchase of corporate tables and encourage individuals to attend the event. The luncheon honored a prominent local businessman who has been a tireless Compeer supporter and featured an address by a nationally known college basketball coach.

Over 700 people attended, more than half of them men representing their businesses and hearing the Compeer story for the first time. Never missing an opportunity to recruit, the staff put literature about the program at every place. The event not only raised a significant amount of money, it also raised community awareness of Compeer and resulted in many new volunteers, including several men. This year’s

luncheon, which will honor a woman for exceptional service to Compeer and the community, will have as the keynote speaker the general manager of the neighboring Buffalo Bills NFL team.

Friends in high places are always a boon to a volunteer organization. When that friend is a popular, highly visible sheriff, the public relations benefits are substantial. Rochester's sheriff, who is also a male Compeer volunteer and member of its advisory board, brings the need for volunteers before an especially promising group: the young, predominantly male police recruit classes. Along with the Rochester police chief, who is also male, he appeared in a training film stressing the satisfaction of being a Compeer volunteer. The two invited the young men and women joining the force to move beyond the police function of intervening with people whose troubled behavior draws attention to make an ongoing connection with one person who needs a friend. These prominent male figures speaking out on behalf of Compeer have an impact—and bring in new volunteers.

Male volunteers and matches are highlighted with special frequency in all Compeer's public relations materials. The television public service announcement in which the sheriff says, "To most of you, I'm the sheriff. To one special person, I'm just a friend," was mentioned by many new volunteers, including many men, as the message that nudged them towards Compeer. Hearing an undeniably busy man say that if he can find an hour a week to reach out, so can almost anyone else have a significant impact.

Other television and radio PSAs, posters, and newspaper publicity feature men often, too. The Binghamton, NY, Compeer Program won the award for best television spot at the 1990 Compeer National Conference for its PSA showing two men talking during a companionable, relaxed walk in a park. Another effective recent PSA shows a teenager and his young-adult Compeer friend playing basketball and then talking simply about how much each looks forward to the weekly get-together. These messages hammer home the perception of Compeer as a program in which men can make an important and tremendously satisfying contribution.

Male volunteers have stressed the importance in such publicity of avoiding language that would intimidate prospective volunteers. Too much emphasis on commitment to the relationship and on their being positive role models frightens off

many good potential Compeer friends.

Even a competing volunteer agency's press coverage on its need for male volunteers can be turned to one's own advantage. When the local paper ran a front-page story on the critical need for male volunteers in the Big Brother/Big Sister Program, a Compeer staff member quickly followed up with a moving letter to the editor. Pointing out that the situation was serious for Compeer, too, it invited men to get involved in one of these programs where they could make a real difference.

Seeking outside help at some stage can be an effective recruiting move as well. The Rochester program hired a local research firm to conduct "focus groups" for volunteers active with the program less than one year. Divided into groups of men and women, the volunteers discussed why people decide to volunteer to work with the mentally ill, what reservations they had about the program before beginning, what aspects of the program's operation attracted them, and what advertising messages would be most effective in

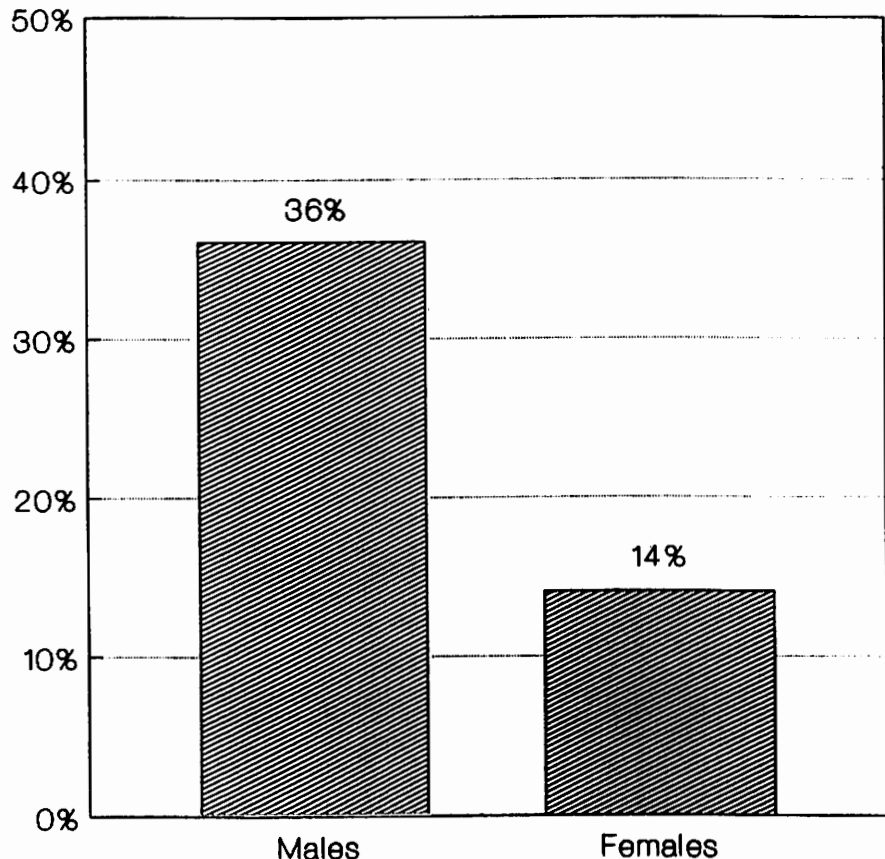
reaching new volunteers. Besides providing important feedback to the staff, these sessions also showed volunteers that their opinions were valued. The invitation to participate at a different level can help in retention of volunteers and in increasing the willingness of some to become more involved in the program.

The insights and suggestions of the focus groups were soon integrated into Compeer's new recruitment advertising campaign. The campaign stressed the flexibility of the commitment, in which the volunteer and client decide when and for what activity they want to get together for their hour or more weekly. For most volunteers, especially men, this is the program's most attractive feature.

The ads also addressed in a reassuring way the triple fears of time commitment, of mental illness and of failure, all of which, according to the focus groups, cause people to hesitate to volunteer.

Targeting subgroups is also important to the ongoing task of recruiting. In its publicity, Compeer often highlights

### Compeer Increase in Volunteers By Sex — 1987 to 1990

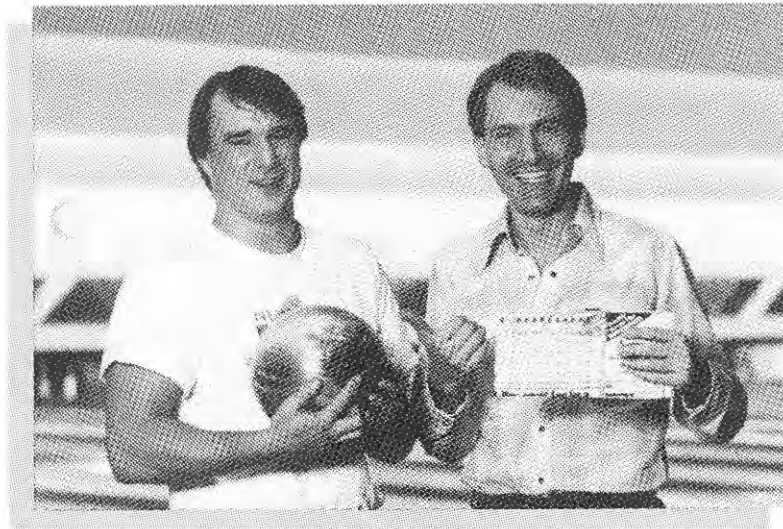


matches involving minority volunteers. Television public service announcements, posters and news stories all convey an encouraging image of minority participation, with male volunteers frequently in the spotlight.

So far this concentrated effort to recruit men has been gratifyingly successful. Between 1987 and 1990, the number of Compeer male volunteers has increased by 36 percent, compared to an increase of 14 percent among women.

The payoff for singling out men for concentrated recruitment efforts is in the many matches in which men and boys undergoing treatment for mental or emotional illness have found caring friends they can rely on. ■

## FORM A FRIENDSHIP THAT WILL CHANGE A LIFE.



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**'BEYOND 1,000 POINTS OF LIGHT'**



# Community Service Moves Into the '90s

*Boston conference provides insight into the ways  
educators and community leaders are tackling  
today's public challenges*

**By Katherine Grant**

**A**t an April 4 conference in Boston, Senator Edward M. Kennedy of Massachusetts had the pleasure of announcing a Senate Appropriation for 1991 of \$56 million to community service organizations; his audience had the greater pleasure of hearing it. They came to this conference, "Beyond 1,000 Points of Light: Values, Priorities, and Strategies for Community Service in the '90s," knowing that of the two major resources of the community service movement, youth volunteers and money, the government has traditionally smiled only on one.

Community leaders, activists and educators met to discuss how they could improve their partnerships for best meeting the priority needs of disenfranchised communities through the community service programs of higher educational institutions. The conference was organized by the Collaborative for Community Service and Development within the University of Massachusetts' College of Public and Community Service.

What its participants had to say over the course of two days vividly illustrated the state of the service movement. Temporarily overlooked during the materialistic '80s, the service movement is now attracting more coverage. The amount of activity within it is also rising from previous 1980 levels, striving to keep up with the ever accelerating current challenges (in-

creases in the consequences of substance abuse, for instance, and increases in the homeless population). With increasing attention from the public and private sectors, these challenges can effectively be taken on by those involved in the community service movement. Many conference participants felt that volunteers are the community's greatest resource.

Community service and organized volunteerism is as old as the nation itself. However, much has changed since Alexis de Tocqueville admiringly wrote of Americans' sense of civic duty as "cupidity." Now schools debate whether or not volunteerism for young Americans should be mandatory.

We know statistics and stories about the last decade all too well, and the issues seem overwhelming. Currently, our country has 23 million adult illiterates and a high school dropout rate of about 25 percent. The homeless population has doubled in the last decade (25 percent are children), and 100,000 crack babies will be born in 1991. Many young people don't vote and are cynical about the political system. In a 22-year survey, the American Council on Education found that 30 percent of all 1970 college freshmen had a goal of "being well-off financially," and with 1987 freshmen, the figure skyrocketed to 76 percent.

The '90s are seeing a resurgence of in-

terest in civic participation. The "twenty-something" generation, often characterized as apathetic during the '80s, is not only being portrayed by the media as more community-minded, but also is expressing its commitment to community service in rapidly increasing numbers.

A California Human Corps survey shows a rise in that state's student participation in service from 18 percent in 1986 to 54 percent in 1988. As for finding the meaning of life in the piggybank and wanting to pursue a career in business, the numbers may have doubled since the '70s, but they peaked in 1987, as did the downward trend in an interest in teaching, according to Alexander Astin's 1988 report. Other studies report increases in student activism, higher motivation to "influence social values," "influence the political structure," and "help promote racial understanding" (Astin, Korn and Bertz, 1988).

The number of active and dedicated students is on the rise, and these young people resent the stereotype their generation has received. They also don't see their work as a return to the '60s. "That was then, this is now" in this context simply expresses the fact that political motivations and community needs have changed. Students in the '90s are not so much political radicals or in search of a personal philosophy as they feel they are

citizens fulfilling an obligation to society, giving something in return for what privileges they feel they've received from their country.

Crucial areas of concern in the community now include AIDS, literacy, substance abuse, youth, state and federal budget cuts, housing (and community control over development) and employment. The most common element of most service organizations' missions is "empowerment" of the individual. The problems are myriad, but so are the community organizations and service corps tackling them, as are the innovative methods they employ.

Rodney Dailey, for example, the director of a Boston youth organization called Gang Peace, emphasizes "redirection." A gang, he argues, could be defined as a group of kids going in the same direction. What Gang Peace does is expose them, through work, to directions other than toward street life. They know how to lead, they know how to sell, but the only previous application of these skills was the street.

The most notable use of resources involves a relationship of shared responsibility between community organizations and educational institutions. The greatest volunteer workforce by far is the student body. Students have the time, the energy, the idealism, and most important, the ability to put what they have learned into practice. One purpose of the U. Mass conference was to identify the most effective service/learning program strategies.

University service/learning helps to make the community service movement more effective, by observing, researching and analyzing the context within which service is given. But what kind of research will the university accept? Two of the biggest lessons learned from the decline of the community service movement after the 1970s concerned those two questions.

Many university youth service programs have learned that to survive they must obtain accreditation and integration into the curriculum to obtain the recognition it deserves from the college administrations. In the case of community colleges, they are the community, and must adapt to changing community needs in order to survive.

Private institutions have a tougher time adapting; they are hampered by traditional approaches to learning, fear of controversy and risk. And most serious conflicts of interest with the community (such as real estate and political interests). Programs that combine action projects with

theoretical papers are likely to further legitimization of experiential education. In this way, students are forced to make crucial real-life judgments first, and then to reflect upon what the experience has taught them.

Community organizations, for their part, learned that they must demand conditions that ensure respect from the academic institutions to avoid being used, as some community leaders put it, as "a lab rat," or "Minority Cause of the Month." Jude Hersey, faculty fellow of Connecticut's Community Service Fellowship, reiterated, "Needs assessment is the greatest challenge to success. Find out what the community needs."

A paternalistic attitude toward the community can be eliminated when the community itself determines and controls the nature of the services it receives. At the conference, several community leaders referred to the difference between the "The Do Gooders" and the "Good Doers."

**The problems are myriad, but so are the community organizations and service corps tackling them, as are the innovative methods they employ.**

Perhaps the greatest educational benefit for anyone serving in the community is the acquisition of the ability to question. Volunteers working to alleviate the ills of society often question the policies that may have caused those ills. Conference speaker Kip Tiernan, founder of Boston's Rosie's Place, the country's first women's shelter, and a long-time activist for the poor, challenges society's complacency when she says, "Instead of pulling drowning babies from the river, go upstream and see who's throwing them in!"

An important part of serving the country is challenging the government tendency to apply expensive and inefficient financial band-aids. For example, according to Tiernan, Massachusetts had two state-funded shelters in 1982; by 1989 it had 130. Each shelter bed has a cost of \$1,000 for the taxpayer. The state can no longer afford to run the shelters, though most of the original problems and policies have not changed.

Most community organizations run on a

shoestring. The volunteer force can do little without guidance, and those providing guidance can do little if they can't earn a living while doing it. A common opinion voiced at the conference was that what is needed is not only another "1,000 points of light," but increased funding to secure the effective existence of community action organizations.

Sen. Kennedy quoted the Senate argument for not funding services: "We can't afford stipends. If we have a stipend, then it really isn't volunteerism. . . ." He continued, "What really the Congress was able to be convinced of is that there are many people with ideals and commitment to community service who don't have the resources."

The National Community Service Act of 1990 (Kennedy's initiative, a synthesis of 18 senators' previously defeated proposals) can offer those resources. It provides seed money for community initiatives and grants for youth service programs.

Many in the community service movement seem pleased with the strong wording of the legislation, especially the reassurance that "community service programs are intended to complement and not replace governmental responsibilities," and in the appeal for private sector assistance. An important illustration of the government's commitment to promotion is its funding of the Points of Light Foundation. The Foundation is an independent national nonprofit designated by the legislation to receive \$23 million over the next three years. It serves to motivate the corporate world and citizens in becoming active, to mobilize existing organizations and civic groups, to stimulate the replication of successful programs and publicize them through the media.

Recognition and support of civic participation facilitates the maturation of the community service movement. It is perfectly clear that the country's volunteer service movement is making a difference in the community.

But to go beyond 1,000 points of light as a citizen means one must take caring or commitment off campus or out of one's own neighborhood, beyond the yellow ribbons and soup kitchens and into the third sector, the private sector and the town halls. The very idea of community service is that there is a place and a need for the resources of every citizen.

*Reprinted with permission from Community Jobs (May 1991), "the employment newspaper for the non-profit sector."*

# Planning a Volunteer Position

## A Worksheet for Staff from VM Systems

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**T**his worksheet is intended to assist staff in deciding what type of volunteers could be of assistance to them.

### Potential Job Areas

In thinking about how and where volunteers might be involved in your area of responsibility, there are factors that you might want to consider. You might, for example, want to think about creating volunteer jobs through consideration of the following categories of work:

- Are there areas of work that staff don't want to do? This may be because they are not skilled in that type of work, or are too skilled for the work, or else simply have a preference to concentrate their efforts in another area.
- Are there areas in which there is too much work for staff to do alone, and for which we might create volunteer assistants who can extend staff resources? These assistants might work directly with a staff person or could do tasks that benefit all staff.
- Are there areas in which we can extend services because volunteers would allow us to begin work that we cannot now even consider undertaking?

You might also want to consider the creation of volunteer jobs based on the recipients of the service. Consider the following:

- Jobs that are of direct assistance to an individual client. (counseling, visitation, etc.).
- Office administrative help (information services, filing, messengers, etc.).
- Direct assistance to staff (research, training, computer assistance, etc.).
- Outreach (fundraising, client marketing, speakers bureau, etc.).

### Volunteer Job Design

Keep the following keys in mind as you think about the specific work you would like the volunteer to do:

- The work must be meaningful and significant, both to the agency and to our clientele. The work must be needed and should be interesting to someone. This means that your volunteer job must have a "Goal" or a "Purpose" that the volunteer can work to accomplish.
- The volunteer might be able to feel some "ownership" and

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*VM Systems is a volunteer management consulting firm. Sue Vineyard and Steve McCurley, internationally known trainers and writers on volunteer-related topics, are the principals.*

"responsibility" for the job. Volunteers are not robots, but must feel that they have some input into and control over the work they are asked to do. This will mean including the volunteer in the flow of information and decision-making within the office.

- The work must fit a part-time situation. Either the work must be small enough in scope to be productively approached in a few hours a week, or else it must be designed to be shared among a group of volunteers.
- Volunteers must be "worked with." They should be assigned to work with staff who are capable of supervising their activities in a productive fashion, and providing ongoing direction, evaluation and feedback. What arrangements will you need to make in order to ensure this supervision of the volunteer?

### Scheduling the Volunteer Job

The more flexible the timeframe of the volunteer job, the greater the likelihood that we can find someone who will be willing to undertake it. Think about the following as different options for the job:

- Can the work be done to a totally flexible schedule at the discretion of the volunteer?
- Are there set hours during the week when we need the volunteer?
- Could the work be done on evenings or weekends?
- Must the work be done on-site at our office?

### Assessing Managerial Readiness

The following considerations must also be addressed in thinking about a new volunteer position:

- Do we have adequate assigned workspace for the volunteer?
- Have we assigned a supervisor for the volunteer?
- Do we need to provide any orientation or training for our staff before they work with the volunteer?
- Do we have a clear idea of the qualifications we will be looking for in a prospective volunteer?
- Do we know what training the volunteer will need to do his or her job the way we want it done?
- Do we have a firm description of the goals and objectives of the work to be done?
- Do we have a plan for including the volunteer in our office activities and communications flow? ■

# Winning Staff Support for Volunteers

## Guidelines from VMSystems

### **Enact an Overall Policy on Volunteer Use**

- Adopted, supported by top policy makers
- Integrated into overall agency plan/budget for activity, growth
- Policy encourages, but does not require volunteer use

### **Conduct Research/Assessment with Staff**

- Staff's previous experience with volunteering
  - As a volunteer
  - In an agency with volunteers
  - Supervising volunteers
- Staff attitudes toward use
  - Opinions on fears, limits, difficulties
  - Needs prior to use

### **Conduct Individualized Job Development Process**

- Interviews with staff
  - *"What parts of your job do you really like?"*
  - *"What parts would you prefer not to do?"*
  - *"What things would you like to do, but don't have the time or skills or resources?"*

### **Provide Staff Orientation and Training**

- Background on agency volunteers
- Knowledge of procedures and policies
- Clarification of roles and responsibilities

### **Monitor After Placement**

- Qualifications/commitment
- "Fit"
- Role clarification
- Comfort

### **Give Staff Involvement in Management**

- Feeling of control
- Support and lines of communication

### **Provide Feedback and Recognition**

- Management information on volunteer use
- Examples of success and new types of volunteer use
- Rewards and recognition for good users

# The VAL Index for 1990

The following index lists every article that appeared in each quarterly issue of VAL in 1990. The index is organized by title (then author, department, issue and page number) in chronological order by category.

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

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

## ADMINISTRATION (see also RECRUITMENT)

- Episodic Volunteers: Reality for the Future. Nancy Macduff, SPRING 1990, p. 15.
- A National Volunteer Week Extravaganza: Easy as 1-2-3. Cindy Vizza, SPRING 1990, p. 18.
- Valuing Time: A Top Priority in the '90s. Sue Vineyard, SPRING 1990, p. 23.
- Determining Who Will Do What—Volunteers and Staff. Terrence H. Dunn, Ph.D. SUMMER 1990, p. 20.
- Volunteer Orientation: What Do You Do After You Say Hello? Loretta Gutierrez Nestor and Carol Neckar, SUMMER 1990, p. 22.
- Managing Cultural Diversity in Volunteer Organizations. Loretta Gutierrez Nestor, Winter 1991, p. 18.
- Six Key Factors in Managing Volunteers. Dawn Kepets-Hull, SUMMER 1990, p. 27.
- Sustenance: Providing Support for the Short-Term Volunteer. Nancy Macduff, Winter 1991, p. 22.
- Valuing Diversity. Loretta Gutierrez Nestor and Carl Fillichio, Winter 1991, p. 20.

## ADVOCACY

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- Nonprofits' Risk Management and Insurance Institute Opens. The National Council of Nonprofit Associations, Advocacy, SUMMER 1990, p. 30.
- Study Finds Volunteers Subject to Lawsuits. The Nonprofits' Risk Management & Insurance Institute, Advocacy, FALL 1990, p. 21.

## BOARD DEVELOPMENT

- Building Your Board. Brian O'Connell, Winter 1991, p. 31.

## CHILDREN (See also YOUTH and HOMELESS/HUNGRY)

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- Good Grief Program Helps Children Deal with Death. Cindy Vizza, News, SPRING 1990, p. 12.
- Parent Aides Are Valuable Aids in Child Abuse Prevention. George Bryan, Jr., SPRING 1990, p. 27.
- 'Shooting Back': Homeless Kids Learn a New Art and Skill. Cindy Vizza, News, SPRING 1990, p. 5.
- UCG—First Company to Support 'I Have a Dream' with Funds and Employees. Judy Haberek, News, SPRING 1990, p. 10.

- The CASA Volunteer—A Child's Tireless Advocate. Joan Brick, News, SUMMER 1990, p. 5.

## COMMUNICATIONS

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- The Many Uses of Surveys. Communications Workshop, Winter 1991, p. 15.
- Ten Tips for Faster Writing. Robert Byler, Communications Workshop, Winter 1991, p. 14.

## COMMUNITY VOLUNTEERING

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- United Against Social Problems: Volunteer Groups Meet Enemies 'Head On.' Cindy Vizza, News, SPRING 1990, p. 6.
- Community Gardeners 'Grow' in Public Housing Developments. Cindy Vizza, News, SUMMER, p. 8.
- Volunteering to SHARE Food and Community Service. Cindy Vizza, News, FALL 1990, p. 7.
- Community Building for Fun and Future in Duluth, Minnesota. Mary M. Evans, News, Winter 1991, p. 5.
- Community Service for All Law Students—Goal of Pro Bono Student Group. Judy Haberek, News, Winter 1991, p. 8.

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- Boise Cascade Employees Boost Children's Reading Abilities with 'Libraries for Literacy.' Cindy Vizza, News, SPRING 1990, p. 10.
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- Valuing Diversity. Loretta Gutierrez Nestor and Carl Fillichio, Winter 1991, p. 20.

## DISABLED

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## FUNDRAISING

- Making Your Events Special: How to Produce Successful Events for Nonprofit Organizations.* Reviewed by Steve McCurley, Books, SUMMER 1990, p. 35.

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- "The Most Peculiarly American Type of Volunteering." *Fostering Volunteer Programs in the Public Sector* by Jeffrey L. Brudney. Reviewed by Steve McCurley, Books, SUMMER 1990, p. 34.
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What's Happening with Volunteering at the State Level. Cindy Vizza, News, FALL 1990, p. 5.

### **HEALTH CARE VOLUNTEERING**

In Arkansas, Physicians, Dentists, Pharmacists Volunteer for 'Access to Care.' Cindy Vizza, News, FALL 1990, p. 6.

La Jolla Auxiliary Volunteers Pledge One Million Hours. News, SUMMER 1990, p. 11.

### **HOMELESS/HUNGRY**

'Shooting Back': Homeless Kids Learn a New Art and Skill. Cindy Vizza, News, SPRING 1990, p. 5.

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### **INSURANCE**

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### **INTERNATIONAL VOLUNTEERING**

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### **PROFESSIONAL DEVELOPMENT**

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### **RECRUITMENT**

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Targeted Volunteer Recruiting. Rick Lynch, FALL 1990, p. 24.

### **RESEARCH**

Association Volunteering in Community Valued at \$3.3 Billion. The American Society of Association Executives, Research, SPRING, p. 13

Educational Needs in Volunteer Administration. Jeffrey L. Brudney, Ph.D. and Mary M. Brown, M.P.A., Research, SUMMER 1990, p. 31.

IS/Gallup Survey Reveals Sharp Rises in Giving and Volunteering. INDEPENDENT SECTOR, Research, FALL 1990, p. 13.

New Survey Reveals Surprisingly High Levels of Teen Volunteering. INDEPENDENT SECTOR, Research, Winter 1991, p. 16.

### **SELF HELP**

A Winning Combination: Jobs and Housing. Cindy Vizza, News, SUMMER 1990, p. 10.

### **STUDENTS (see CHILDREN and YOUTH)**

### **TEENAGERS (See YOUTH)**

### **TRAINING (See ADMINISTRATION)**

### **VICTIMS**

Helping Victims Survive the System in Northern Virginia. Judy Haberek, News, Winter 1991, p. 12.

### **VOLUNTARISM/VOLUNTEERING/VOLUNTEERISM**

Bush Honors 19 Individuals, Groups in PVAA Program's Ninth Year. Richard Mock, News, SPRING 1990, p. 8.

*The Good Heart Book: A Guide to Volunteering* by David E. Driver. Reviewed by Steve McCurley, Books, SPRING 1990, p. 31.

*Volunteers in Action* By Brian O'Connell and Ann Brown O'Connell. Reviewed by Steve McCurley, Books, SPRING 1990, p. 31.

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New Survey Reveals Surprisingly High Levels of Teen Volunteering. INDEPENDENT SECTOR, Research, Winter 1991, p. 16.

What's Happening with Volunteering at the State Level. Cindy Vizza, News, FALL 1990, p. 5.

'We Can Find Meaning and Reward.' President George Bush, As I See It, Winter 1991, p. 2.

### **YOUTH (See also CHILDREN)**

UCG—First Company to Support 'I Have a Dream' with Funds and Employees. Judy Haberek, News, SPRING 1990, p. 10.

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President Bush Signs National Service Act into Law. Advocacy, FALL 1990, p. 21.

Youth Volunteer Corps: An Education Outside the Classroom. Youth Volunteer Corps, News, FALL 1990, p. 10.

New Survey Reveals Surprisingly High Levels of Teen Volunteering. INDEPENDENT SECTOR, Research, Winter 1991, p. 16. ■

# Books

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## North of the Border: Volunteer Management Books from Canada

By Steve McCurley

**Curing Terminal Niceness: A Practical Guide to Healthy Volunteer/Staff Relationships** by Marilyn MacKenzie. VM Systems, Downers Grove, Ill., 1990.

**Building Credibility with the Powers that Be** by Gail Moore and Marilyn MacKenzie. VM Systems, Downers Grove, Ill., 1990.

**Working with Volunteer Boards: How to Improve Their Effectiveness** by Diane Abbey-Livingston and Boh Weile. Ontario Association of Volunteer Bureaux/Centres, Toronto, Ontario. Revised edition, 1988.

**Volunteers Working Together** by Dorothy Pitters-Strachan, Judy Kent, Paul Tomlinson and Jim Shaw. National Office - Skills Program, 1600 James Naismith Drive, Gloucester, Ontario K1B 5N4, 1986.

*(The first three are carried by Volunteer Readership, 1111 N. 19th Street, Suite 500, Arlington, VA 22209, (703) 276-0542. Write or call for a free catalog and/or price information.)*

Since the days of de Tocqueville, speakers everywhere at volunteer recognition ceremonies have extolled volunteering as a "uniquely American tradition." While accurately so, it is nice to remember that America has more

Steve McCurley is a trainer, speaker and author in the volunteer field and reviews books on a regular basis for VAL.

parts than just the middle portion which we occupy and that volunteering appears to be alive and well both to the north and south of us.

This current crop of publications on volunteer management serves to remind us of that fact and at the same time to

**All of these books convey the clear image of a system where the volunteers are at least of equal importance in creating, operating and managing programs, and are very often of much greater importance than staff.**

show us some of the differences between volunteering in Canada and volunteering in the United States. As someone once noted of the British and the Americans, they are "one people, separated by a common language." It might be said in reference to volunteering in the United States and Canada that we are, in many ways, "one field, separated by a common management system."

To understand that statement, one has only to examine these four books, which are quite like those produced in the United States, but are at the same time quite different in their approach and their applicability. Let us first consider the books separately, in terms of their content, and

then return to what makes them uniquely and interestingly different.

Gail Moore and Marilyn MacKenzie are two of Ontario's premier consultants in volunteer management and often have appeared at conferences in this country. *Building Credibility with the Powers that Be* is a guide to obtaining personal, programmatic and organizational power. It is written almost as a personal workbook to help the reader identify reasons for believing in themselves, their skills and their worth to their organization, and then to assist the reader in planning and implementing a campaign to deliver the message of that worth and value to others within their organization and within the broader community. At the same time, it provides a guide-in-miniature to the volunteer helping systems of both the United States and Canada, citing resource groups at the national and local level who can assist in the process of building credibility for a volunteer coordinator or volunteer program. All in all, a handy volume if you've been feeling under-appreciated lately.

Marilyn MacKenzie, in *Curing Terminal Niceness*, takes the credibility problem to a different subject, the relationships between volunteers and staff. Working primarily through "case study vignettes," *Curing Terminal Niceness* examines both how to avoid volunteer/staff conflicts and how to deal with those which do arise. At one point it lists major staff concerns (too little time to supervise, lower service quality, lack of confidentiality, replacement of paid employees) and systematically provides ways of dealing with each difficulty. At other points it introduces the most elegantly named characters (Menda Gleek, Freda Founder, Bob Studios, Mike Motion, Maybelle Mute, et al) to illustrate principles in well-crafted Plays of the Absurd. I think that a lot of trainers probably will be swiping training exercises from the case studies in this book, which only shows that they know a good thing when they steal it.

*Volunteers Working Together* was written for the Sports Fitness Program in Canada as a workbook for volunteers who were operating local recreation, fitness and sports programs. It is a workbook that takes the reader through the principles of volunteer management (from climate assessment, planning, job selection, recruitment, training, recognition) and then takes this newly formed volunteer team through the processes of

planning a successful project in which they can work together (climate, communication, support, negotiation, positive politics).

It is crammed full of short worksheets, inventories, checklists, assessments and other evaluative tools.

**It is nice to remember that America has more parts than just the middle portion which we occupy and that volunteering appears to be alive and well both to the north and south of us.**

It is also full of wonderful illustrations, my favorites being the ones that illustrate the different "Blocks of Communication," showing all types of human expression from the fire-breathing talker governed by excessive emotion to the armor-clad knight demonstrating defensive behavior. One of the illustrations is charming enough to convey the feeling of an old James Thurber cartoon on the war between men and women.

*Working with Volunteer Boards* always has been my favorite board training manual, ever since its first edition. It has been through two editions since then and deserves to be reprinted forever, with periodic revisions because they just seem to be making it better and better. The text is divided into sections that deal with various potential board problems ("We can't get enough good board members," "Board meetings are terrible," "We decide to do things but nothing happens," etc.). Each section contains a brief description of the problem (worded as a case study), a questionnaire to be completed by members of the board, a key to the meaning of the pattern of responses to the questionnaire, and lecture notes for a trainer delivering a workshop on the problem addressed in the section. In short, everything that a consultant would love to have access to.

And if that isn't enough, the back segment of the book (labeled subtly, "Developmental Activities") contains even more training exercises and tools. My favorite is a series of questions on working

out relationships between volunteers and staff. "What I currently do in my job," "I imagine you think I am doing the following," "Currently I think you are doing the following in your job," "I think you should be doing the following on your job," "What I think I should be doing in my job," "I imagine you think I should be doing the following." At the end of this exercise the conflicting parties will be too confused to argue, "Who's on first?"

Now back to what makes all of these books different from those we commonly see written in this country. After reading these hooks, their case examples, and even their overall tone, you get a clear sense that volunteer management in Canada really is different than volunteer management as it is currently written about in this country. The system of volunteer involvement in Canada still places primary importance on the volunteers, and not just on citizens who are acting as unpaid employees working for paid staff.

All of these books convey the clear image of a system where the volunteers are at least of equal importance in creating, operating and managing programs, and are very often of much greater importance than staff. In short, a system much like that of this country's 20 years ago before agencies and programs reached a size and complexity that have resulted in staff dominance. In a way, these books are a nice guide to "the good old days" of pure volunteering in this country, before an over-emphasis on corporate management techniques took over.

**These four books are quite like those produced in the United States, but are at the same time quite different in their approach and their applicability.**

On the other hand, if you're a volunteer coordinator from a small agency or from a rural community, still blessed with an old-fashioned style of operation, or you're in any agency that still cares about real involvement and empowerment of volunteers, then you'll feel right at home with all of these books. ■

## Communications Workshop

(Continued from page 16)

voice from the VNR and substituting their own announce track.

■ **Quality:** Remember—your VNR is competing with broadcast news-quality tape. Shoot your VNR with news footage in mind; keep sound bites short and to the point, and avoid commercial-like shots and sophisticated effects.

■ **Supers:** Never superimpose your own written information on the actual videotape. Use a "slate" at the start of the VNR to identify sound bites, locations, etc. TV news departments generate their own characters and "supers" in their own style.

■ **Stand ups:** Never use a stand-up reporter. Stations do not want a reporter appearing in their newscast who is not on their staff.

■ **Sign-offs:** Always have your announcer sign off with a standard outcue: "This is John Doe reporting." Stations using the package intact need the tag line.

■ **Graphics:** Good graphics can enhance a VNR. A graphic, especially if animated, will increase your production cost. However, stations are attracted to graphics to demonstrate trends.

A word on production houses. If you have a video news release in mind, but not the in-house capability to prepare it, you will need a production house or agency.

Fortunately, there are scores of skilled production houses nationwide, often staffed by former network news and major market producers, reporters, cameramen and editors. We would be pleased to provide you with a list of experienced producers in your region.

When selecting an outside producer, consider the following:

■ **Costs:** Costs vary by region, and by the complexity of the project. Location, travel, shooting time, availability of stock footage, graphics, the tape format—all enter into the equation. Video production is competitive. A reasonable range for production of a typical 90-second VNR package with b-roll and slates is \$7,000 to \$18,000. Distribution costs will range from \$4,800 to \$12,000 depending on your needs, including usage monitoring.

■ **Experience:** Insist on seeing a producer's demo or station reel of VNRs and make sure they understand your industry or topic. ■

# Tool Box

**Volunteer Ministries: New Strategies for Today's Church.** By Margie Morris. Newton-Cline Press, 421 Sam Rayburn Fwy., Sherman, TX 75090, (214) 892-1818. 1990. 162 pp. \$15.95.

*Volunteer Ministries* provides practical information for revitalizing and managing today's volunteer ministries. The book includes detailed instructions and examples of management tasks, such as how to write a job description, how to profit from conflict, how to write a mission statement, how to make meetings matter, how to help volunteers succeed and how to publicize volunteers' achievements.

**Stronger Together.** Central Volunteer Bureau of Ottawa-Carleton, 256 av. King Edward Avenue, Ottawa, Ontario K1N 7M1, (613) 232-4876. Free.

This handbook is directed primarily at volunteer coordinators in mainstream organizations to increase their awareness of the mutual rewards and benefits of having people from ethnic minorities involved in their programs. The handbook also includes crucial background information and tips for working with ethnocultural volunteers.

**New Writers' Voices.** Literary Volunteers of New York City, Inc., 121 Avenue of the Americas, New York, NY 10013, (212) 925-3001. 1991. Paperback editions, \$3.50 each plus \$2.00 for shipping and handling for orders less than \$25.00; for orders more than \$25.00, add 10% of the order. Make checks payable to Literacy Volunteers of New York City.

A series of books written by adult literacy students who want to share their experience and knowledge with other students to encourage them to become writers. Some of the books are written at the most basic level of grade one; others contain a range of levels, grades one to five. Three new titles just published are: *Make Way for August*, Mamie Moore's story about herself, her daughter and their pet guinea pig August, *Taking Charge of My Life*, an anthology dealing with conquering addictions, prejudices and homelessness; and *Speaking Out on Work*, another anthology of stories about job hunting and a variety of work situations.

**Writers' Voices.** Literary Volunteers of New York City, Inc., 121 Avenue of the Americas, New York, NY 10013, (212) 925-3001. Paperback editions, \$3.50 each plus \$2.00 for shipping and handling for orders less than \$25.00; for orders more than \$25.00, add 10% of the order. Make checks payable to Literacy Volunteers of New York City.

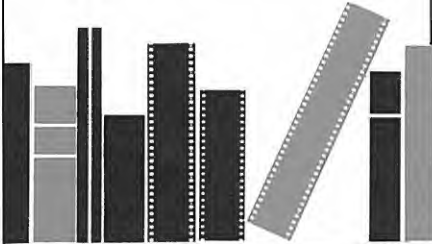
A series of 12 titles offering fiction and non-fiction by well-known authors for adults learning to read. The collection consists of unedited excerpts from works by Ray Bradbury, Alex Haley, Mark Mathabane, Gloria Naylor, Priscilla Presley, Mario Puzo, Ahmad Rashad, Sidney Sheldon, Anne Tyler, Abigail Van Buren and Tom Wolfe. The excerpts were chosen to reflect experiences and issues of interest to all readers.

**Academic Centers and Programs Focusing on the Study of Philanthropy, Voluntarism, and Not-for-Profit Activity.** INDEPENDENT SECTOR, 1828 L Street, NW, Washington, DC 20036, (202) 223-8100. 1991. \$10.00 per copy prepaid (\$7.00 for IS Members and Associates) plus \$2.50 for shipping and handling. For bulk discount information, contact the publications department at IS.

A new directory that provides an overview of the growing number of academic programs focusing on philanthropy and voluntarism offered at colleges and universities nationwide. This is an update of an earlier 1988 report profiling 19 academic centers. IS's latest directory looks at 26 centers and includes statistics about the programs, courses, degrees, faculty, scholarships, finances and other activities. The book also profiles each program and the workshops each center provides.

**INDEPENDENT SECTOR 1990-1991 Publications.** INDEPENDENT SECTOR, 1828 L Street, NW, Washington, DC 20036, (202) 223-8100. Free listing of IS publications.

INDEPENDENT SECTOR'S latest catalogue of books, reports, scholarly analyses, studies and other publications designed to help the volunteer community.



Compiled by Kate Whalen

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**Youth Service: A Guidebook for Developing and Operating Effective Programs.** INDEPENDENT SECTOR, 1828 L Street, NW, Washington, DC 20036, (202) 223-8100. 1990. \$12.50 per copy prepaid (\$10.00 for IS Members and Associates) plus \$2.50 for shipping and handling.

A manual for the growing number of groups and individuals across the country who want to design and improve youth participation programs. It provides examples of actual youth community service projects that have been completed and offers suggestions for youth program models that can be integrated into the existing organizational structure of schools and youth agencies.

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**Profiles of Excellence: Achieving Success in the Nonprofit Sector.** E.B. Knauft, Renee A. Berger and Sandra T. Gray for INDEPENDENT SECTOR. Jossey-Bass Inc., Publishers, PO Box 44305, San Francisco, CA 94144-4305, (415) 433-1767. 1991. \$22.95.

In *Profiles*, INDEPENDENT SECTOR presents in-depth case studies of 10 nonprofits of different sizes and types to identify key factors that contribute to top performance by nonprofits. The book identifies four factors that make the difference between outstanding performance and just getting by: a clearly articulated sense of mission, a dynamic leader, an involved and committed governing board and the ability to raise funds and motivate volunteers.

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**Accent on Recognition.** Fifth edition. Philanthropic GIFT, Randy Fox, PO Box 10214, Silver Spring, MD 20914, (301) 680-6135. 1991. 72 pp. Free.

This latest edition of a handbook on how to say thank you to volunteers and donors includes examples and illustrations of everything from cards and letters to personalized booklets and donor recognition walls. It also contains two new chapters, one covering 10 ways to thank major donors and the other on how to start a major-donor giving club. Includes a glossary of words to use when writing copy for certificates and awards.

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**FAMIL, Part II: Sentencing Through Release.** The New York City Voluntary Action Corporation, 61 Chambers Street, Dept. F, New York, NY 10007, (212) 566-5950. Part I in vinyl ring binder, \$10.95; Part I without binder, \$9.95; Part II without binder, \$9.95; Parts I&II in vinyl binder, \$17.95; Parts I&II without binder, \$16.95. Prepaid.

Part II is the second half of *FAMIL*, "A Guide to the Criminal Justice Process for Families of Offenders and Those Serving Them," prepared by the Task Force on Criminal Justice of the Mayor's Voluntary Action Council in 1986. Part I, dealing with New York City's responsibility, explained what happens, step-by-step, between arrest and sentencing. Part II, dealing with New York State's jurisdiction, begins with sentencing and ends with discharge.

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**Your Guide to Effective Publications: A Handbook for Campus Publications Professionals.** By Kevin J. Arden and William J. Whalen. Council for the Advancement and Support of Education. CASE Publications Order Department, 2700 Prosperity Ave., Fairfax, VA 22031-4307. 1991. 167 pp. \$24 for CASE members; \$32 for nonmembers prepaid (includes shipping and handling). Specify book #20022.

Arden and Whalen share the fruits of their combined 80 years of publications experience in this new and revised edition of CASE's 1965 original *Effective Publications for Colleges and Universities*. The book is a textbook covering such topics as organizing the publications office; editing and writing techniques; using photography and artwork; buying composition and printing; campus publications; stretching your publications dollar; and how to break into print and how to keep in style.

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**Safety Network.** National Coalition for the Homeless, 1621 Connecticut Ave., NW, 4th floor, Washington, DC 20009. (202) 265-2371. Four-page monthly newsletter. Free subscription—donations appreciated.

This newsletter reports on national policy initiatives and litigation, as well as events around the country relating to homelessness. The coalition also publishes a variety of publications ranging from homeless statistics to reports on food and shelter programs.

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**A Profile of Older Americans.** American Association of Retired People, AARP Fulfillment, 1090 K Street, NW, Washington, DC 20049, (202) 872-4700. 1990. Free up to 50 copies.

AARP's *Profile* documents important information on the fastest growing population group in the United States—people 65 years of age and older—including statistics, maps and charts and graphs pertaining to marital status, living arrangements, racial and ethnic composition and geographic distribution.

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**Empowerment Resources: Pro-Active Management/Employee Strategies.** ODT, Inc., PO Box 134, Amherst, MA 01004, (413) 549-1293. Prices vary—write or call for descriptive listing.

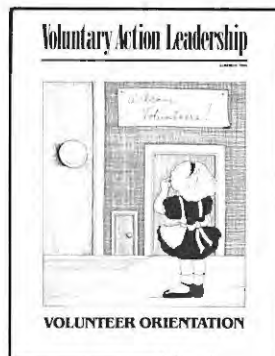
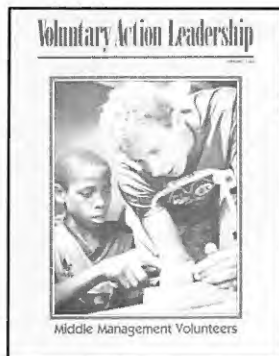
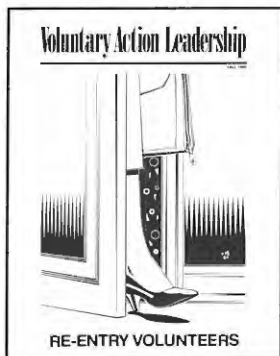
ODT Inc. offers five kits for management/employee strategies: "Upward Feedback and Appraisal," "Cultural Diversity—Valuing Differences," "How to Receive a Performance Appraisal," "Difficult Situations" and "Upward Influence."

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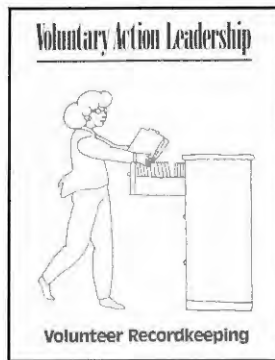
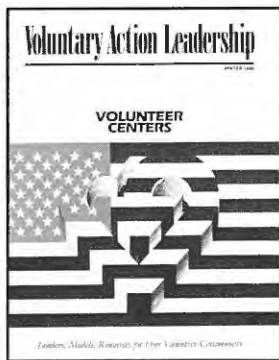
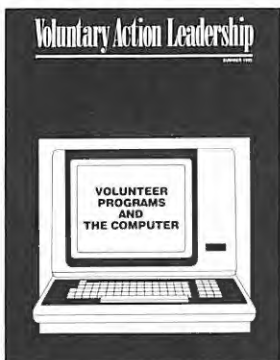
**Working with People from Diverse Backgrounds: Some Tips for Relating.** By Carmen Colin & Diane Johns. ODT, Inc., PO Box 134, Amherst, MA 01004, (413) 549-1293. 1990. 6 pp. Free.

This six-page flyer includes a diversity awareness inventory, a comparison of North American white urban corporate values vs. other cultural values, and data on racial identity vs. ethnic identity, as well as many other tips.

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# Volunteers

# Hearts *at work*



The spring poster is brought to you by the Minnesota Masonic Home Care Center, Bloomington, Minnesota. It was designed by employee and volunteer Doug Zincke. You may reproduce this camera-ready art for your own volunteer recruitment and recognition purposes.

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# Calendar

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

- June 27-29     **Boulder, CO:** *Youth Involvement: Strengthening Community Through Partnership*  
This 2nd annual conference, sponsored by Partners for Youth Leadership (PYL) on the campus of the University of Colorado, will provide speakers, clinics, workshops and social activities on the keys to successful youth involvement programs, program implementation and youth potential in community programs nationally.  
*Fee:* \$250 adults; \$175 youths. Groups of five or more must be submitted together and will receive \$20 off each registration fee.  
*Contact:* PYL, 250 Arapahoe, Suite 301, Boulder, CO, (800) 972-4636 or (303) 443-5696.
- June 30-  
July 6     **Fort Collins, CO:** *Summer Concordia: A New Order of Leaders*  
Presented by Renaissance Educational Associates (REA) at Colorado State University, Fort Collins, CO, this 4th Annual Leadership Institute is designed for participants to learn and apply new, effective attitudes and behavior, and to reflect on ways of thinking and acting that may have inhibited leadership. Ten full-time facilitators will help participants examine their current leadership roles through forum discussions, one-on-one conversations, journal writing and seminar activities. Space is limited to 36 participants.  
*Fee:* \$825. A \$200 deposit is required with registration; the balance is due by June 1. Lodging \$225 double occupancy; \$285 single occupancy - includes meals and access to recreational facilities on CSU campus.  
*Contact:* REA, 4817 North County Road 29, Loveland, CO 80538-9515, (303) 679-4309.
- July 7-12     **Boulder, CO:** *Volunteer Management Program: First Level Workshop*  
Sponsored by the University of Colorado at Boulder, Office of Conference Services, this workshop will involve administrators of volunteer programs (those relatively new to the profession) in creative learning experiences led by national leaders in the field, private consultants and professionals currently administering successful volunteer programs.  
*Fee:* \$245, \$260 if postmarked after June 17, includes admission to all sessions, instructional materials and refreshment breaks.  
*Contact:* Office of Conference Services, Campus Box 454, University of Colorado at Boulder, Boulder, CO 80309-0454, (303) 492-5151.
- Oct. 18-19     **Rochester, NY:** *National Compeer Training Conference*  
This two-day conference, sponsored by Compeer, Inc., is designed for those who recognize the need for a one-to-one supportive relationship for the mentally ill who are in need of community support and for those who are in a position to set up such a program. Application deadline is September 13.  
*Contact:* Bernice Skirboll, Executive Director, Compeer, Inc., Monroe Sq., 259 Monroe Ave., Suite B-1, Rochester, NY 14607, (716) 546-8280.



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