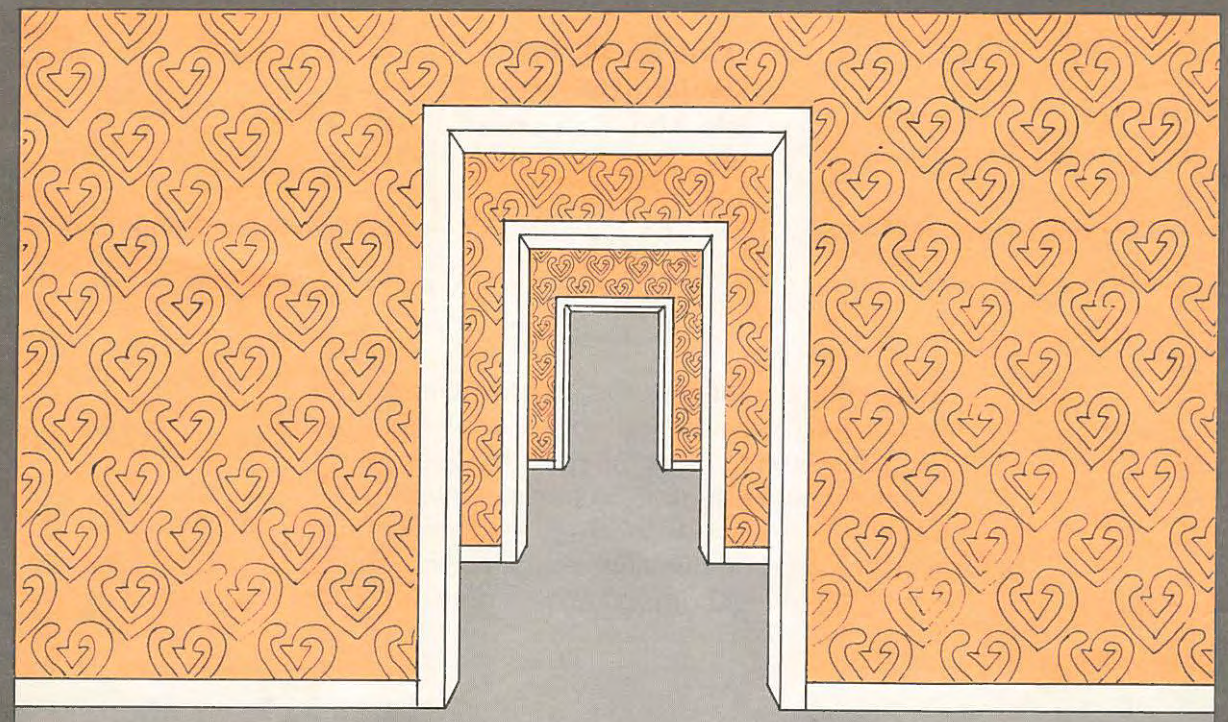
Voluntary Action Leadership

WINTER 1983

Inside: The Annual Status Report on Volunteering



THE NONPROFIT BOARD IN 1983

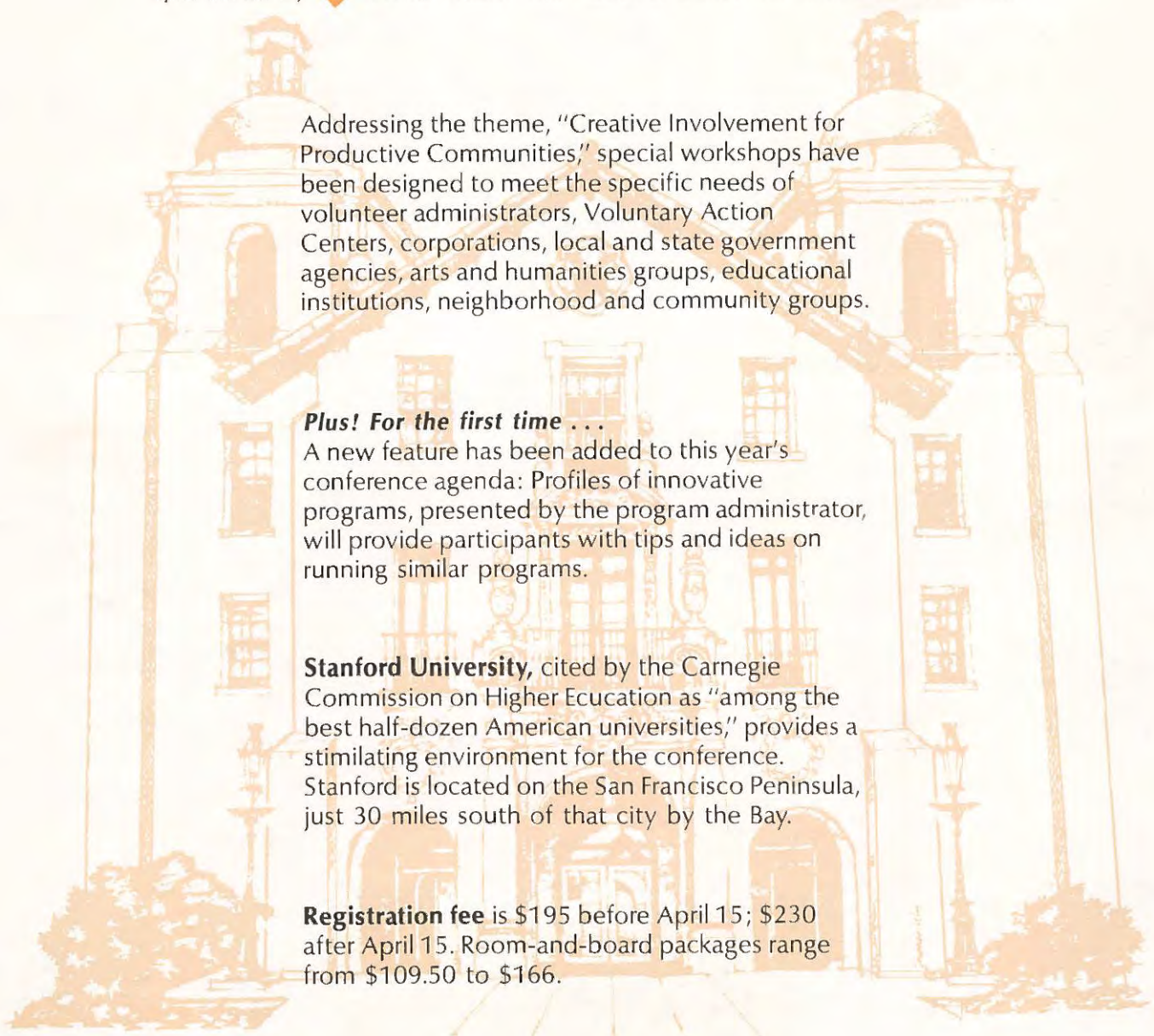
Growing Expectations... Greater Responsibilities

You are invited to join **Peter Haas,** Chairman of the Board, Levi Strauss & Co. . . . **Eva Schindler-Rainman,** trainer and author . . . **Walter Davis,** AFL-CIO Director of Community Services . . . **John McKnight,** Associate Director, Center for Urban Affairs, Northwestern University, and **over 30 other trainers** at

THE 1983 NATIONAL CONFERENCE ON CITIZEN INVOLVEMENT

June 26-30, 1983
Stanford University
Palo Alto, California

Sponsored by VOLUNTEER: The National Center for Citizen Involvement



Addressing the theme, "Creative Involvement for Productive Communities," special workshops have been designed to meet the specific needs of volunteer administrators, Voluntary Action Centers, corporations, local and state government agencies, arts and humanities groups, educational institutions, neighborhood and community groups.

Plus! For the first time . . .
A new feature has been added to this year's conference agenda: Profiles of innovative programs, presented by the program administrator, will provide participants with tips and ideas on running similar programs.

Stanford University, cited by the Carnegie Commission on Higher Ecucation as "among the best half-dozen American universities," provides a stimilating environment for the conference. Stanford is located on the San Francisco Peninsula, just 30 miles south of that city by the Bay.

Registration fee is $195 before April 15; $230 after April 15. Room-and-board packages range from $109.50 to $166.

For a **conference brochure** outlining program and housing details, contact: Kris Rees, Conference Coordinator, VOLUNTEER, 1111 N. 19th St., Suite 500, Arlington, VA 22209.

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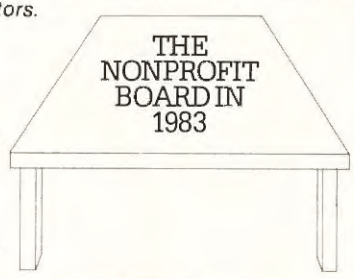

Departments

Comment

A Double Feature

BUDGET CUTS ... STAFF LAY-OFFS ... REDEFINITION of services and eligibility ... program reductions or terminations. Neil Karn lists these common problems facing today's nonprofit board volunteer in his article on page 14. His title—"The Business of Boards Is Serious Business"—sums up the general theme of our cover feature on the role and responsibilities of the nonprofit board in 1983.

You'll find all of the articles summon a call for serious action. To deal with a new set of problems in the face of "the increasingly litigious context within which boards must operate," Karn urges board members to return to the basics. Supplemented by Don Bates' guidelines for trustees (page 19) and Steve McCurley's explanation of legal liability (page 16), Karn's article focuses on a nonprofit board's primary responsibilities.

Today, there is a growing chance that board members can find help in understanding their duties and learning skills to execute them right in their own community. Such training is the focus of a three-year project called Building Better Boards for Community Organizations. John Weber describes this educational opportunity for board volunteers on page 20.

Out of all this serious business comes innumerable positive benefits for our board managers as well as for the recipients of their endeavors. Dr. Eva Schindler-Rainman cites, for example, the opportunity to give as well as to receive, to create rather than depend on tradition or habit, to act rather than react, to welcome change rather than resist it (page 12). Forecasting the future and how certain trends will affect nonprofit boards of directors, Schindler-Rainman offers board members a list of challenges "to continue the tradition of providing humane, human resources in a time of transition."

* * * *

In our annual status report on volunteering (page 22), Ken Allen describes the volunteer community's efforts to find creative new solutions to meeting needs in 1982. "If the 1960s were years of idealism and revolution, the 1970s of introspection and search for meaning, then the 1980s increasingly are characterized by a pragmatic involvement of people in problem-solving," he writes.

The report also focuses on President Reagan's private-sector initiatives program in 1982 through which he did much to promote volunteering across the nation. When C. William Verity, Jr., chairman of the President's Task Force on Private Sector Initiatives, submitted his final report to the President in December, he included several statements of interest to volunteer leaders. One recommended new charitable contributions plans for corporations and foundations as well as for individuals. Another outlined ways the Task Force could enhance the atmosphere for volunteering—efforts which began in 1982 and will continue throughout this year. You'll find these recommendations beginning on page 25.

In wrapping up our Task Force summary we include a fact sheet and two sample speeches on volunteering in general. They are several products of the Task Force's Marshalling Human Resources Committee, which emphasized the widespread promotion of volunteering in a booklet called "Volunteers: A Valuable Resource." You may reproduce and distribute these resources for your own recruitment and recognition purposes.

I hope you enjoy this issue.

Brenda Hanlon

Voluntary Action NEWS

Pittsburgh's Volunteerama Attracts 500 New Volunteers

By Ann Roper

A three-day celebration honoring a community's volunteer spirit took place in Pittsburgh, Pa., last fall at the headquarters building of U.S. Steel Corporation.

Called "Volunteerama," the event was co-sponsored by U.S. Steel and KDKA Radio, the city's leading station. It was a first-of-its-kind affair conceived primarily to acquaint Allegheny County residents with the need and opportunities for volunteer involvement in Western Pennsylvania.

On hand to educate the estimated 18,000 visitors about these options were 72 (24 each day) health and human services agencies, a representative cross-section of the more than 500 nonprofit organizations using volunteers countywide. Selected by certain criteria and coordinated by the Pittsburgh Volunteer Action Center of Information and Volunteer Services, agency representatives sat in specially constructed modules in the upper lobby of the building, distributed literature and answered questions of potential volunteers. Their appeal was aimed particularly at individuals who could provide professional assistance to agencies who needed help in the areas of tutoring, translating, accounting, fundraising, communication services, computer operation and other fields requiring a particular expertise.

David M. Roderick, chairman of U.S. Steel, formally announced the unique event at an August 25 media briefing. "The current recessionary times have placed a double burden on the public, private and voluntary sectors: to do more with less," he said. "The only way this can be accomplished is to enlist the help of volunteers. What we do for others is not sacrifice—but an invest-

(Continued on next page)

Photos by Dave Rentz

U.S. Steel's headquarters (l.), site of Pittsburgh's highly successful Volunteerama (rt.).

ment for our mutual benefit."

Advance publicity for the event was broad and diverse to obtain maximum exposure. KDKA Radio, along with other radio and television stations, led off its promotion by airing multiple public service announcements. The station also broadcast an editorial by Daniel Friel, KDKA vice president and general manager, on opening day, which stressed the importance, benefits and need for accelerated volunteerism.

Newspaper ads and editorials, TV spots and messages on the Three Rivers Stadium scoreboard during major sporting events supplemented these efforts. Roderick personally endorsed the event by appearing on four local radio and television programs. The Allegheny County Commissioners arranged for the display of large Volunteerama banners at the County Courthouse and on 20 major bridges leading into the city. A special logo was designed and used as letterheads on thematic stationery, news release forms, brochures and posters.

On opening day, the 62-story office building was decorated to create an inviting and festive atmosphere for the thousands of employees, tenants and visitors. The lobbies were transformed by the use of brightly colored clusters of balloons, and 16-foot long banners of geometric design hung from the 30-foot high ceilings. A large patchwork quilt made by volunteers to depict the "Great Things About Pittsburgh" was exhibited at the main entrance.

On the expansive plaza of Pittsburgh's tallest structure, an eye-catching, five-story high cold air balloon was appropriately bannered and tethered to the base of the plaza fountain to serve as the event's centerpiece. Mobile units from the Salvation Army, Red Cross, Bloodmobile and Meals on Wheels were on display during the three days. Other outdoor features included KDKA Radio broadcasting the three hours of daily activity from its "Rainbow Machine," a mobile studio used on location. Musical groups performed at a special presentation area to complete the attractions.

Pittsburgh's first Volunteerama concluded with the awarding of seven prizes and a balloon release from the plaza "stage."

Within a week, more than 500 persons indicated their interest to serve in some form of volunteer capacity, and the staff of the Volunteer Action Center began speedily processing responses in an effort to link volunteers to agency need. U.S. Steel offered to make its computer facilities available to expedite the matching process.

By all accounts, Volunteerama succeeded in developing public awareness and a deeper understanding of the vital role volunteers play in the Pittsburgh community and of the various satisfying options available to prospective enlistees.

Ann Roper is the director of the Young Volunteers in Action program of the Pittsburgh Volunteer Action Center of Information and Volunteer Services.

And On the West Coast . . .

TRW's 2nd Volunteer Fair A Huge Success

The 1982 TRW Employee/Community Involvement Fair introduced the services of a wide range of community programs to potential recipients and volunteers during lunchtime on three days last fall at the company's Space Park facility in Redondo Beach, Calif. Sponsored by TRW's Community Relations and Affirmative Action Program offices, the Employee Charity Organization, and the Volunteer Center of the South Bay, the fair attracted scores of TRW employees to the more than 100 participating charitable and volunteer organizations. The daily activities featured something for everyone.

'Early Man' Projects Enrich Thousands of Students' Lives

By Linda Thornburg

A program using volunteers to teach elementary and secondary school students about evolution has, through the efforts of one of its original volunteers, spread from the West to the East Coast in recent years. Called the Early Man Project, the program began when Rose Lowenstein, an expert in Old World Prehistory at UCLA's Museum of Cultural History in Los Angeles, got the idea to share with students UCLA's collection of primitive art.

In the late '60s, Lowenstein began training volunteers to teach the story of human evolution to students. They illustrated human development with the stone tools from the UCLA Museum's partial Sir Henry Wellcome collection, which had been acquired from the British Museum.

The program became immensely popular in the Los Angeles area school systems. Volunteers taught one day a week and continued their education on another day at the Museum where they familiarized themselves with the entire collection of Old World stone tools, such as English "thumb-nail" scrapers, hand-axes, daggers, chisels.

When Nancy Bernard, one of the volunteer teachers, moved to Greenwich, Connecticut, in the mid-'70s, she sought involvement in the local archaeological foundation. The group had not been particularly active but wanted to make archaeological knowledge and activities a viable part of the community. With Bernard's help, the group staged a Day of Archaeology, which included lectures and a dig. Bernard gave a talk on the Los Angeles program and offered to start a similar project in Connecticut. Out of the 40 participants at the event, 12 wanted to become volunteer teachers.

The response and enthusiasm of the group delighted Bernard. She convinced the UCLA Museum to loan the group a set of tools called a "type" collection, and began training the volunteers. Through a series of lectures and observations of classroom presentations, Bernard taught Lowenstein's methods to the Connecticut volunteers.

As in the Los Angeles area, the demand for the program has grown. Volunteers now teach in New York State's Westchester County and Connecticut's Fairfield County. They are called the Archaeological Associates of Greenwich and currently have four type collections on loan from UCLA. Expenses are paid entirely from small contributions donated by individual schools.

Volunteer teachers spend about an hour in classroom sessions. There is no lecture pattern for the presentations. The volunteers let students handle the tools, explain their functions and answer questions.

"There is no other place in the school curriculum where students get this kind of history," Bernard says. "We stress that humans had a long evolution and that cooperation and adaptation are a big part of that history. We know that up to 10,000 years ago there is not much evidence of war. Humans had to cooperate fully just to survive."

New volunteers must spend from six to eight months in observation and training before they are allowed to conduct a class, as this is the best way to learn how to teach, Bernard says. All volunteers seem to increase in feelings of self-confidence and self-worth through their involvement in the program. They are rewarded with intellectual stimulation and the excitement of introducing students to evolutionary concepts.

The program, which has introduced about 50,000 children to the concepts of prehistory, continues on the West Coast under the support of the UCLA Museum of Cultural History and the direction of Pat Geffner.

Bernard doesn't see expansion in Connecticut as a priority of her group because, she says, the demand for commitment and concentration is great and the group now has enough of a challenge maintaining the program's quality. However, one of the Connecticut volunteers who now resides in Washington, D.C. has put her archaeological knowledge to another use. She became a docent in the Smithsonian's archaeological program. Bernard has expanded her own activities to include a position as a paid teacher of archaeloogy in a Bridgeport, Conn., continuing education program.

Nancy Bernard (rt.) uses stone tools to illustrate history of human development to Los Angeles school children.

Linda Thornburg is a freelance writer in the Washington, D.C. area. She has written several News stories for VAL in recent years.

Substitute Mother Fills Void In Duke Pediatric Ward

By Kathy Eskew

The pediatric ward was perking with activity that Thursday morning. Nurses rolling clanky, metallic carts, janitors pushing loud vacuums, bells and buzzers sounding, and television sets tuned into morning cartoons all contributed to the noise and bustle.

The Duke Medical Center's pediatric ward, located in Durham, North Carolina, is a busy place, indeed. There are a lot of sick babies who demand constant attention from a hard-working nursing staff. What happens when the ward gets so busy that there is a shortage of protective and caring arms to cradle these babies?

That's when Robin Kramer steps in. She is a volunteer on the ward at Duke three mornings a week. The substitute mothering program which she founded two years ago has worked so well and has received so much positive reaction that she still has a hard time believing it.

"So much more has developed from the program than I had ever imagined," Kramer said as she straightened her Raggedy Ann and Andy smock. The week before, she had turned down the producer from a television station who wanted to come tape her in action.

Along with its founder, the substitute mothering program includes three other women who volunteer their time and maternal services to the babies on the ward.

Many parents cannot stay with their children around the clock on the ward. Some of them have to go to work, while others have children to care for at home. As a result, many babies are left without anyone to play with and cuddle them.

So, when Kramer is there she does exactly what mothers do. "I spend hours just walking with babies," she said. "I also bathe, feed and change them.

"An institutionalized infant can spend hours quite alone in a crib. When I'm here, I try to see that doesn't happen as much as I can."

The Duke Medical Center's pediatric ward has 32 beds for children ranging in age from birth to four years. It cares for babies with cystic fibrosis, pneumonia, blood diseases and meningitis, just to name a few. Many of the patients stay there for long periods of time.

A lot of infants, particularly the premature ones, who are on the ward have "totally lost out on natural mothering for the first months of their lives," explained Kramer. "And oh my goodness, they have so much catching up to do. The bottom line is that every one of them deserves to know that someone cares for them in the absence of their parents."

In the summer of 1980, Kramer, a 44-year-old mother of three whose husband, Richard, is a surgeon at Duke, decided to find a way to fill her spare time. She was then involved with teaching music to pre-schoolers, but "I was getting nowhere with teaching," she admitted.

"Infants are my favorite age group, so actually I was looking to fill a need of my own." So she decided to investigate the pediatric ward at Duke.

"The concept of a volunteer actually working along side the nurses was a very new idea and it took a long time (from July to November) for Duke to see their way clear to let me begin," Kramer said.

There are many things to learn at the outset of becoming a volunteer at a hospital, including rules about privacy and confidentiality. Now, when someone is interested in becoming a volunteer, the training session can take up to six weeks. It takes that long to see "what type of personality can handle it and at the same time benefit most by it," Kramer said.

"We're in contact with children who may die any minute and who are hooked to IVs and monitors. A sick infant is not anything like a bouncing healthy one."

Can one remain emotionally unattached? Robin Kramer finds it difficult.

"I wish that I could take them home with me and care for them. But, there's nothing I can do beyond this ward," she realizes.

That parents can't be with their children who have to stay in the hospital for long periods of time is too sad for most folks to sit down and think about, Kramer believes.

She is often "overwhelmed by how life seems so unfair." One of the ward's patients, Michael, has been at Duke for his entire fifteen-month life. Kramer has known him since the day he came on the ward from the nursery.

As she holds, kisses, scolds, strokes and loves Michael, it is clear that Kramer is Michael's favorite. It is also clear that the program she once dreamed of is a success.

"I'm attached to Michael, but my joy that he will go home is what gets me through."

Not only has her original dream and expectation been fulfilled, it has been surpassed. But, Kramer has a new dream ... "that the success of this program could happen in other places."—*Reprinted with permission from North Carolina Visions (Fall 1982), the quarterly publication of the North Carolina Governor's Office of Citizen Affairs.*

Robin Kramer holds Michael, a patient for 15 months in Duke Medical Center's pediatric ward.

Kathy Eskew, a senior at North Carolina State University, wrote this article while serving as an intern at the North Carolina Governor's Office of Citizen Affairs last fall.

Their One Plea: 'Let Us See Our Grandchildren'

By Maggie Riechers

They asked state lawmakers for help. Now they're turning to Washington for a federal law guaranteeing them access to the grandkids.

Across the nation, grandparents are organizing to secure rights to visit or get custody of grandchildren if their own children separate, divorce or die. They have become a vociferous group of activists, and according to American Bar Association figures, have successfully lobbied 40 state legislatures for laws giving grandparents at least some visitation or custody rights.

For these grandparents, the pain of a son or daughter's divorce or death is compounded by separation from their grandchildren. It is this strong desire to he reunited, plus a belief in their inherent right to see their grandchildren, that mobilized grandparents around the country.

Luella Davison is a founder of Grandparents Anonymous, a national clearinghouse of information on state laws and a lobbying group. It began when 10 grandparents met in her Sylvan Lake, Mich., home in 1976 to talk about problems in getting access to their children.

"We call our organization Grandparents Anonymous so grandparents won't be afraid to call and talk," she says. "Often what they may say to their children or sons- or daughters-in-law is later held against them."

Gerrie Highto was one of the movers behind the grandparents' rights legislation passed in Maryland in 1980. Her daughter's divorce and the problems her friends faced when their children separated—one grandmother crept behind bushes in a schoolyard just to get a glimpse of her granddaughter—sparked her to action.

"I decided we had to get a bill passed," says Highto. "You wait your whole lifetime for grandchildren and then you discover they can be withheld from you."

Highto and her band of activist grandparents took to the streets and got petitions signed in every part of Maryland. When the time arrived for the bill to be voted on, Highto used her own money to rent buses and transport people from Baltimore to Annapolis to cheer on the legislators, who passed the bill.

Doris Jonas Freed, a New York family law attorney who chairs the American Bar Association's Custody Committee, agrees with grandparents who believe the extended family should be cherished, not divided in custody battles. She feels the basis of any custody law should be "the best interest of the child."

Freed and the association want a model grandparents' rights law drafted and adopted uniformly by all states rather than by Congress because of the question of constitutionality. "Laws pertaining to the family are within the exclusive province of the states," she says. Such a model law would put the burden on the parent who opposes grandparent visitation to show why the grandparent is not fit to see his or her grandchild.

"Just because grandparents don't get along with their in-laws doesn't mean the children should be deprived," says Freed. "You can be a very good grandparent even if you are not such a great mother- and father-in-law."

These grandparents use words such as "roots, stability and heritage" when describing their feelings. They want their grandchildren to have a sense of family and family history.

When Highto testified for a federal grandparents' rights bill, she said, "What we want is to produce a generation of children with a real sense of roots and heritage."

Reprinted with permission from USA Today, December 23, 1982 edition.

Foundation Helps Women 'Put Money Where Values Are'

By Linda Thornburg

Volunteering time—to work for equality, to fight for dignity, and to help others secure their rights—has always been a major component of the women's movement. But in San Francisco, a foundation that funds Bay area women's programs and helps women deal with personal financial issues, evolved out of the premise that money is just as important as time in the continuing struggle for women's equality.

The Women's Foundation was started in 1979 with seed money donated by two elderly women who wanted to be sure that their eventual charitable bequest would benefit women specifically. They knew that although women control nearly half of the country's wealth, few charity dollars go to organizations set up to help women.

"We believe there is a very definite connection between the inability of women's programs to raise money and women's own lack of knowledge about how to spend money," says Marya Grambs, co-director and board member of the Foundation. The organization is helping to change that situation with three programs to encourage women to "put their money where their values are," Grambs says.

The first program deals with investments. It is run by a committee, which conducts seminars on money management for women and explores corporate "track records" regarding women. The committee looks at such factors as number of women (if any) on a corporation's board of directors, promotion patterns of female employees, and availability of day-care for employees. This information eventually will be made public through the foundation's quarterly newsletter. The investment committee also interviews financial professionals in the Bay area to determine which ones are responsive and sensitive to the concerns of women. This information will be used in a referral service for women.

The Women's Foundation's second program area is fundraising. In 1982, the organization raised $280,000. Although the emphasis is on contributions from individuals nationwide,

local foundations such as Levi Strauss, the San Francisco Foundation and Chevron also contributed last year. In addition, in its effort to tap the giving potential of working women, the Foundation has organized volunteer committees of professional women in each of the Bay area's five counties. Through networking at luncheons, phone-a-thons, direct mailings, these committees have enlisted a large number of women donors.

All money is used to carry out Foundation programs, including the funding of some of the 50 proposals for women's projects received by the group so far.

Guidelines and the allocation of funds for these programs make up the third item on the Foundation's agenda. This year the Women's Foundation will award $80,000 in program grants. Priority will be given to local programs that aid single mothers, women of color, older women, disabled women, girls, and women in rural areas; that allow the client populations a voice in the decisions about program content; and that provide economic and leadership development.

"Many professional women who have so far been alienated from the women's movement can make an impact on women's equality by making contributions to women's programs a line item in their budget," Grambs says. "We stress that volunteers ought to give of their money as well as their time. In fact, we've started a 200 Club, where volunteers are asked to give $200 a year for just that reason—to challenge women to give."

Of course the Foundation relies on volunteer time as well as money. The 10 women who compose the board of directors are all volunteers. Committee members are volunteers, and those who promote the organization through formal public relations efforts, networking and informal fundraising are volunteers. Volunteers also give the seminars on money management, work in the office and conduct the referral service. A community development advisory council of 50 women and men also provides time and talent.

For more information, contact The Women's Foundation, 3543 18th St., San Francisco, CA 94110; (415) 431-1290.

Communications Workshop

Selling Your Message on Videotape

By Richard D. White

(In the last issue, Rich White explained how his organization produced two different PSAs on videotape for mass distribution to the nation's broadcast and cable television stations. (See "How to Tell Your Story on Videotape," Communications Workshop, fall 1982 VAL.) Here, he finishes the story with a look at how the videotapes were packaged and distributed.)

IT IS BECOMING INCREASINGLY evident that creative approaches to public service announcements (PSAs) about your organization's services should be considered when seeking free television air time.

Federal funding cutbacks and threats of more "trimming" are forcing voluntary organizations to solicit public support through the media. Thus, competition for free television air time is increasing.

Competition for cable television time is also increasing as more and more advertisers become aware of the low-priced advertising rates and generally affluent viewers of this rapidly expanding medium.

In the fall issue, I described how Women in Community Service (WICS) produced a videotape, showing who we are and what we do, for broadcast television as well as cable TV. There were two segments on one tape: a news actuality—a 90-second report designed for use by local television news broadcasters—and a five-minute mini-feature prepared for cable television programming.

Its purpose was to generate national publicity regarding the unique services and opportunities offered by our organization—not only to inform the public about WICS but also to encourage young viewers to contact WICS about free education and training and to recruit volunteers for WICS.

Long before we began writing the scripts for our videotape, however, we

Rich White is the director of public information for Women in Community Service, a national volunteer organization that helps young women improve their lives through education and job skills training.

discussed our marketing strategy. For example, we knew that in the near future, the demand for public service air time is not likely to decrease. A major television station receives 50 to 100 requests every day to air PSAs. There are 700 local broadcast television stations across the country and over 4,770 cable TV systems in 13,000 communities.

Cable television is fairly new, inexpensive, and so far, less competitive. It was our prime focus because of its large target audience. Approximately 30 million households—nearly 30 percent of all television households—subscribe to cable television today. Some areas, such as Appalachia, have only cable TV. For WICS, the large number of young women in this area in need of education and job skills training was an audience we wanted to reach.

Besides the favorable prospects of cable television, we were aware of the trend toward expanded news broadcasts, both locally and nationally. Early morning news shows, mid-day reports, longer early evening newscasts, and late night news specials are cropping up everywhere. This is why we included a news actuality on our videotape.

Once the videotape cassettes were stacked on the shelf, it was time to get the message to the television station.

The Package

You've heard the old saying, "You can't tell a book by its cover." Well, in packaging a videotape, the cover is crucial. Certain packaging prerequisites are expected if your tape is to be given serious consideration by the station's public service director.

The outside of the box in which the videotape is packaged should give complete information about its contents, including who is sending the tape—name, address and phone number; the title of the videotape; start and stop dates if it is seasonal, a special event or a campaign.

Once the box is opened, the director should find the tape with at least a script containing a description of each scene and the narrative. A storyboard is better, but often not feasible. The storyboard includes drawings or photographs of each scene along with the corresponding spoken words.

Reply cards are optional, but a brief cover letter should also be enclosed in the package. (A note about reply cards: Many organizations include these self-addressed, stamped cards requesting public service directors to indicate whether or not they aired the announcement and if so, how many times and when. In our case, it just didn't work. Some stations returned the card after checking, "No—we do not intend to use your PSA." Other stations returned the card marked, "Yes—we did use your PSA five times during the week of June 10." Most stations, however, did not return the cards, including those we knew who did air the tape.)

The Right Contact

Make certain that after packaging the tape properly, you get the message to the right person at the station. Call to get the correct spelling of the public service director's name. Television stations are known for their high turnover rate. The director who was there last month might not be there now. Chances are, the new director will give attention to the mail addressed to him/her personally before opening packages addressed to a predecessor.

Although our organization hand-carries tapes to stations and telephones on occasion, surveys indicate that the majority of stations prefer receiving the videotape package by mail rather than in person or discussing it over the phone.

Using this direct mail packaging approach, we contacted the top cable networks and individual multi-system cable operators whom we felt would be interested in airing the mini-feature. One advantage of this method is that these networks have the ability to make the tape available to their affiliate stations.

The Satellite

Another way to disseminate a videotape message is via satellite! We transmitted our news actuality via satellite to over 150 broadcast television stations across the country. The cost of this one-time transmission was $200—substantially less than the cost of duplicating 150 tapes and paying for postage to mail each one separately. It is uncertain the number of local stations who chose to use this 90-second tape. The satellite feed is comparable to a wire service supplying written news for newspapers. It is up to the individual station to select what it wants to use.

Satellite transmissions and direct mailings sound impressive, but we have been equally successful with personal one-on-one contact with television station personnel. We have utilized our volunteers, employees, even board members, to make appointments at local stations to encourage the station manager or director to look at the videotape and put it on the air. As both segments of our videotape lend themselves to local adaptation, our people in the field can provide that local material first-hand.

The Tape's Many Uses

Besides its newsworthy and entertainment value, the videotape has proven to be valuable in a number of other situations. We have used the videotape for in-house volunteer orientations and training workshops and for exhibits at conferences and special events.

We recently arranged to transfer the 3/4" videotape to an 8mm cartridge format so it could be placed on the portable Fairchild machines we have in many of our field offices. This opened an entirely new outlet for expanded organizational visibility. Local volunteers and employees simply push a button to show prospective volunteers or interested individuals a five-minute film about the organization.

We will continue to search for innovative ways to use the videotape to meet our objectives. The topics we address—youth unemployment, women in poverty, education and job skills training, and volunteering—are timely and newsworthy. Our message is simply, "We can help."

The more people we can reach with this message, the more people we can help. The videotape news actuality and mini-feature are viable means to that end. ♡

Effective Boards in a Time of Transition

By Eva Schindler-Rainman, D.S.W.

EFFECTIVE AND CREATIVE boards in a time of transition—a challenge and an opportunity. Indeed, this means an invitation to revise, review and change.

From Second to Third Wave

It is a time of transition in the world, in this country, in our communities. We are moving from an industrial to a post-industrial society, or from an industrial to a service society, or, as Alvin Toffler says, "from the second to the third wave." We are moving from the no longer to the not yet, from the way it was to the way it will be as a world, as a country, as a province, as a voluntary sector, as individuals, as family units—transiting from the past to the future. Transitions have their own crisis of opportunity, their own characteristics. They are fascinating, but sometimes also frustrating.

Five key transition trends are selected here because they affect boards in important ways.

From Plenty to Limited Resources

The first transition is from a feeling of plenty to doing more—better—with less. We are pressured to do more with less, but the expectations of our clientele and consumers are rising at the same time. We are living in a time of limited resource management. Decreasing monetary and material resources challenge us to look at and/or develop new resources.

We are struggling with increasing needs and expectations as well as increasing sophistication of consumers in a society where changes are more rapid and more complex than ever before. This requires the integration of wisdom and technology at much higher and higher levels of skill and collaboration.

Margaret Mead once said that all of us over 30 are immigrants to the culture under 30. Thus, she summarizes the rapidity of the changes and the need for us to be aware that the changes are fast, vast, complex and sometimes difficult.

Changing Values

A second trend reflects changing values—from values that we thought we were sure about to values in transition. Here are four examples:

- From one loyalty to multiple loyalties and roles in the family, the community, and the workplace. This might mean that some board members do not want to stay on for long terms, not take on vast and exhausting responsibilities. Multiple roles and loyalties are challenging dynamics in board functioning.
- From permanent commitments to temporary, short-term commitments ("commitment" used to mean lifetime, or at least a long time). Now it may be commitment to the moment, or to some hours, or commitment to a month of service. Certainly, it has implications for boards.
- From an unquestioning respect for authority to confrontation and questioning of authority and decision makers whenever possible. This change is reflected in such articles as "Increasing Risk at the Top," which points out that when you are a decision maker, you may have to deal with such things as liability and malpractice suits.
- From an emphasis on conformity to an appreciation of the beauty of difference. We are beginning to appreciate diverse people, and we are beginning to appreciate that differences make for a richer menu of ideas, ideals, contributions and resources.

From Turfdom to Collaboration

A third major transitional change is that we are moving from organizational turfdoms to collaborative networks and coalitions. We are discovering new ways of giving service. This includes sharing audio-visual expertise, development of interorganizational teams, cross-system telephone conferences, collaborative development of educational video and audio tapes, and the bartering system, such as using a trainer from one system and a trainer from another one to work on a reciprocally beneficial and united

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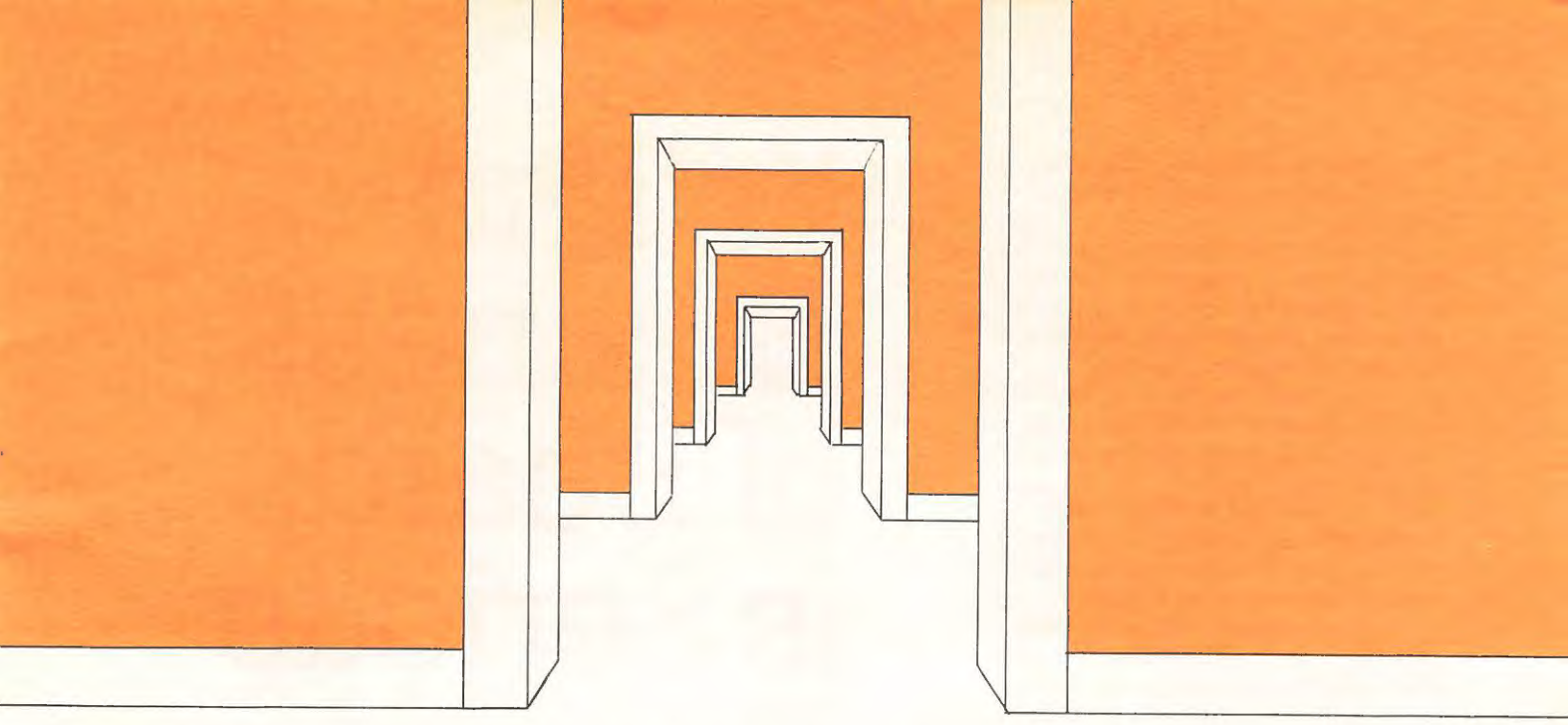
A **board** is a group of diverse persons who have been selected, elected, anointed or appointed to direct skillfully and make policies, and to achieve the objectives and/or mission of a particular system. **System** refers to institution, agency or organization.



cause. There is an emergence of flatter decision-making structures where authority is given to local units to make decisions as needed instead of waiting for weeks for word from high up before they can act. There is also movement from single to shared and temporary leadership patterns. Shared, cooperative delivery of services are also of great concern to decision makers.

There is a development of new rules for volunteers and new alliances with the corporate sector. Collaboration is one of the most exciting developments of these transitional times. Collaboration is a process that may result in federations, coalitions or networks. Collaborating is a skill we shall need to learn.

Quality of Life Concerns

A fourth change is from little or no concern to increasing concern about the quality of life, or an increasing concern about the under-utilization of human, financial and material resources. The Gallup study commissioned by the INDEPENDENT SECTOR found that there are more people ready to volunteer than ever before. Eighty-two percent of the population is available to volunteer, and of the women who are volunteering, more of them are professional and have a job away from home. Different kinds of people are available, and new ways to detect, select and place them must be found. Also, boards of directors must look at the hours that agencies are open, and the kind of opportunities that are offered to people who may not be available between eight and five, Monday through Friday.

This trend to increasing concern about the quality of life challenges agencies and organizations not only to expand services and volunteer opportunities but also to find ways to bring these opportunities to people who may not know how to get involved. This may include the young and the older, the newcomer, or persons who come from different lifestyles, racial, ethnic or religious backgrounds; persons who have not always been welcome, and do not know how to offer their services, their time and their resources. It is becoming increasingly evident that many old and tried methods of recruitment do not work with populations whose cultures are different from the predominant one(s).

Changing Life Styles and Roles

The fifth trend is from an understood and generally accepted series of lifestyles to changing roles of men, women and families. Time availability is changing, and so is the demand by both men and women for what they want to do; many of the so-called "clear" jobs are in transition, from secretarial and financial positions. It is also widely accepted that anyone can learn to be a leader, whether they are experienced or not, young or older, female or male.

It is important to be aware of mobility of families and individuals. Mobility may depend not only on the man's job anymore; it may depend on the woman's job. Also, there are families who are not separated in the legal sense, but are apart geographically because they work in different locations.

Challenges

These trends—as well as a board's tasks and responsibilities—imply new challenges:

1. One challenge for board members in a time of transition is to develop a cohesive, productive group. This means developing trust in each other and in the staff, for you cannot have productivity without trust. There is need in modern systems for intimacy, for participation, and for cohesion in order to get the set task done.

2. A second challenge is to develop participative methods of work and decision-making.

3. It is essential to learn to appreciate and utilize differences of style, skills, background, sex, age, experience and roles, and therefore to utilize better the resources of both staff and volunteers.

4. Board members must learn about and adapt modern management techniques to lead skillfully and effectively.

5. It helps to see resistance to change as normal, and to utilize and understand the ideas and input of resisters. Often, when a change is needed, like-minded people get together, make unanimous recommendations, and verbalize these at a time when the resisters are not there. Instead, people who question and resist the change should be involved early in the process. They may be a goldmine of ideas that would not be available if they are ignored. Also, resistance decreases when these persons are involved, and their ideas listened to and utilized.

6. There is also a challenge to develop a resource file, or skill bank, listing the skills of board members and staff, so

they can be tapped in a variety of ways rather than being limited to a given job or position.

7. Another challenge is to develop a short-term and a longer-term calendar of organizational work, and send it to all committees and staff so that collaboration within the system can occur.

8. It is also important to review regularly the productivity of board meetings, including space, meeting design and participation pattern.

9. It is a challenge to develop ongoing training for board members. This may be one educational item on each board meeting agenda or done separately.

10. It is necessary to develop clear communication lines with executive or chief administrative officer and other staff, as deemed appropriate.

11. It is time to develop volunteer policies and personnel records.

12. Also, it is useful and helpful to mentor, enlarge and change relationships with other organizations and systems, and to encourage organizational participation in relevant collaborative efforts.

13. Board members must be willing to risk initiation of change.

14. It is of prime importance to understand and be willing to implement the fact that the board makes policy, and that staff carries it out. The board sets the guidelines for management. The staff operates the agency and its programs. Mutual respect and trust for the differing but complementary roles of board and staff make for a fine, effective, creative, productive organization.

In conclusion, board members have the opportunity:

- To guide, not goad
- To lead as well as follow
- To give as well as to receive
- To act rather than react
- To create rather than depend on tradition or habit
- To involve rather than mandate
- To make interdependent rather than independent
- To welcome change rather than resist it
- To celebrate "step" movement and progress rather than grieve for the not yet accomplished.
- To be excited, puzzled and optimistic rather than concerned, depressed and overwhelmed.

Effective boards in a time of transition are needed to continue the tradition of providing humane, human services. ♥

The Business of Boards is Serious Business

By G. Neil Karn

First things first and second things not at all.—Peter F. Drucker

SERVICE ON A POLICY-MAKING board of directors was never for the cavalier, but its moral and legal responsibilities in this age of increasing accountability and decreasing resources are a bit frightening. The lives and well-being of millions of fellow citizens are affected daily by the decisions and actions of such boards.

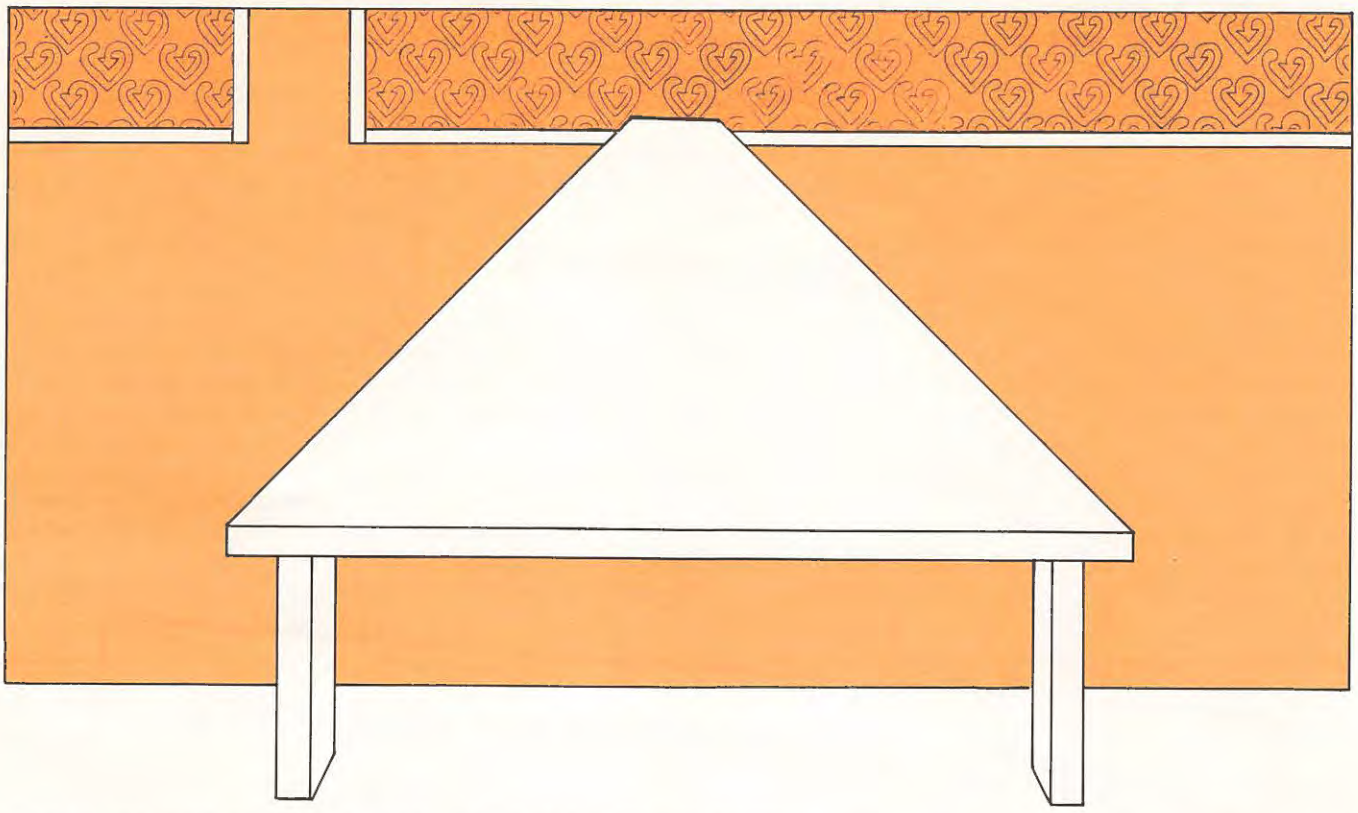
Board decisions once involved new wings for hospitals, demonstration programs, increased services, expanded eligibility. Today, board members are more likely to struggle with budget cuts, staff lay-offs, the redefinition of services and eligibility, reductions and outright terminations of programs. In many instances, citizen boards must decide who among the many deserving gets served.

Neil Karn is the director of the Virginia Division of Volunteerism, an agency mandated to serve nonprofit organizations in the Commonwealth of Virginia. He has led numerous board training seminars, including a workshop at the 1982 National Conference on Citizen Involvement upon which this article is based.

Complicating this moral dilemma is the increasingly litigious context within which boards must operate. Members of policy-making boards are individually and collectively liable for what the organization does. The volume of suits involving not-for-profit boards has been on a dramatic rise in the last decade, and the complex nature of decisions to be made in this era of scarce resources hardly portends any decline in litigation.

In the face of these awesome challenges, what course can the conscientious board member take? To borrow a phrase from the field of education, it is time for a "return to basics." Volunteer board members would be wise to concentrate their energies on the fundamental responsibilities of board membership, such as program budgeting, policy development, evaluating program effectiveness and financial stewardship. As Robert K. Greenleaf suggests in *Trustees as Servants,* service volunteering and the social amenities of board membership may have to be put aside:

> Too much of the public concern for the quality of society is still devoted to caring directly for individuals and not enough attention goes to caring for institutions and the way they are structured. Structural flaws can cause harm to individuals; conversely, conceptually sound and ably administered in-



stitutions can build people and enrich society.

Today, a nonprofit's focus must be unrelentingly on board business. If board members never plan the refreshments for the annual meeting, redesign a brochure, or serve as a one-to-one volunteer for the sake of concentrating on the responsibilities of board directorship, then they have set their priorities correctly.

Staff and board alike must internalize this value. The time and energy of board members are too often the result of fragmented activities. Full attention to the primary functions of board membership will fill their volunteer calendars very nicely.

What are those primary responsibilities? Board functions can be organized essentially into six broad categories:

1. Administration of the corporation
2. Program planning and budgeting
3. Evaluating organizational effectiveness
4. Retaining and evaluating top management
5. Financial stewardship
6. Constituting the community connection

The history, purpose and organization of policy-making boards certainly will differ, but these six functions apply uniformly.

Administration of the Corporation

By law, a not-for-profit corporation must have a board of directors responsible for the management of its affairs, which involve maintenance and legal direction of the corporation:

- The board of directors *constitutes and continues the legal entity* by attending to legal requirements for the conducting of agency business, such as maintaining an official record (minute book), and filing such required reports that keep the corporation in good standing and by providing for continuity by electing its successors.
- The board of directors *defines the organization's purpose* by establishing a clear statement of mission—its reason for being. It does not change without a conscious reconstitution of the corporation.
- The board of directors *determines policy* for the organization. Policy statements establish governing principles, address procedural matters and provide an operational framework. Policies spell out the organization's practices in such areas as eligibility for services, fiscal responsibility, personnel and equal opportunity. Unlike the statement of mission, policy statements may be revised from time to time to accommodate changing conditions and circumstances.

Program Planning and Budgeting

This area involves translating the organization's mission into a specific program plan, then budgeting the corporation's financial assets accordingly:

- The board of directors *defines specific needs to be addressed and target populations to be served.* For example, the board may define the need as "malnutrition" and the target population as "low-income elderly within the city limits."
- The board of directors *establishes goals and objectives in order of priority* consistent with the organization's purpose and which address the identified needs. This is the organization's plan of work, and it spells out what is to be accomplished—quantitatively and qualitatively.
- Concurrent with the development of the program plan, the board of directors *develops a realistic budget* which assigns financial resources to support the program plan. A program budget is much more than the familiar line-item budget; it is a conscious allocation of personnel and material resources

toward the achievement of program priorities. A program objective without budgeted resources is more wishful thinking than planning.

In most not-for-profit organizations, the available financial resources will be exhausted long before the list of potential goals and objectives. If resources cannot be found for an objective, it must be dropped. If the board is uneasy in dropping a particular objective, the order of priority must be changed and/or the resources redistributed. This discipline of setting program objectives that are adequately resourced forces painful decisions, but the result is a realistic program plan. It also reserves for the board of directors the fundamental decision-making power of deciding how the funds will be deployed and toward what objectives.

- The board of directors *adopts the program plan and budget annually* or on some other regular schedule. This annual planning and budgeting process constitutes a good faith effort at both fiscal and program accountability and serves to foster organizational dynamism and renewal.

Evaluation of Organizational Effectiveness

Having established policies and program goals, the third primary functional area for boards is ascertaining the organization's effectiveness in achieving its mission:

- The board of directors regularly *evaluates the accomplishment of the adopted program plan.* This evaluation should measure progress made toward specific goals and objectives articulated in the program plan. A regular review serves to focus the critical attention of board and staff on the achievement of priorities and drives them toward accomplishment. In the words of Samuel Johnson, "When a man knows he is to be hanged in a fortnight, it concentrates his mind wonderfully."
- On a similarly regular schedule, although not necessarily as frequent, the board of directors must also step back and evaluate the bigger picture. It must ask itself if the organization is truly achieving its purpose. The best environment for this probing evaluation is a board retreat or some other setting in which other board business can be put aside in order to afford sufficient time for a thoughtful reflection on the organization's reason for being.

Note: Both the regular evaluation of

Memo To: Nonprofit Board Members Re: What You Should Know About Legal Liability

By Stephen H. McCurley

With the increased authority that comes with service on a nonprofit board, the decision-making volunteer also assumes an increased responsibility, particularly from the legal standpoint: Once an individual agrees to serve on a board, he/she accepts all the responsibilities for properly managing and supervising the organization—to its best interests and by the rules under which it has been created.

Neil Karn discusses in depth the primary responsibilities of a nonprofit board member in the accompanying article. The board is responsible for seeing that each of these functions, as well as other tasks necessary for the successful operation of the organization, is carried out—either by board or staff—and is carried out properly.

Judging Performance

In determining whether a board member has adequately met his or her responsibilities for overseeing the nonprofit organization, courts look at a theoretical standard of conduct. That standard, which can vary somewhat from state to state, usually reads like the following (from the New York Not-for-Profit Corporation Law):

> Directors and officers shall discharge the duties of their respective positions in good faith and with the degree of diligence, care, and skill which ordinarily prudent men would exercise under similar circumstances in like positions.

The key points of that standard are *exercise of due care and diligence* and *good faith.* The standard generally exempts the board member from personal liability as long as he or she performs board service acting in the best interests of the organization and pays sufficient attention to the business of the organization.

The board member who acts in good faith is allowed mistakes in judgment, but is not allowed gross errors or (most importantly) to act toward his/her own enrichment rather than that of the organization.

The standard mandates active involvement on the part of the board—a director can be held liable for all acts of the board of which he/she knows (or should reasonably know) but does not oppose. That means that board members may be held responsible for actions undertaken at meetings from which they are absent.

Protecting the Board

There are a number of simple measures that can be undertaken to lessen the risk of a director's personal liability:

1. Conducting an agency risk appraisal. Think about what the agency is doing, how it is doing it, and what might go wrong in that process. Then, either eliminate the problem or train volunteers and staff in how to minimize any harm that might result. This will prevent suits from occurring, which is the best defense.

2. Be familiar with the organization's charter and by-laws. These

specific accomplishments and the occasional assessment of the achievement of the organization's overall mission need to be done. Each, in its own way, serves to keep an organization honest and accountable. Just as there is a trap in not being able to say specifically what has been achieved, there is an equally seductive trap of being obsessive about the achievement of stated objectives which may no longer be relevant.

- The board of directors must also *evaluate responsiveness to new situations.* Planning is important, but organizations must reserve some time and resources for responding to new opportunities and unanticipated needs. Although this certainly will vary with the nature and purpose of the organization, a general rule of thumb is that an organization should not plan more than 70 percent of its staff's (paid and unpaid) time.
- Finally, the board of directors must *evaluate the degree and effectiveness of volunteer leadership* in the organization. Is the board leading or following staff? A natural law of organizational dynamics is that when a board of directors abdicates its responsibilities in the balance of power between staff and board, staff will move in to fill the void that is created. This is not to suggest malicious intent. Rather, in the absence of board direction, staff will make certain that policies are established, programs developed, and budgets prepared if only in a de facto manner. Boards of directors must regularly assess whether they are upholding their end of the bargain—that volunteer leadership is alive and growing in the organization.

Retention and Evaluation of Top Management

A fourth function of a board of directors is the selection and employment of the executive director and subsequent evaluation of this top manager:

- The board of directors must *hire the right executive in the first place.* It is a critical decision. Boards who fail to establish in advance the managerial qualities they are seeking or settle for second best in their haste to fill a vacancy, frequently find themselves saddled with a long-term problem. An executive director can frequently make or break an organization, particularly a small agency. The chief administrator's style will shape the organization, so a board of

tell what the agency is supposed to be doing and by what rules it should be operating.

3. Keep informed of agency programs and personnel. Read publications and reports. Ask questions. Try to find out whether the organization is really doing its job in the community.

4. Make sure that minimum legal requirements are met. Make sure that annual tax forms are filed. Be certain that reports to funders are done on time.

5. Pick good people to be on the board. Maybe they'll correct any careless mistakes that you might make.

6. If you don't think the right decisions are being made, then object to what is going on. Your silence will be viewed as agreement with the decision. If you're really concerned about something, make sure that you keep a written copy of your disagreement, either in the minutes of the board meeting or in a separate letter of dissent.

7. Avoid any conflict of interest or semblance of a conflict of interest. If there is a possibility of conflict, make sure that you inform others about your situation, then remove yourself from the decision-making process on that issue.

8. Investigate insurance to cover your board service. This can be done either in a directors' and officers' insurance policy purchased by the organization, or by adding coverage to your personal insurance plan.

Overall, the best protection is simply to do a good job. Treat being a board member seriously, and don't accept positions on a board unless you are seriously interested in the organization and are willing to put in the work necessary to be effective.

Keeping Informed

One of the best methods of protecting yourself against suit while serving on a nonprofit board is to keep informed about the organization and be able to make informed decisions. The list below contains suggestions for the types of information that all board members should have about their organization.

1. List of current board members and their committee assignments.
2. List of current staff and their responsibilities.
3. Copy of organizational charter and bylaws.
4. Copy of most recent financial audit.
5. Copy of recent reports to funding sources, and a list of all funding sources.
6. Minutes of recent board meetings.
7. Copy of staff personnel policies manual.
8. Copy of accounting procedures manual.
9. Any other written policies.
10. Copies of any special reports or analyses done about the organization.
11. Update on current programs and projects.

Further Reading

1. Eyster, "Responsibilities of Directors and Trustees of Not for Profit Organizations," 4 *Art and the Law* 13 (1978).
2. "Not for Profit Corporation Director: Legal Liabilities and Protection," 28 *Federation of Insurance Counsel Quarterly* 57 (1977).
3. Jarvis, "The Nonprofit Director's Fiduciary Duty: Toward a New Theory of the Nonprofit Sector," 77 *Northwestern University Law Review* 34 (1982).
4. Marsh, "Governance of Non-Profit Organizations: An Appropriate Standard of Conduct for Trustees and Directors of Museums and Other Cultural Institutions," 85 *Dickinson Law Review* 607 (1981).
5. "The Fiduciary Duties of Loyalty and Care Associated with the Directors and Trustees of Charitable Organizations," 64 *Virginia Law Review* 449 (1978).

As a lawyer and VOLUNTEER's *director of program services, Steve McCurley has conducted more than 200 workshops on legal liability for nonprofit board members around the country.*

directors must thoughtfully weigh the type of person it requires. A board should pose this question to itself, "At this point in our organizational life, do we need a bold initiator, an aggressive fund developer, a savvy politician, or a smooth manager?" The board must decide and then determinedly set out to find the candidate of the highest quality. If a board fails to hire the right executive in the first place, everything else is catch-up.

- The board of directors *establishes the compensation and conditions of employment for the executive director.* The board of directors must not relinquish control of this key personnel responsibility. The board should always be in the driver's seat. The executive director serves at the pleasure of the board and should be exempt from all standard personnel policies. This is a condition of employment. Expectations must be clear and certainly equitable. Excellence should be rewarded and inadequate performance penalized. The board should establish and observe a regular schedule for salary reviews. An executive director should never be put in the position of reminding the board of the need to review his or her salary or to suggest an increase. The executive director may be asked to present a compensation package for other staff, but the establishment of the top manager's salary and benefits is strictly the board's prerogative.
- The board of directors must not hesitate *to evaluate the executive's performance regularly.* Too often, after completing an exhaustive search for a top executive, the board of directors heaves a collective sigh of relief and assumes its obligation is complete. Performance objectives should be set and regular reviews of the executive director observed. Boards should never leave an executive in doubt about his or her performance. Many boards wait until it is too late, until there are problems. In the absence of regular performance reviews, the rumblings from the board of a need to take stock of the executive can usually be translated to mean, "We've got a serious problem here!" By this time, it's usually too late.

Fairness to an executive director dictates clear expectations and regular feedback. It is one of the ironies of organizational life that the staff with most discretionary power gets the least supervision and feedback. There are 101 things an executive could be doing—fundraising, organizational development, program development, public relations, coalition building, fence mending. The question is—what should he or she be doing and is it being done well? Most professional executives welcome critiques when expectations have been made clear.

Financial Stewardship

The board is responsible for the financial integrity and solvency of the corporation:

- The board of directors must take a lead in the *development of financial resources.* First, all board members have an obligation to make a personal contribution to the organization. What right have directors to ask others in the community to give when they have not contributed a significant personal gift themselves. Second, they must be willing to assist in fundraising. This cannot be totally delegated to staff. The board's assistance can take a variety of forms, such as making personal contacts, identifying sources or engaging in fundraising events to name a few. Third, if the board's corporate abilities are insufficient to generate adequate operating resources, it must realistically invest organizational resources in competent staff and investment capital to generate additional funds.
- The board of directors must *set conditions and standards for all funds solicited in the organization's name.* This includes reviewing and approving all proposals for governmental or philanthropic support and plans for fundraising campaigns. Boards need be aware that this is a potential point of tension in board-staff relations, particularly when resources are tight and staff have worked hard to prepare a funding proposal or engineer a grant. The board must constantly be aware of the fact, and staff occasionally reminded, that only the organization itself is eligible for a tax-deductible gift, staff's hard work notwithstanding. If staff wants to have the final word, they need to incorporate as a 501(c)(3) organization.
- The board of directors must *exercise fiduciary care* of the funds entrusted to the organization's use. Board members are trustees for these public monies (outright governmental grants or charitable contributions which constitute diverted tax dollars) and have personal financial responsibility for exercising prudence in fiscal planning, controlling and reporting. Evidence of due fiduciary care includes approving the organization's budget, calling for regular financial reports and audits, insisting on appropriate policies and controls for deposits, expenditures, purchasing and investments; and avoiding self-serving policies and conflicts of interest. Boards of directors have a moral and legal responsibility for reasonable oversight of the financial affairs of the corporation.
- The board of directors must *engage in sound long-range financial planning.* The board must concern itself not only with today's revenues but also tomorrow's. Many not-for-profit organizations begin with government demonstration grants or foundation seed money. From day one, the board must develop a plan for making the transition to self-sufficiency when these funds are exhausted. Further, boards must be alert to future growth needs and plan accordingly. Will client populations increase due to changing governmental policies or economic conditions? Will capital expenditures be needed to replace worn-out or outmoded equipment and facilities? Can giving patterns be expected to increase or decrease? These are some of the questions a forward-looking, fiscally responsible board must be asking itself.

Constituting the Community Connection

The sixth function of boards involves serving as a link between the community and organization:

- The board of directors *represents the public interest.* An organization with not-for-profit status enjoys special privileges. A public trust is implicit in an organization that receives either government funds or charitable gifts, and the board of directors is the guardian of that trust. The board has a moral responsibility to the community-at-large to ensure both program and fiscal accountability.
- The board of directors *represents the interests of particular publics.* Members are frequently elected to represent such groups as the elderly, handicapped, certain neighborhoods, consumers or racial and ethnic minorities. The purpose is to ensure that the full range of community views and values are incorporated into organizational decision-making.
- The board of directors *represents*

the organization to the community. The community connection is a two-way street, and the board has a responsibility to interpret the agency and its programs to the community. This connection is crucial to image building and the development of community support. Delwyn A. Dyer and Oscar M. Williams write, "... Through this linking process the community can better understand the organization and is more likely to find ways to support it. The agency is in better position to call on the community for greater volunteer services at a lower cost."

- The board of directors *affords community sanction* to an organization and its programs. By their presence on a nonprofit board, citizen leaders help gain community acceptance. This "legitimizing" role is crucial for gaining access to both the clientele the agency intends to serve and the resource holders it needs to tap.

There you have it. Six critical functions for boards of directors. Board business is serious. It requires a large amount of hard work, but experience has shown that exercising real responsibility builds commitment to the purpose of the organization among board members and that work worth doing can be invigorating. In the words of Immanuel Kant, "The busier we are, the more acutely we feel that we live. The more conscious we are of life." ♡

How to Be a Better Board Member

Guidelines for Trustees

By Don Bates, APR

A good board of directors helps a not-for-profit organization achieve credibility, accountability and visibility. It helps the organization develop good management policies and practices that incorporate sound employee relations, donor relations and public relations. It helps to maintain fiduciary control and proper financial management. A primary responsibility is fundraising—developing and perpetuating sources of money required to make the organization solvent and successful. A good board should have an active fundraising or development committee to plan and execute a reasonable program for raising operating and special project funds.

Individually, each board member should accept responsibility for participating as follows in the programs and activities of the organization:

1. Contribute a consistent amount of time to attend board meetings, participate in board deliberations, and take part in board committees and task forces. Effectiveness is the key to involvement, not just hours in attendance.

2. Annually donate money to the organization. The amount isn't what counts—donations always vary with "ability to pay"—but the level of participation. Expert fundraisers say boards should aim for 100 percent. Everyone should give something. The final percentage can be used with funding sources to prove a case for the commitment of the board to the organization's future.

3. Promote and publicize the organization's existence and purposes with friends, family, colleagues, and others who might give time, money, equipment, furniture and other forms of support. Board members are ambassadors of good will for the organization. When appropriate, refer contacts directly to the organization's executive director for follow-up.

4. Meet informally with other board members to discuss and assure follow-up on staff and board plans. The board keeps the organization alive and functioning in the best sense—by active, voluntary participation in the organization's affairs.

5. Remain enthusiastic and committed to the organization's future, and encourage a positive, aggressive spirit among staff and members/donors. Too many not-for-profit endeavors have failed from a lack of will and participation on the part of the board—not because the organization's goals or programs weren't sound.

6. Make board participation enjoyable and productive for all concerned. Every board meeting should feature discussion of a subject of mutual concern that will allow everyone a chance to speak his or her mind. Every board meeting should feature a brief reception or food or coffee break to allow people to meet and greet one another.

Being a member of the board of directors of a not-for-profit organization is hard work. It also is a privilege. Board members can help to build and maintain programs and services that help people, the community and the nation. Such a privilege should never be taken lightly. It should be approached honestly, diligently and enjoyably for all concerned.

Increasingly, board members are the lifeline for not-for-profit endeavors. They can help an organization grow and prosper or they can watch it fail. The choice is theirs, as are the rewards. Directly and indirectly, board members help make our society stronger and more humane.

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The BBB Project

By John Weber

IF YOU SERVE ON THE BOARD OF a community or nonprofit organization, perhaps you or someone on your board suffers from:

- "Board Burnout." You're frustrated because meetings always run late, reports are submitted incomplete or not at all, frequent arguments erupt among board members and there is a general feeling that the board lacks leadership and direction.
- "Administrative Anguish." Things weren't going so poorly until you were hit with the federal budget cutbacks, threatened with a lawsuit against your organization, your executive director moved to another organization, and you received an IRS audit notice.
- "Freshman Freakout." You arrived eager and enthusiastic for your first board meeting only to find that you lacked the experience and training needed to undertake your assigned responsibilities.

While it is unlikely that these terms will find their way into the academic research journals, the point they make is this: Today's nonprofit organization board members face increasing administrative, fiscal and interpersonal demands, and to manage them successfully, they need sophisticated instruction and training.

In response to this need, the American Association of Community and Junior Colleges (AACJC), operating on funds provided by a three-year Kellogg Foundation grant, developed the "Building Better Boards for Community Organizations" (BBB) project.

BBB is establishing a network of 100 community colleges throughout the country that offer a regular curriculum of training for volunteer board members. There presently are seven community colleges, selected on a competitive basis, serving as regional demonstration centers for the project. They are responsible for "field-testing" various training activities in their own communities. Based upon their experiences and evaluation, a program delivery model will be developed. Additional colleges then will be recruited to replicate the program.

"There's been a high interest in the project within the regional centers' communities and local nonprofit volunteer organizations," reports Carol Caparosa, who will direct the project from her Washington, D.C. office at AACJC until the grant expires in 1984. "With the cutbacks and other problems nonprofit organizations are facing, board members realize that they do need to be more effective."

Caparosa cites the enlistment of the network of 100 additional community colleges as her "biggest challenge," since community colleges across the nation are also facing stringent cutbacks.

"The model that the demonstration colleges are piloting has as its basis community exploration and involvement," Caparosa continued. "They're soliciting input from the community for each phase—program planning, development and evaluation."

Prior to offering any programs, each regional demonstration center established a local advisory committee composed of various leaders within the local community representing governmental agencies, arts councils, social service organizations, educational institutions, and business and industry. The majority of the advisory committee members are also active board members of at least one nonprofit organization.

The advisory committee members helped identify a variety of needs, with fundraising, board/staff relations and finance at the top of the list. As a result, enrollment in the BBB seminars on these topics runs high. A scan of the curriculum offered at one regional center reveals a list of courses that

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John Weber is a writer in Washington, D.C., who compiled VAL's *first list of "Educational Opportunities for Volunteer Leaders" and wrote "Know Your Local Media Representatives" for the fall 1980 Communications Workshop.*

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PUBLICITY FOR VOLUNTEERS: A Handbook
by Virginia Bortin

Professional publicist Virginia Bortin has distilled her experiences of 20 years in this down-to-earth handbook, making clear the intricacies of publicity, showing short cuts, bypassing costly mistakes, and imparting general public relations wisdom. Included are sample activity time frames for the publicity campaigns for a major civic and small community event, and an outline of everything the publicist should be doing the day the event takes place. **Publicity for Volunteers** enables the volunteer-involving group to compete for print and air space with the knowledgeable professional publicist. 1981/159 pp/paper

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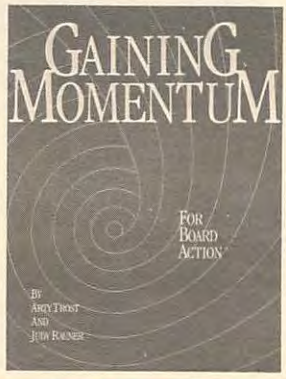

New

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Gaining Momentum is designed to help you increase the effectiveness of your board members. This practical book offers logical, orderly information in jargon-free language. The authors cover such topics as formal and informal board leadership, fundraising, budgets, publicity strategies, factors in team effectiveness and personnel policies. Each section examines the topic area thoroughly, and includes a general discussion, practical examples and helpful worksheets to help you apply these ideas to your own specific settings. **Gaining Momentum** can help you to:
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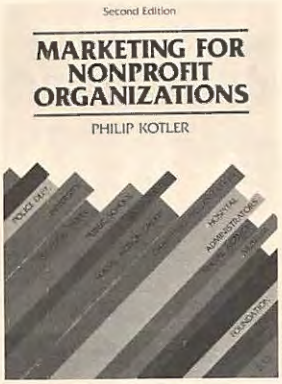

MARKETING FOR NONPROFIT ORGANIZATIONS
by Philip Kotler

Effective management of volunteers embodies basic marketing principles. If you manage or plan to manage any nonprofit organization, this book spells out the best in marketing strategies for your products, services, events and ideas. The text assumes the reader has not previously studied marketing, so it is an excellent first course for the manager of any nonprofit organization. As a compilation of marketing techniques for nonprofits, the techniques and teaching aids—illustrated with case studies—are designed to enhance your marketing effectiveness. Dr. Kotler is author of *Marketing Management: Analysis, Planning, and Control,* the most widely used book in graduate business schools. 1975/436 pp/Cloth

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EFFECTIVE MANAGEMENT OF VOLUNTEER PROGRAMS
by Marlene Wilson

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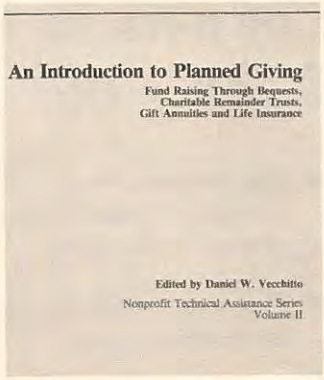

New

AN INTRODUCTION TO PLANNED GIVING: Fundraising Through Bequests, Charitable Remainder Trusts, Gift Annuities, and Life Insurance
produced by Jeffrey Lant Associates
edited by Daniel W. Vecchitto

Another publication in the Technical Assistance Series for Nonprofit Organizations, **An Introduction To Planned Giving** is exactly what its title proclaims: an introductory volume. It is designed to help you understand the basic principles of a field you need to learn about: planned giving. This manual contains sufficient, accurate information to guide you as you begin to study the initial phases of establishing a planned giving program. A valuable resource, it offers you clear outlines of program examples. It analyzes several distinct types of planned giving programs, and it evaluates the specific merits and benefits you can expect from each type. Complete with statistical tables, a resource section and a helpful selected bibliography, **An Introduction to Planned Giving** gives you a comprehensive introduction to a complex and increasingly important topic area. 1982/177 pp/paper

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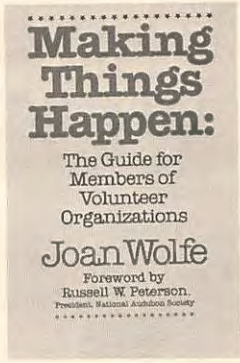

MAKING THINGS HAPPEN: The Guide for Members of Volunteer Organizations
by Joan Wolfe

Clubs and other volunteer member organizations make a rich contribution to American life. The purpose of **Making Things Happen** is to make that experience more enjoyable . . . and more effective. This book tells you how to run a meeting and how to treat your speakers. You'll learn about often-neglected details such as how to settle organizational matters, recruit new members, get publicity, cope with parliamentary procedure and hold elections. Leaders especially will profit from the points on delegating authority, directing work effectively and handling opposing points of view diplomatically. The author's practical advice will not only make things happen in your organization—it also will make them happen easily and pleasantly. 1981/139 pp/paper.

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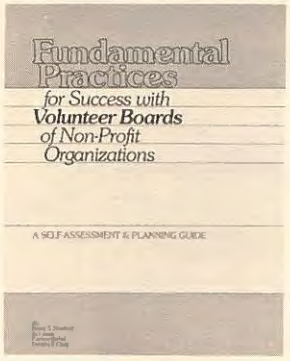

New

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by Nancy Nordhoff, Jo Larsen, Putnam Barber, Dorothy P. Craig

Fundamental Practices was written in the belief that most boards can work more effectively using resources they already have, and that an effective board is essential for an organization to survive. With this book, you and your board can compare the way you accomplish goals with the seven "fundamental practices" that the authors have drawn from years of work with a myriad of nonprofit organizations. In the examination of board practices, the authors will help you in the following essential areas:

—the role of leadership played by the board chair and executive;

—the role of the board in guiding the organization toward the fulfillment of its mission; and

—the role of the board in providing guidelines for ethical and legal obligations. **Fundamental Practices** will help you to define and evaluate the role of your volunteer board by providing practical, workable guidelines. 1982/123 pp/paper

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by Dr. Jeffrey L. Lant

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—organizing an agency fundraising process;

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New

NEW CHALLENGES FOR EMPLOYEE VOLUNTEERING. A Special Report on the California Corporate Conference.

In mid-January 1982, forty-one representatives of California-based corporations, selected nonprofit organizations and government agencies met in Napa, California. Their purpose was to discuss how employee volunteering could be used as one way to respond to the challenges being placed on the nation's business community. This booklet is a report of their discussions, insights and deliberations. Learn how corporations like Atlantic Richfield, Bank of America, Fluor, Foremost-McKesson, General Telephone of California, Levi Strauss, TRW and Wells Fargo are initiating private sector initiatives and about the challenges facing corporate community involvement programs. 1982/24 pp/paper.

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would not be out of place on an MBA's report card—investments for nonprofits, zero-based budgeting, data processing and marketing the nonprofit organization.

While volunteer board members are quite interested in obtaining financial know-how, to the surprise of some BBB curriculum developers, courses teaching managerial and leadership skills are just as popular.

"We expected high enrollment in finance and budgeting," said Marjorie Weil of Kellogg Community College. "But many of the course participants are attracted to other offerings because they are moving into such leadership roles as board officer, chairperson, committee member, and they want to get their act together quickly."

Besides the regular seminar courses, BBB programs offer a variety of tailor-made workshops and technical assistance services. The tailor-made programs are developed in cooperation with individual boards and deal with specific areas of interest to them. One example of technical assistance is the "board analysis" service developed by the Marin Community College District and Vista College, the regional demonstration centers for the Far West region. An assessment questionnaire was designed to help individual boards analyze their strengths and weaknesses. Volunteers were recruited and trained as facilitators to administer the questionnaire and to help boards identify problems that cannot be resolved internally. This service is offered at no cost; the majority of the other services are provided at the typically low-cost fees associated with community colleges.

Another BBB activity soon to begin is the training of individuals who are not currently serving on a board, but who want to become board members. In cooperation with local Voluntary Action Centers, programs are being developed to recruit and train individuals interested in serving on a board as well as organizations in need of new board members.

"The purpose of these 'board banks' is to facilitate the matching of board and board members," Caparosa says. "We hope the banks will decrease the volunteer board's picture of haphazardly recruiting board members during nomination periods." She adds that another emphasis of the board banks is to help boards scrutinize their current

situation and "determine what is lacking and what is needed."

Ann Roper, assistant director of the Pittsburgh Volunteer Action Center, which is participating in the project, affirms the great need for board banks. "The problem has been that most boards haven't taken the time to look at themselves to see what they need to do to improve," she says. "For too long agencies have shot for the big names to handle the tough jobs like fundraising."

The variety of training activities results, in part, from the project's cooperative relationship with leading volunteer organizations like the United Way of America, VOLUNTEER and Junior League, who contribute personnel, materials and ideas. In addition, leaders from all three of these organizations serve on the BBB national advisory committee. And once the additional 100 community colleges are enlisted, it is expected that they will work closely with the local affiliates of these organizations.

In fact, an underlying goal of the BBB project is to provide an opportunity for community colleges to expand their role in community development. "Some community colleges have a tradition of working with nonprofit organizations," Caparosa says, "but for others, especially the technical schools, BBB represents an opportunity to become more involved in their community."

One community college BBB coordinator put it this way: "Community colleges have traditionally been perceived by the community only as a source of low-cost education. We want to be seen as more—as a community resource."

Early indications suggest that communities are responding strongly to the project's call for more effective boards. Administrators at the regional community colleges and their colleagues at the local VACs suggest that the present strong response to the BBB project can also be attributed to a pent-up need among volunteer organizations to improve their board's effectiveness.

Patricia Schwartz, BBB coordinator at the Community College of Allegheny County (Pa.), explained, "What's been going on for a long time is that organizations have hired executive directors and many [board members] have not bothered to take an active role. Board members must learn that the executive director is the employee and he or she needs more help than ever before. Board members cannot just stick their name on a letterhead."

Elaine Fontana of Piedmont Technical College in South Carolina reported, "Most of our response is coming from organizations who see themselves in a problematic situation and want some outside assistance to help them bail out. New board members are also enrolling in high numbers."

Indeed, one challenge facing BBB coordinators is how to reach those boards who need help but don't recognize it. "We don't have a solution to that problem yet," Caparosa says. "We hope that the successes of the BBB project will trickle down to reluctant board members and that through our work with board presidents and nominating committees the idea of training will become a regular part of volunteer service."

So for sufferers of "Board Burnout," "Administrative Anguish" and "Freshman Freakout," relief is on the way via the BBB project. As one volunteer board member in Michigan who serves on her church and PTA boards put it, "The people taking the courses are there because they want the skills needed to make the things they love work."

If your organization currently offers programs for board members or you would like to develop these services in cooperation with a community college, contact:

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Building Better Boards Project
American Association of Community and Junior Colleges
One Dupont Circle, NW
Suite 410
Washington, DC 20036
Phone: (202) 293-7050

STATUS REPORT

Volunteering in America 1982-83

By Kerry Kenn Allen

THERE IS A TEMPTATION, WHEN attempting to write a "status report" on volunteering, simply to say that the real story is happening at the local level and that it is impossible to produce an overview. Futurist John Naisbitt, in his best-selling book, *Mega-Trends,* tempts us to follow that course when he writes of the major shift in our society from centralized to decentralized problem-solving, from institutional help to self-help, from representative to participatory democracy.

Indeed, of the 10 trends Naisbitt identifies, at least half are directly related to volunteering. This is because the trends are the result of new citizen initiatives in seeking better ways to solve problems, live their lives or get along with one another. But, as far as I could tell, Naisbitt uses the word "volunteer" only once—in reference to neighborhood crime prevention programs. He tends to talk of decentralization, self-help and participatory democracy in places where most of us would be as comfortable with volunteering, citizen involvement or similar words.

This is due largely to the method Naisbitt uses to identify his trends. Theorizing that people make news and write about what is important to them, he and his colleagues systematically review and analyze the contents of newspapers, using the results to identify and project trends in American society. It is something of an "early warning system" for emerging problems and shifts in lifestyles and values. Significantly, it is an approach that can only work in a nation in which freedom of the press is a cherished value.

But why is this the reason he did not write more about volunteering? Simply because until the past year or so, one would have been hard-pressed to find many newspaper articles about volunteering. There were plenty, to be sure, about what volunteers *do,* about those citizens who participate in advocacy volunteering, about the growth of self-help and mutual assistance activities and structures; but precious little about volunteering as part of the way in which we lead our national life.

It is too soon to say that is changing, although there certainly was increased media attention to volunteering in 1982. To the greatest extent, that new attention was due to the actions of one man: Ronald Reagan.

Ken Allen is VOLUNTEER's president.

Each year for this report we survey the nation's newspapers and magazines to find out what kind of voluntary effort is capturing their attention. Here are some of the more interesting programs we learned about this year:

—Major grocery chains and independents in Colorado, Nebraska, Wyoming, South Dakota, Kansas and New Mexico joined together to raise $90,000 for Denver's Children's Hospital. Promoted in weekly newspaper ads, the campaign pledged part of the money from sales of certain groceries to the hospital, which needed $7 million to fill the gap between costs and payments received.

—"Thank You, Baltimore," a campaign to give citizens an opportunity to do something for their hometown, yielded such donations to city agencies as a computer for the Commission on Aging, neighborhood clean-up help, body and fender work for a fire engine, repair of the water fountains in a junior high school.

—In an effort to "help our own," union workers at the Jones and Laughlin Steel Corp. plant in Aliquippa, Pa., pledged $40,000 from their paychecks to help feed families of laid-off steelworkers whose jobless benefits had run out.

—The Food Salvage Project in New Haven, Conn., has a van that goes to supermarkets, restaurants and bakeries, making pick-ups of dumpster-bound food. Their haul is distributed to 18 social service agencies with lists of hungry clients.

—Instead of laying off 10 employees during a low sales period, the Kawasaki Motor Corporation's Lincoln, Neb., plant loaned them to the city government. President Reagan cited the innovative project as "precisely the kind of cooperation between the private and public sectors I am attempting to encourage throughout this country."

—"Dear Abby" was made Airlifeline's first Honorary Life Member for publicizing this nonprofit association of airline pilots who volunteer their time and planes to fly medical personnel, equipment and supplies in emergency situations. Airlifeline attributes its rapid growth in capability last year to Abby's column, citing as an example the Sacramento-based group who twice a week flew a mother's milk to Modesto, Calif., to save a 1-month-old baby who had been kidnapped and whose mother was brutally murdered.

—"Stop Feeling Powerless" was the theme of New York City's campaign to recruit 2,000 more volunteers to patrol its subways. This auxiliary police force—all unpaid volunteers—wear uniforms with badges and arm patches. Each group of six, equipped with a shared walkie-talkie, is assigned to patrol subway platforms, mezzanines and stairwells.

—Dial-A-Teacher is staffed by eight volunteer teachers who answer phone requests for tutors, help with homework, and study resources from both parents and students in the Washington, D.C. school system.

Through his "private sector initiatives" program, his call for increased public-private partnerships and his personal involvement in calling attention to private problem-solving efforts, he did more to publicize volunteering than any president since perhaps John F. Kennedy.

This is not to suggest that Ronald Reagan is responsible for the resurgence of citizen involvement. He is not. The search for alternative ways to solve problems and meet human needs began long before his election and will continue long after he has left the White House. But he has assumed a position in front of the crowd, riding the wave, not making it. Many would call this the essence of leadership.

Nor is recognition of his role to suggest that there is consensus that it is a positive one. There is not, particularly among those who feel that his other policies and programs are doing harm to those whom volunteers seek to help and to the organizational structures through which volunteers operate. It will indeed be ironic if the President who does so much to promote volunteering also furthers the trend toward increased politicization of volunteers. This is a definite possibility as involved citizens conclude that his policies are hurting those in need and maintaining unjust inequities.

Of greatest concern is whether the President is prepared to recognize and reinforce the most important goal of volunteering, self-help and mutual assistance: empowerment. To do so is to recognize that some forms or expressions of involvement may be discomfiting, inconsistent with the Administration's prevailing political values. But neither the President nor his subordinates should shy away from doing so. Effective involvement of citizens neither can nor should be limited to "appropriate" activities. Broad-based involvement naturally causes tension between competing forces but it is this tension that leads us to solutions of problems and to needed change.

The President's Task Force on Private Sector Initiatives was the key vehicle through which Reagan's interest was expressed. It remains for those more distant from the Task Force to assess its work. But let me suggest some of its accomplishments that have a direct impact on volunteering:

- New working relations were developed with organized labor, which can lead to serious discussion of the relationship between labor unions and volunteering, particularly during difficult economic times.
- Contributions strategies statements for corporations and foundations stressed the importance of non-cash contributions, particularly of volunteer time, and of community-based organizations as high priority grantees. It was recommended that corporations match every dollar of cash contributions with a dollar's worth of non-cash resources such as volunteer time, donated goods, in-kind services.
- Attention was called to the importance of involving young people as volunteers, helping them to develop the "volunteer habit" early in life.
- Working closely with the media helped local broadcasters particularly begin to document their communities' responses to new realities of life in a time of economic crisis and diminished federal activity.

Although many people were responsible for the Task Force's work, special credit must be given to Frank Pace, who

Here are some of the things people were saying about volunteering in 1982:

"More than almost any other government initiative, VISTA has provided effective help to people most directly hurt by the Reagan administration's economic policies. Nowhere are the contradictions of Reaganomics, and the fundamental unfairness of present social and economic policies, more clearly revealed than in the assault on VISTA, and nowhere is public support more urgently, immediately needed."
—Monsignor John J. Egan in the *Chicago Sun-Times*, October 22.

"We are seeing a good many people who are out of work turning up at the various agencies offering their services as volunteers. They see their volunteer activities not only as a valuable use of their free time but also as a possible steppingstone towards a paid job in that particular agency."
—Toni Kirschenman, president, Directors of Volunteers in [Yakima] Agencies, in the *Yakima Herald-Republic, April 13.*

"Human beings have a drive for community—to be attached to other people, neighborhoods, cities. They don't always get that in their daily life or jobs, so they go beyond that. But voluntarism should never be used as replacement for the responsibilities of government to supply the society adequately with its needs. I support voluntarism but I get nervous when you try to replace adequately trained people in jobs with a 'friendly visitor.'"
—Jim Cunningham, professor, University of Pittsburgh School of Social Work, in the *Pittsburgh Press*, April 12.

"It's ironic. The traditional job market in most sections of the country is tight. But the market for volunteer jobs is wide open. Never been better. It's a great opportunity for college graduates, people out of work, people wanting to change careers, and others who are looking for meaningful employment. Properly selected and structured, a volunteer job can provide an excellent training ground for moving into the paying position you've always wanted."
—Peter Weaver in his syndicated column, "Mind Your Money," August 1.

"I know from personal experience that voluntary organizations can help solve difficult individual, family and community problems. And while I expect our nation's voluntary system to continue its unique role in strengthening society and in enhancing the quality of life, it cannot assume primary responsibility for this nation's most pressing individual and social problems."
—LeRoy Robinson Jr., president of the Family Service Association of America, in the *New York Times*, August 23.

"I keep opening the mail and getting announcements of funding cuts. The House of Umoja will survive because we're a family, but we won't be able to fulfill all our goals. Many groups won't be able to survive this period at all."
—Falaka Fattah, founder of the House of Umoja, Philadelphia's home for troubled youths, in the *Wall Street Journal*, June 22.

"Without my years of volunteer service, I would not have been able to reenter a profession I love. It's a way of sharing and a beautiful ongoing learning experience."
—Jan Levine, a docent at the Hirshhorn Museum since 1974 and now an art education consultant, in *The Washington Post*, June 10.

"If we aren't there, what do we say to a generation growing up in hard times? All of us will pass from whatever roles we play now. But the little ones whose lives we are helping set is what we're all about."
—Chicago Mayor Jane Byrne at a recognition breakfast for 800 volunteers in the city's Head Start and Title XX Day Care programs, May 23.

"The contradiction between current rhetoric and policy in no way diminishes the significance of voluntarism in modern society. A well of human resources stands ready to be tapped. But government prodding, financial incentives and corporate technical assistance will be required to realize its potential. In this complex world, it is naive to expect that we can return to a simple voluntarism untainted by outside support."
—Bruce Stokes, a researcher at Worldwatch Institute, in the *Chicago Tribune*, May 16.

chaired the committee on Marshalling Human Resources and was responsible for most of the work about volunteering. Founder of the National Executive Service Corps, Pace demonstrated the value of involvement by reaching out to major national organizations that support volunteering and then building his program around the agenda of concerns they developed.

The Task Force lasted only a year. It was the target of criticism from those who felt that it didn't do enough or didn't do the right things. Its failures may be a clear reflection of unreasonable expectations. Perhaps the best assessment of its value will be the extent to which the work it began is picked up and exploited by national and local organizations.

There can be little doubt that there has been a renewal of citizen involvement nationwide, whether in efforts to shelter the homeless and feed the unemployed or in the campaign for a nuclear freeze. If the 1960s were years of idealism and revolution, the 1970s of introspection and search for meaning, then the 1980s increasingly are being characterized by a pragmatic involvement of people in problem-solving.

Budget cuts and elimination of programs, as much as positive presidential leadership, stimulated community after community to seek new ways to deliver services and meet needs. These included creative solutions that could top the talent and energy of private citizens and their organizations. "Partnership" became the new buzzword as communities faced the challenge of setting priorities and allocating resources. As we do every year, we've culled some of the more interesting local programs at random from media reports.

This was also a year in which we increasingly became a global volunteer community. Our community began to recognize that volunteering isn't just an American activity but something that happens wherever there are caring people. We learned, for example, that in Indonesia, rural villagers are being reminded that it is part of their cultural heritage to help one another; that self-help groups of all kinds are developing rapidly in Europe; that in Bangladesh, holy men in mosques are becoming organizers of volunteer activities; that in Zimbabwe, black and white voluntary organizations are coming together to

help heal that war-torn country; that volunteer support structures are proliferating in Great Britain, France, Australia, Hong Kong and others.

Where, then, did we stand at year's end? Perhaps only with a renewed sense of the importance of volunteering, both for the very real accomplishments of volunteers and for the values volunteering brings to an increasingly difficult world.

Too many of our national leaders, in all walks of life, tend to denigrate the notion of service in the public good. Volunteering reminds us that it remains not just desirable but essential if we are to build a world in which every person can live in dignity.

I can think of no better way to close than to share with you Bill Moyer's commentary from the CBS Evening News broadcast of Friday, November 12, 1982. It made me cry when I saw it, but it was also a powerful reminder of what the volunteer community is all about.

With appreciation to CBS News for allowing us to reproduce it, here is what Bill Moyers reported that evening:

They buried Joseph Payton yesterday, on a grassy knoll, among oak trees of southern Iowa on the banks of the Mississippi River. His family was there: his father, Bob, his mother, Polly, and his wife, Heidi, expecting their first child, and his brother, David, the last of three Payton sons. Two will lie here next to each other: Matthew, who died on his 18th birthday nine years ago of Hodgkin's disease, and now Joe.

Only a few of Joe's friends could come; most are far away in Africa. That's where Joe Payton spent the last 10 years, and that's where he died last week at the age of 31 in the country of Rwanda. He should not have been there, in a way. His asthmatic condition required a kinder climate. When his lungs collapsed after surgery for appendicitis, the doctors could not save him. So Joe Payton was brought home from Africa and buried yesterday in Burlington Iowa, on Veterans Day.

He was a veteran of another sort—of campaigns against smallpox in Cameroon, drought in Senegal, and the hunger of refugees in Zaire and on Africa's Horn where they fled the war between Ethiopia and Somalia and finally, there in Rwanda, as refugees poured in from Uganda, 2,000 a day. Emergency relief carried him from one hard post to another as a Protestant volunteer and then employee for the Catholic Relief Services. He was also a Shakespeare buff who could quote long passages of those incomparable plays. And when he wasn't learning Swahili, Kirundi, Lingala and Fulani, he polished his French and studied classical Greek.

Whatever the tongue, Joe Payton spoke a language we all understand. He would not have liked my going on this way or have thought his death newsworthy. But in this time, when celebrity's the vogue and sensationalism thrives, the most important news of all may be of the real heroes in our midst who quietly bring healing where the world has brought hurt.

The President's Task Force on Private Sector Initiatives

What It Did To Promote Volunteering

AS THE YEAR ENDED, SO DID the work of President Reagan's Task Force on Private Sector Initiatives. Ken Allen outlines its accomplishments, noting how they related to volunteering, in the status report that precedes this article.

Task Force Chairman C. William Verity, Jr., presented a mid-year progress report to participants of VOLUNTEER's National Conference on Citizen Involvement at Yale University last June (reprinted in fall 1982 *VAL*). Of particular interest to his audience of volunteer

Two Main Functions

The two principal functions outlined in the Executive Order that established the Task Force were:

1. To promote private sector leadership and responsibility in meeting public needs; and
2. To foster an increased level of public/private partnerships in order to decrease dependence on government.

To carry out its mission, the Task Force divided work among 11 action committees: Models, Impediments, Governors, Liaison with National Organizations, Liaison with Government Offices, Incentives, Contributions Strategies, Marshalling Human Resources, Communications, Awards and Recognition, and Community Partnerships. All Task Force members were assigned to committees, and each acted as an autonomous group in fulfilling its mission.

leaders and administrators was the work of the Task Force's Committee on Marshalling Human Resources, in which 21 national volunteer organizations played a key advisory role. We present here this committee's complete report along with excerpts from its publication, *Volunteers: A Valuable Resource.* Volunteer leaders may find these reprints of value in promoting volunteering in their communities.

In addition, we reprint the giving strategies for individuals and foundations recommended by the Contributions Strategies Committee. These were developed out of the Task Force's belief that more can be done to make the private sector a strong partner with government in meeting the needs of American communities.

For a copy of the Task Force's entire report, "Building Partnerships," write the White House Office of Private Sector Initiatives, Washington, DC 20006.

Defining "Private Sector"

The Task Force's efforts were aimed at "the broadest possible cross-section of American life," including business, organized labor, religious and civic groups, educational and philanthropic institutions, service and neighborhood organizations, trade and professional associations, individuals and families.

Task Force Membership

The Task Force's 44 members represented a broad cross-section of political opinion and leadership from academia, business, organized labor, government, foundations, religion, civic and nonprofit organizations. Their role was to act as catalysts to encourage existing organizations, individuals and communities to take leadership roles in finding new and innovative ways to meet the needs of society.

Task Force Members

Chairman
C. William Verity, Jr.
Chairman of the Executive Committee
Armco Inc.

William Aramony
President
United Way of America

William Baroody, Jr.
President
American Enterprise Institute

Helen G. Boosalis
Mayor, City of Lincoln, Nebraska

William R. Bricker
National Director
Boys Clubs of America

Hon. Barber B. Conable, Jr.
U.S. House of Representatives

J. Richard Conder
Immediate Past President
National Association of Counties

Terence Cardinal Cooke
Archbishop of New York

Walter G. Davis
Director of Community Services
AFL-CIO

Kenneth N. Dayton
Chairman of Executive Committee
Dayton-Hudson Corporation

Hon. Pierre S. du Pont
Governor of Delaware

Hon. Dave Durenberger
United States Senate

Luis A. Ferre
Former Governor of Puerto Rico

John H. Filer
Chairman
Aetna Life & Casualty Co.

Max M. Fisher
Founding Chairman
Detroit Renaissance

John Gardner
Chairman
Independent Sector

Dr. Daniel Gilbert
President
Eureka College

Dr. Jean L. Harris
Vice President
State Marketing Programs
Control Data Corp.

James F. Henry
President
Center for Public Resources

Edward V. Hill
Pastor
Mt. Zion Baptist Church

Dee Jepsen
Advisory Board Member
STEP Foundation

Michael S. Joyce
Executive Director
John M. Olin Foundation

Edward J. Kiernan
President
International Union of Police

Arthur Levitt, Jr.
Chairman
American Stock Exchange

Robert D. Lilley
Chairman
Local Initiatives Support Corp.

Dr. Henry Lucas, Jr.
Chairman
New Coalition for Economic and Social Change

Leslie L. Luttgens
Ex-Officio Member of the Board
Council on Foundations

Dr. Richard W. Lyman
President
Rockefeller Foundation

Cornell C. Maier
Chairman
Kaiser Aluminum & Chemical Corporation

Elder Thomas S. Monson
Church of Jesus Christ of Latter-Day Saints

Robert Mosbacher, Jr.
Vice President
Mosbacher Production Co.

Dr. Franklin D. Murphy
Chairman of Executive Committee
Times Mirror Co.

William C. Norris
Chairman and CEO
Control Data Corp.

Frank Pace, Jr.
Chairman and CEO
National Executive Service Corps

Thomas W. Pauken
Director, ACTION

George Romney
Chairman
VOLUNTEER: The National Center for Citizen Involvement

James W. Rouse
Chairman
The Rouse Company

Andrew C. Sigler
Chairman and CEO
Champion International

Ellen Sulzberger Strauss
President
WMCA Radio

Reverend Leon Sullivan
Founder
Opportunities Industrialization Center

Alexander Trowbridge
President
National Association of Manufacturers

William S. White
President
C.S. Mott Foundation

Jeri J. Winger
President-elect
General Federation of Women's Clubs

Thomas H. Wyman
President
CBS, Inc.

Strategies for Giving

Developed by the Contributions Strategies Committee

Individual Giving

The Task Force recommends a goal of doubling individual giving in the next four years.

Almost 90 percent of private giving is by individuals. In 1981, the total of individual contributions exceeded $44 billion. In addition, individuals contribute an enormous amount of personal volunteer time, equivalent in 1981 to an estimated $64.5 billion.

When individuals give money and time, our society benefits in three ways: (1) Specific people and causes are assisted; (2) there is a greater awareness of community needs and issues; and (3) the givers gain an important sense of service.

Since its beginnings, this country has benefited from an extraordinary willingness on the part of individuals to participate in addressing communities' needs and aspirations. It is important to our nation, and to its givers and receivers that we strengthen that voluntary impulse. A doubling of individual giving in four years will raise personal donations to a level of approximately $100 billion.

The present average of personal contributions is about two percent of annual income, with many individuals and groups contributing the traditional ten percent "tithe." The Task Force proposes that Americans work toward an average contribution of five percent of personal income.

The increased support should go to the causes of one's choice.

Individual giving and volunteering go hand in hand. If, within the next four years we can double the levels of contributed time and money, we will have multiplied all of the benefits of this country's unique pattern of private initiative for the public good.

The Committee's complete recommendations are contained in "Building Partnerships," the Task Force's final report.

Foundation Giving

The Task Force recommends that:

1. Foundations reasses the pattern and direction of their giving to insure that the most pressing human, social and economic needs are being addressed effectively.

2. Foundations commit themselves, where appropriate, to active involvement in the development and enhancement of partnerships between the private and public sectors in their communities, and to the nurturing of community-based organizations that play so important a role in such partnerships.

3. Foundations voluntarily recognize their continuing accountability to the public as nonprofit organizations and follow the example of many foundations in openly communicating the amount and nature of grants made and their grantmaking objectives and priorities.

4. Every effort should be made to reverse the declining birth rate of foundations by aggressively promoting the formation of new foundations.

Foundations are independent nonprofit organizations that have been funded from private sources, managed by their own trustees and established to serve the public interest by addressing social, educational, cultural and other charitable needs. The majority of foundations are known as *independent foundations,* which are originally established and funded by individuals or families. A second important category is *community foundations.* They are a flexible vehicle through which individuals and corporations can make gifts or bequests of any size for the benefit of a community or a region and are governed by a publicly appointed board of trustees. A third category, *corporate foundations,* receives funding from a corporation and their activities are included in the foregoing statement about corporate public involvement.

The first two categories of foundations account for about five percent of all private sector giving in the United States. Their share of the total has gradually declined over the past decade due to such factors as inflation, government regulation, the impact of tax laws and the effect of the securities markets on foundation assets. The net result has been a continued slow decline in foundation giving in real dollars over recent years.

At the same time, foundations occupy a unique position in the private sector and have the potential for playing a more important role in helping to address the social and economic needs facing the country. Foundations are unique in their flexibility to respond to needs, in their ability to take risks and in their freedom to explore problems. The diversity among the nation's 22,000 foundations is a classic example of the pluralism in America's private sector and provides an opportunity for a rich and creative response to those issues and needs which are within the resources of the foundation community.

Community Foundations

The Task Force recommends that:
1. The cities and regions without community foundations take steps to form such foundations. The key persons in such a process are community leaders, heads of nonprofit organizations and bank trust officers, and attorneys and estate planners working with individual donors to establish a pooled community trust committed to addressing local needs and concerns. In addition, independent foundations and corporate foundations can play an important role in providing technical and financial resources for the formation of new community foundations.
2. Localities with community foundations mobilize resources to obtain additional gifts, bequests and corporate contributions to provide a substantial asset base from which grants can be made.
3. Existing community foundations place a high priority on providing technical and financial assistance in the formation or enhancement of public/private partnerships in their communities.

Community foundations have an especially vital role to play in community partnerships because of their staffs' broad knowledge of the geographic area they serve, and their ability to pool gifts from many sources to meet community needs. These foundations often are in a position to provide expert grantmaking assistance to local corporations who desire to increase the level of their giving. They also make excellent partners with national corporations and foundations desiring to make contributions in cities or regions where they lack information about local needs. As a bridge between the donors and the local nonprofit sector, community foundations are natural partners to work with local governments to address community problems.

The Economic Recovery Tax Act of 1981 includes a feature that establishes the annual payout requirement for foundations at five percent of assets. This change from prior law increases the ability of foundations to preserve their assets at a level that should insure a steady payout of grant dollars in future years. At the same time, there may be other legislative and regulatory changes that will further enhance the responsive ability of foundations and facilitate the creation of new foundations.

Report of the Marshalling Human Resources Committee

The Committee on Marshalling Human Resources was charged with encouraging increased commitment, recruitment, placement and management of volunteers in community service and enhancing the atmosphere for volunteering.

To pursue its mission, a decision was made to involve the volunteer community and other related groups. Thus, a first major activity was to form an advisory group of persons from major national volunteer organizations (see list). This advisory group suggested that it be expanded to include representation from labor, the corporate community and religious institutions. Small working groups were formed to help carry out the agreed-upon committee objectives:

1. To reaffirm the fact that volunteering is an essential part of the fabric of American society.

- The Committee developed a publication for policy makers entitled, *Volunteers: A Valuable Resource,* for distribution to the White House, Congress, governors, mayors, national volunteer organizations, and other interested national organizations.
- The Committee, with the help of the Postmaster General, paved the way for a commemorative stamp on volunteering

to be issued in 1983—the first of its kind.

- The Committee participated in discussions with the Advertising Council on its campaign to promote volunteering.

2. To recognize contributions made by young people as volunteers in community service and to encourage more young people to volunteer.

- The Committee prepared a paper on youth for the Task Force, emphasizing the need to challenge young people by offering opportunities for them to become involved, as well as the importance of working *with* youth rather than *for* youth.
- The Committee organized a three-day event in Washington, D.C., attended by 47 young people representing 23 national volunteer organizations. Over 30 communities were represented. The highlight was a meeting with President Reagan.
- These youth representatives also visited the Greater Washington Youth Fair. This event was coordinated by the Boys Club's Jelleff Branch, which worked collaboratively with over 25 other local volunteer organizations. The D.C. Fair was designed as an example of a local private sector initiative for involving youth in community service.

3. To reconfirm the relationship of volunteer organizations with corporations and unions.

- Material was gathered on the subject of existing corporate volunteer activity and is reflected in a letter to chief executive officers and a Corporate Community Involvement Action Guide to be disseminated through major business associations.
- Representatives of volunteer organizations met with the AFL-CIO's Community Services Department, with the intent of preparing a paper on cooperation among unions and volunteer organizations on how to work together better. The AFL-CIO will host an educational meeting with volunteer organizations, and both the AFL-CIO and volunteer organizations will continue to address the subject of volunteering at conferences, meetings and other forums.

4. To stress the effectiveness of volunteer organizations.

- The Committee worked with the Gannett Newspaper chain and the American Society of Newspaper Editors to encourage local newspapers to include a column on volunteer opportunities. A letter to 1,100 newspapers around the country encouraged the use of such a column.
- The Committee developed plans for publication of a directory of available management development, education and training for nonprofit organizations (paid personnel and volunteers) at universities, schools, and in nonprofit organizations.

Recommendations

The Committee acknowledges the fact that volunteers play an essential role in the fabric of American society and recommends that policy makers continue to find new ways to publicly recognize volunteers. The Committee clearly feels it has only begun an effort that needs to be sustained and built upon.

Therefore, the advisory group recommends that:

1. It continue its efforts through 1983 to complete these activities. To that end, the advisory group will:

- Keep in touch with those youth who came to the three-day D.C. conference, and assist them with their local initiatives.
- Work with the advisory group to identify and remove impediments to volunteering.
- Through business organizations, catalogue and encourage non-cash involvement in community service.
- Proceed with the Postmaster General on the production of the commemorative stamp.
- Continue to provide comments to the Advertising Council on its volunteering campaign.
- Continue to work with the White House Office of Private Sector Initiatives.
- Continue discussions with organized labor.
- Continue to work with newspaper editors.
- Complete the resource directory.

2. An office within the White House:

- Be designated as the Administration locale for information about contact with volunteers.
- Continue to work with organizations that provide youth volunteer activities and, more specifically, youth fairs.
- Provide resource information about volunteer organizations to the President and assist in the dissemination of materials produced by this Committee.

Committee on Marshalling Human Resources

Frank Pace, Jr., Chairman

William Aramony

Terence Cardinal Cooke

Walter G. Davis

Daniel Gilbert

George W. Romney

The Reverend Leon Sullivan

Alexander B. Trowbridge

Advisory Group

ACTION

Aetna Life & Casualty Company

AFL-CIO

American Field Service

American Association of Retired Persons

American Red Cross

Association of Junior Leagues

Association for Volunteer Administration

Association of Volunteer Bureaus

Call For Action, Inc.

Goodwill Industries of America, Inc.

Independent Sector

National Association of Neighborhoods

National Executive Service Corps

National Health Council

National Council of Negro Women, Inc.

National School Volunteer Program

National Urban League

National O.I.C.

Operation SER

Senator Dave Durenberger

United Way of America

VOLUNTEER: The National Center for Citizen Involvement

Volunteering: The Policy-Maker's Role

By C. William Verity, Jr. and Frank Pace, Jr.

The next five pages contain useful resources, which may be reproduced for use in promoting volunteering among citizens and decision-makers in your community. They are excerpted from the Marshalling Human Resources Committee's booklet, "Volunteers: A Valuable Resource," available from the White House Office of Private Sector Initiatives, Washington, DC 20006.

VOLUNTEERING IN THE United States is alive, healthy, and growing. Like the democracy it helped to give us, though, volunteering must be actively preserved and protected. It doesn't just happen.

Volunteering grows out of the leadership of creative, committed people who believe that it is possible to solve problems in ways that help people in need become independent and self-sufficient.

Much of this leadership comes from individual volunteer leaders and from those organizations at the local, state, and national levels that seek to promote more effective volunteer involvement.

But there is also an important role to be played by elected officials and those in key decision-making and resource-allocation roles in both the private and the public sectors.

Elected officials can help increase public awareness of the importance of volunteering.

- President Ronald Reagan has chosen to do so through sponsorship of The President's Volunteer Action Awards Program.
- Governor James Hunt of North Carolina spends an hour a week tutoring at a Raleigh high school.
- In 12 states, governors give awards to outstanding volunteers, as do innumerable mayors.
- Many members of Congress help call attention to volunteers through their newsletters, speeches, and insertions in the Congressional Record.

Most importantly, public officials can help give legitimacy to the idea that it is the right and responsibility of citizens to participate fully in the lives of their communities.

Public officials can recognize that volunteering is a legitimate area of public policy discussion.

- Government can both remove impediments and create incentives for people to get involved.
- Congress is currently considering legislation to increase the tax deduction for mileage expenses incurred by volunteers to a level equal to that given paid workers.
- Bills have been introduced to remove the blanket restriction on volunteer involvement in federal agencies.
- Issues for further consideration include state regulations that restrict the volunteer involvement of those drawing unemployment benefits, and the need to alleviate possible liability problems for volunteers.

Public officials can understand the role government has played in supporting volunteering and the structures through which people volunteer.

- The allocation of public resources in support of programs that maximize volunteer involvement—for example, hospices or neighborhood associations—can stimulate people to volunteer.
- Government has funded demonstration and pilot programs, assisted in the replication of successful programs, and supported technical assistance and training programs.
- Government has also been a heavy user of volunteers—through the stipended full-time and part-time programs at ACTION and the Peace Corps, in the National Park Service, in veterans' programs, in counseling small businesses, and in the Department of Agriculture.
- Many states, counties, and cities have established publicly supported offices of volunteer services.

Public officials can accept responsibility for helping to maintain and protect the independence of voluntary organizations.

- Through legislation and regulation, public officials set the pattern for the behavior of government agencies.
- Volunteering could not survive in a hostile public environment in which the desire for dominance by government overwhelmed the urges of people to help themselves and others in the ways they choose.
- If the involvement of Americans as volunteers insures the survival of our democratic institutions, then those institutions must act to preserve the opportunity and ability of citizens to volunteer.

C. William Verity, Jr. was the chairman of The President's Task Force on Private Sector Initiatives.

Frank Pace, Jr. chaired the Task Force's Committee on Marshalling Human Resources.

The World of Volunteering: Questions & Answers

Why are volunteers important in the life of a community?

- Volunteers are a cost-effective supplement to paid helpers, enabling both public and private sector agencies and organizations to reach more people with better services at less cost and allowing more paid helpers to better focus their professional skills and energies.
- Although not "free," in that they require appropriate management and support structures, volunteer programs provide services valued at many times the dollars invested.
- Volunteers are an important way of humanizing services, reducing bureaucratic obstacles between consumers and the help they need.
- Through their volunteer involvement, citizens learn more about community needs and resources, and serve as communications links to the entire community.
- Volunteering enables citizens to meet their own needs and to create those self-help and mutual aid efforts that are most appropriate and useful.
- The sheer number of volunteers is staggering. According to the most recent Gallup study, over 80 million Americans volunteered between March 1980 and March 1981.

How has volunteering changed in recent years?

- More Americans than ever before are volunteering in self-help and mutual assistance efforts.
- Volunteering increasingly is an activity involving those at either end of the age spectrum.
- Volunteering is being seen as an integral part of a person's life-long work experience, integrating unpaid work with paid work.
- Volunteerism is increasingly being used as a vehicle for mainstreaming into society those individuals who had formerly been perceived as recipients of service.
- There has grown up around volunteering a whole army of organizations, scholars, trainers, consultants, and individual leaders. Volunteer service administration is now recognized as a true profession with ethics and standards.

What is volunteering?

Volunteering is the voluntary giving of time and talents to deliver services or perform tasks with no direct financial compensation expected. Volunteering includes the participation of citizens in the direct delivery of service to others; citizen action groups; advocacy for causes, groups, or individuals; participation in the governance of both private and public agencies; self-help and mutual aid endeavors; and a broad range of informal helping activities.

Are voluntarism and volunteerism the same thing?

Not exactly. When people talk about voluntarism, they may or may not be talking about volunteers, because not all voluntary organizations work with volunteers. However, the word "volunteerism," now found in dictionaries, refers solely to volunteering.

Why do people volunteer?

- People volunteer out of a wide range of complex motives. They feel a need to give as well as to receive. And it is the balance between selflessness and selfishness that is essential to sustain the interest of volunteers.
- People volunteer because they see a need and try to fill it—a need for schools, for libraries, for food and clothing, for health and medical services, for beauty and culture.
- People volunteer to satisfy a universal human need for companionship. The satisfaction of working with others on a common goal, and the sense of belonging that such involvement brings, are central to the volunteer experience.
- People volunteer because they want to help make a change in some aspect of life—a political change, a personal change, a social change, an environmental change, *or,* people volunteer because they want to preserve what already exists, and to maintain control over their own environments.
- People volunteer because volunteering provides an educational experience available nowhere else.

What does the volunteer get from the experience?

Besides companionship, volunteers frequently report that they acquire information and skills, a break from the routines of paid work, and a sense of responsibility, of being a contributing member of a community.

Who is a volunteer?

Almost everyone is a volunteer at some time in his or her life. Volunteers come from every segment of society, and may include:

- The retired newspaper editor who teaches swimming to the handicapped.
- The business executive who serves on the board of directors of a local nonprofit.
- The family who participates in their neighborhood crime watch.
- The housewife who works at her polling place on election day.
- The citizen who circulates a petition aimed at getting the city to put "no parking" signs on residential streets.
- The usher at church or synagogue.
- The teenager who runs in a marathon to benefit medical research.

—Continued

Do older Americans volunteer?
Yes, they do. A 1981 survey conducted by the American Association of Retired Persons showed that 30 percent of Americans over 55 were serving as volunteers. Of those not volunteering, 20 percent said they were interested in doing so. In broad terms, there are nearly 25 million potential older volunteers, but at present older Americans volunteer in numbers far less than those of other age groups.

Do young people volunteer?
Yes. The 1981 Gallup survey indicates that last year 7.7. million young people aged 14-17, or 53 percent, volunteered.

What kinds of volunteer jobs do young people do well?
When they are treated seriously as responsible people, and are given appropriate training and supervision, young people can do many of the volunteer jobs that adults can do.

Why is it important to challenge young people to volunteer?
Volunteering gives young people meaningful work experience and smoothes the transition from youth to adulthood. Volunteering provides:
- The opportunity to explore career options.
- The opportunity to reinforce and apply the basic skills acquired in academic work, and to gain an understanding of effective work habits.
- The opportunity to make decisions.
- The opportunity to interact with adults.
- The opportunity to serve the community and thereby contribute to the welfare of others.
- The opportunity to test values.

Volunteering provides a means through which young people can explore, question, and decide what it is they wish to be. As a training experience in citizenship, youth volunteering becomes a vital investment in our nation's future.

How do neighborhood groups fit into volunteering?
The biggest growth in recent years within the volunteer community has been in the area of neighborhood organizations. Such efforts include local crime prevention, clean-up campaigns, child-care services, and housing and street repair. Neighborhood-based volunteering by its nature can be flexible and quickly responsive to needs that arise. Ad hoc groups can form to deal with a specific problem and disperse when that project is completed. Self-help and advocacy groups frequently operate on the neighborhood level, as do community partnerships, which combine private and public resources.

Do people who have paid jobs volunteer?
Yes. A 1981 Gallup survey shows that in fact 55 percent of full-time employed people, both *men* and *women*, are volunteers.

But isn't it true that because more women are working at paid jobs, they are no longer volunteering?
Apparently not. All evidence suggests that working women continue to volunteer. As the role of women has changed, however, so have their requirements for their volunteer work. More flexibility in scheduling, assignments closer to home, and volunteer activities that mothers can share with their children are among the options that allow volunteering to continue to be attactive to women.

Is it true that individuals can receive credit on resumes for volunteer work?
Yes, increasingly employers recognize the valuable experience that volunteer work represents. Largely through the work of a single volunteer, Ruth March of Los Angeles, a growing list of employers in both the private and public sector recognize such experience when considering job applicants. Using and extending the concept and basic I CAN materials developed by the Council of National Organizations for Adult Education (CNO), a coalition of national voluntary organizations, working under the leadership of the American Red Cross, has created a special training program to help volunteers identify the skills they have gained. Some colleges are giving academic credit for documented learning from volunteer experience as well.

Clearly, volunteers have a role in both the private and public sectors. How, then, are they actually integrated into formal work settings?
- In many formal settings, volunteer staffs are headed by a volunteer coordinator, a director of volunteers, or a volunteer administrator. This position may be full-time or part-time, paid or unpaid, but in most cases will include recruiting, placing, training, supervising, and evaluating volunteers, and planning volunteer activity, for any organizations in which volunteers participate.
- In volunteer organizations, "professional" usually refers to paid staff. The distinction is made on the basis of remuneration, not of skill or competence. Misuse of the term adds strain to the relationship between paid staff and volunteers, because many volunteers are, both by occupation and by the kinds of volunteer work they do, professional in both their skills and their commitment. An attempt to substitute the term "paid staff" for "professional" would represent a step toward easing what is often an ambiguous relationship.

Is volunteering free?
Not completely. Except in the most informal ad hoc situations, the volunteering requires some financial backing ranging from small out-of-pocket expenses to formal management and support structures. Nevertheless, the dollars spent to support volunteering are returned many times over—volunteers contribute over $64 billion in service to our economy a year!

Are volunteers the answer to all of America's social priblems?
No. While it's important to recognize the role volunteers *can* play in problem solving— a role which has often been underestimated—it is also necessary to avoid unrealistic expectations.

SAMPLE SPEECH

The following remarks are sample speeches written by the staff of the Committee on Marshalling Human Resources. They never have been delivered.

MOST OF US TAKE VOLUNteers for granted. We know, of course, that the teenager wheeling flowers down the hospital corridor is a volunteer, as is the neighbor who rings the doorbell asking for a donation for birth defects. We may even have done some volunteering of our own at one time or another. But mostly we give little thought to volunteers, or to volunteering; we just accept them as a natural part of American life.

Just for a moment, imagine what would happen if, *tomorrow,* all volunteers in America went on strike. Of course this is an unlikely prospect, given the commitment and conscientiousness of most American volunteers. But just for a minute imagine what a walk-out by all volunteers would do to a typical day in a typical American community.

Let's begin close to home, at your community hospital. In the lobby, the gift shop, run by volunteers, is closed. At the desk, there is no one to greet and direct visitors. On the upper floors, things are worse. Not only are the candy-stripers gone, but those patients in need of blood transfusions are out of luck—without volunteer blood donors, the shortage would be felt at once.

Down the street, at the home for the elderly, it's even quieter. No one there to read to the blind, talk with the lonely, or wheel the chairs out into the sun.

Church is quiet, too—no choir. No flowers on the altar, no one to pass the collection plate. At the synagogue, much of the warmth and closeness is gone. Many museums are closed—without volunteer tour guides, there is no one to run the programs.

At the end of the day, after school or after work, there's very little to do. No community soccer games—how could there be, without volunteer parents to coach, and organize, and drive? No scout meetings—who would lead the troops? The alcoholic facing temptation has no AA meeting to turn to; there are no Parents Without Partners meetings for the newly divorced or widowed. Not even the usual choice of television programs is available—without volunteers, the public stations would be off the air.

The point is clear. American civilization as we know it is based, absolutely, on the efforts of volunteers. Trying to imagine doing without those efforts is truly a nightmare.

And that's the way it should be!

The tradition of people helping people is as old as our nation itself—in fact, we would not exist today were it not for the volunteers who won our freedom from England in the Revolutionary War. The spirit of volunteerism flows like a deep river through the history of our nation. It's what the American dream is all about.

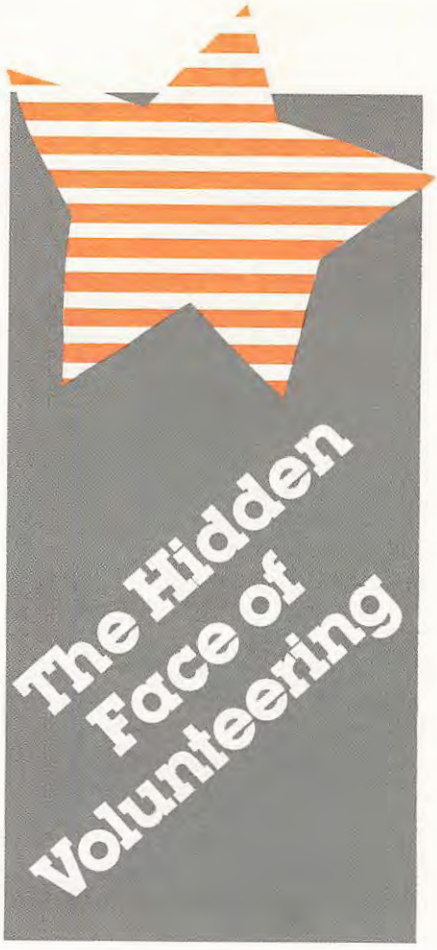
All of us together can keep that dream from turning into the kind of nightmare just described. If you are not already a volunteer—and more than half of all Americans are—ask your neighbor how you can help. Think back on the institutions that have made up your personal universe, and ask them how you can best serve: the hospital where your children were born; the library where those children enjoyed Saturday story hours, or where you borrow books; the church or synagogue where you were married.

Contact volunteer organizations in your community and ask how you can become part of an established volunteer program. Call your local voluntary action center and ask for people like you. Everyone has a skill to share, a gift of time he or she can give to the community.

Ask your neighbor to volunteer, too. Get the people in your neighborhood together to stage a community spring cleanup of that vacant lot, trashed park or creek that's been an eyesore in your town. That's the American way—people helping each other to solve the problems close to home.

Don't take volunteers for granted. Imagine what life in America would be like without them. Don't let that nightmare come true—VOLUNTEER!

SAMPLE SPEECH



ALL OF US WOULD AGREE that volunteering is a good thing to do. If someone asked us why, we'd probably answer "because it's a way to help other people," or "because it's a way to solve problems." Both these statements are true. Volunteering *is* a way to help other people, to feel useful, and to help solve many kinds of individual, community, and national problems. But there's another side of volunteering, a hidden side that no one talks about. In fact, it's a very well-kept secret. Everyone who volunteers knows about it, even if no one will say so.

The secret is this: volunteering is good for the volunteer.

Volunteering is good for the volunteer because of the contact it provides with other people—the companionship, the friendship, the fellowship of working with others on a common goal. No one knows this better than the young mother at home with small children, or the newly retired worker who no longer goes out to an office every day. Both share a sense of isolation from the world outside. And both are among the most likely segments of our society to volunteer—for reasons that may be as simple as that need for companionship that we all share.

Volunteering also offers a way to exercise skills, talents, and experience not used in regular paid jobs or in other areas of life. Many of us who have found that paid work doesn't meet all our needs, do find that volunteering offers an opportunity to pursue personal goals and delve into areas of personal interest. The computer programmer who spends her days working with machines may welcome the change of pace that coaching a girls' soccer team provides. The accountant who juggles numbers may find an outlet for his love of art by serving as a tour guide at the local museum on Saturdays.

Volunteering offers a chance to learn new skills as well. Many a woman can attest that the skills she acquired through years of volunteering when her children were young—skills in organizing, managing and fundraising, for example—were exactly the skills that got her hired for a paid position once those children were grown and she was ready to resume an interrupted career or to begin a new one.

Someone said recently that volunteering is a form of continuing education. That certainly can be true for the volunteer who consciously chooses to volunteer in ways that provide opportunities for learning throughout a lifetime. Most of us discover that learning doesn't stop when our formal schooling comes to an end. Indeed, the healthiest, most active adults continue to learn until they die. One of the best ways to insure this is to volunteer intelligently—that is, to choose the areas we want more knowledge about, and then to immerse ourselves in volunteer work relating to that subject.

The possibilities are endless—volunteering on a rescue squad teaches us emergency medical techniques, working for our political party at the polls expands our understanding of how the political process works, the training given those who staff emergency "hot lines" provides a wealth of information about counseling and human relations.

We live in a mobile society. Americans move more than anybody—it's in our blood, starting with our immigrant and pioneer ancestors. Moving can be tough—even within the same country. In many ways it means starting all over again. Volunteering can ease that transition. What better way to get to know new people and a new community than by making a phone call, offering your services, and getting involved in a volunteer project?

The last way that volunteering is good for the volunteer is perhaps the hardest way to describe. It is that when you volunteer, you begin to claim power over your life. That is, through thoughtful, serious volunteering, people gain the information, the skills, and the relationships needed to understand how the world works, and to participate in making decisions. Particularly when people volunteer to work on issues of deep concern to them, on problems that touch their own lives, volunteering is an empowering experience.

No one is trying to suggest that the only reason to volunteer is because of what it can do for you. We've just said goodbye to a period in our history some called the "me decade." No one wants to go back to that, nor to recommending narcissism as an approach to or a rationalization for volunteering. But when it is perfectly clear that volunteering *is* good for the volunteer, and when some people don't know that, or are embarrassed to admit it, it's important to point it out,

Nor should it really come as a great surprise. After all, it is an age-old truth of most of the world's religions that in giving we receive and in healing we are healed. But somehow, volunteering has been surrounded with such a halo, such an aura of do-goodism, that we tend to forget that it's not a one-sided experience.

It's time to show the other side, to share this secret. It's time to let people know that volunteer work is and can be a significant part of their life experience which deserves to be taken seriously, to be protected and strengthened. Volunteering is not just a means of getting things done—it is itself a valuable, enriching experience.

Tool Box

Compiled by
Donna Hill

Conflict and Confrontation: A Training Program. Peter Muniz and Robert Chasnoff. Laboratory for Applied Behavioral Science, 47 Unami Terrace, Westfield, NJ 07090. 1981. 26 pp. $7.00.

Describes the units, objectives, key materials and instructions the authors use to provide skills and knowledge required to manage conflict in organizational settings. Presents concepts and methods for identifying organizational conflict situations and features a Conflict Confrontation Sequence.

Managing Human Resources: A Practical Guide. Robert Chasnoff and Peter Muniz. Laboratory for Applied Behavorial Science, 47 Unami Terrace, Westfield, NJ 07090. 1981. 63 pp. $9.25.

Contains chapters on how our perceptions influence us, how to help employees, performance appraisal, line-staff conflict and how to manage change. Presents practical suggestions on how to apply each selection to one's job as manager.

Consultation: A Training Program. Robert Chasnoff and Peter Muniz. Laboratory for Applied Behavioral Science, 47 Unami Terrace, Westfield, NJ 07090. 1980. 18 pp. $4.50.

Describes 12 units the authors use to provide training in concepts and skills needed to be an organizational consultant. Presents assumptions, specific objectives, key materials and instructions.

Volunteering Is For Winners. Robert A. Christenson. Great Plains Volunteer, PO Box 80821, Sioux Falls, SD 57116. 1982. 110 pp. $7.95 plus $1.50 postage and handling.

A guide to volunteer program management that emphasizes effective management techniques as well as problems volunteers may face with insurance and legal liabilities. The appendices highlight planning and program evaluation.

On Your Way: A Workbook for Volunteers and Interns. Sandra Kahn and Debora Sherman. Career and Volunteer Advisory Service, 14 Beacon Street, Boston, MA 02108. 44 pp. $4.95.

A self-help guide for people who wish to use volunteer work experience to accomplish goals in their lives, and to be in charge of their own self-placements. The workbook includes the following sections: Who Am I?, What Do I Want To Do?, What's Out There?, How Do I Take Action? and What Exactly Will I Do?

A Bibliography for Coalition Building. Consumer Education Resource Network, 1555 Wilson Blvd., Suite 600, Rosslyn, VA 22209. 1982. $1.

A comprehensive list of materials and resource groups that provide information on various aspects of coalition building. The publication includes information resources on fundraising, newsletter design, use of media and other topics.

How To Do Leaflets, Newsletters and Newspapers. Popular Economics Press, PO Box 289, Boston, MA 02112. $5.95. Cheaper rates for bulk orders.

A how-to book for nonprofessional publishers that highlights the essentials needed to produce simple print media. The book explains in clear and concise terms the techniques for successfully getting your message across.

The Bread Game: Realities of Foundation Fundraising. Regional Young Adult Project, 944 Market St., #705, San Francisco, CA 94102. 1982. $9.95 plus $2 shipping.

This newly revised and expanded primer provides basic information on foundation research, proposal writing, accounting procedures and reporting to foundations. Two sample proposals and new sections on nonprofit and tax-exempt status, women's groups and foundations and self-support planning have been included. The manual is directed especially to social change grant-seekers.

(Continued on next page)

Gaining Momentum for Board Action. Arty Trost and Judy Rauner. Marlborough Publications, PO Box 16406, San Diego, CA 92116. 1982. 104 pp. $10.50. Quantity discount available.

Helps policy-making and advisory groups to meet the goals of their organizations effectively. Each topic covered includes general information, practical examples and worksheets for applying the ideas to such specific groups as private, nonprofit and public tax-supported organizations and agencies, schools, hospitals and religious settings.

People's Power Guide. Power, 419 Security Bldg., Olympia, WA 98501. $5.

This manual on electric policies for consumer activists is a helpful guide for people who want to influence policy with regard to utility rates and energy conservation. It is also a tool to help protect the interests of low income and senior rate payers and to aid consumers in understanding the logic and reason behind the policies of their utilities.

WIRE Service. Women's International Resources Exchange Service, 2700 Broadway, #7, New York, NY 10025.

A list of WIRE reprints of articles on women's political and economic struggles around the world. Essays are available in both Spanish and English, ranging in subject matter from the media genre *fotonovela* to the roles of women in Vietnam.

Alternative Press Syndicate Directory. Alternative Press Syndicate, PO Box 1347 Ansonia Station, New York, NY 10023. 1982. $5 plus $1 postage and handling.

Bibliographical information on nearly 200 alternative publications from around the world on tenants' rights, feminism, anti-nuclear and environmental issues, etc. Each listing contains address, phone number, contact persons, editorial descriptions and circulation information.

The Monitor. Center for Community Change, 1000 Wisconsin Ave., NW, Washington, DC 20007. $25/year for government agencies, libraries and universities; $15/year for nonprofit community organizations and individuals; $5/year for low-budget, nonprofit community organizations and individuals.

A bimonthly newsletter that includes analyses of federal legislation written from the perspective of community-based organizations; information on what local community groups are doing to pursue their goals; resources to help develop strategies; and analyses of current economic conditions.

Business Ventures of Citizen Groups. Charles Cagnon. Northern Rockies Action Group, 9 Placer St., Helena, MT 59601. 1982. $5.

A thorough and informative report on the Business Ventures Project, which studied profit-earning small businesses run by community groups.

Needs Assessment: A Guide for Planners, Managers, and Funders of Health and Human Care Services. United Way of America, United Way Plaza, Alexandria, VA 22314. 1983. 107 pp. $12/copy (1-10); $10/copy (11 or more). An invoice will be included in your order reflecting cost of order plus postage and handling.

This book offers community leaders and health and human service professionals a practical guide for conducting needs research. Written in simple, nontechnical language, it summarizes existing materials, reviews research studies and breaks new ground with original ideas on needs assessment.

Clearinghouse Review. National Clearinghouse for Legal Services, Inc., 500 N. Michigan Ave., #1940, Chicago, IL 60611. $75/year ($95 outside continental U.S.).

A tool for helping housing advocates work together to pursue the best legal remedies for achieving housing rights. Published 11 times a year, the magazine surveys developments in over 20 areas of law, including consumer, family, employment, housing, immigration, veterans, juvenile, landlord/tenant, mental health, public utilities, civil rights and attorneys' fees.

Clearinghouse Publications Catalogue. National Clearinghouse for Legal Services, Inc., 500 N. Michigan Ave., #1940, Chicago, Il 60611. Free.

A list of general interest publications relating to housing and landlord/tenant issues.

An Essential Bibliography for Coalition Building. Consumer Education Resource Network, 1555 Wilson Blvd., Suite 600, Rosslyn, VA 22209. 1982. 29 pp. $1.

An annotated bibliography of books, pamphlets and periodicals that may provide a resource in building a coalition for consumer education or for any other similar organizational structure.

Consumer Education Resource Inventory. Consumer Education Resource Network, 1555 Wilson Blvd., Suite 600, Rosslyn, VA 22209. $15.

Comprehensive reference manual that includes information about clearinghouses; databases; resource centers; private organizations and associations; local, state and federal consumer agencies and offices; and federal funding sources.

32 Million Older Americans: A Handbook for Employers on the Trends, Issues, Laws, and Strategies Pertaining to Older Worker Utilization. Seniors in Community Service Program, National Urban League, Inc., 500 E. 62nd St., New York, NY 10021. 1982. 26 pp. $2/copy (1-5); $1.50/copy (6 or more).

Provides prospective employers, social service agencies and other institutions with a concise and timely summary of the trends, issues, laws and strategies pertaining to the utilization of the older worker.

Readers' Advisor

If you have a question, answer or comment for the Readers' Advisor column, send it to the Editor, Voluntary Action Leadership, 1111 N. 19th St., NW, Suite 500, Arlington, VA 22209.

Evaluating Training Opportunities

I GET SO MANY BROCHURES IN THE MAIL ON workshops, seminars, conferences or courses on everything from recruiting volunteers to proposal writing that I'm at a loss as to evaluating them properly. I would like to take advantage of some of these training opportunities, bnt our budget and my time are limited. How do I decide which ones are best for me? —*Cookie Spaeth, Director, D.C. Music Center, Washington, D.C.*

VAL has had several inquiries like yours. In response, we'd like to share an excerpt of the article, "Guide to Selecting a Training Program," by Godwyn L. Morris, publisher of the new *NPO Resource Review* in which this article appeared. The *Review* is a newsletter about management resources for nonprofit organizations, and the checklist below is reprinted by permission.

- Read the brochure carefnlly for content. Does it specifically address your topic? If a comprehensive outline of the program is not included in the brochure, ask for one. As a rule of thumb, the more specific the description, tbe more in-depth the training.
- Look at the range and scope of the material to be covered. If it seems like too much or too little for the time allotted, contact the sponsor for a more detailed description of the program.
- Review the "who should attend" list. Do you see yourself in that group?
- Check references! What do past participants have to say about the program? Talk to the people quoted in the brochure and colleagues who have taken the course. Or ask the organization for a list of its most recent program's participants. If your request is refused, the sponsor may be hiding something.
- Ask past participants open-ended questions about the program in order to get a broad picture of their experiences. Questions such as, "Why did you select this seminar?" "What did you expect from it?" and "How did you benefit from having attended?" should give you a good idea of what to expect and whether the program will live up to its promises.
- Ask if handout materials will be provided to reinforce the training, and if possible, review these documents before making your final decision.
- Find out how frequently the program has been offered, or how many years the sponsor has been in business. Is it a new and unknown operation, or does it have a valued reputation in the field? The longer the program and/or the company have been in existence, the more valuable the experience is likely to be.
- Check to see if the sponsor or trainer provides an opportunity for follow-up consultation after the training program. (Be sure to find out if they charge for it!)
- Don't be frightened, or attracted, by the price alone. The cost of a program may not be an accurate indicator of quality. Your attendance should be determined by all of the factors listed above.
- And last, don't be afraid to contact the sponsor if you have questions. The more you can learn in advance, the more you'll be able to select the program that best suits your needs. You are purchasing a product, and you have the right to know what you are buying.

For further information on the NPO Resource Review, *write Caller Box A-6, Cathedral Station, New York, NY 10025, or phone (212) 678-7077.*

Volunteers and Workers Compensation

WHEN CAN A VOLUNTEER COLLECT UNunder workers compensation insurance? —*A question often asked of* VOLUNTEER *by callers, conference participants and* VAL *readers.*

The following response was prepared by Robert A. Christenson, author of "What You Should Know About the *Legal* Definition of 'Volunteer' " in the fall 1982 *VAL* and a new book, *Volunteering Is For Winners* (see listing in Tool Box).

In most states, workers compensation statutes do not apply to volunteers. In some instances, this is in the best interest of the volunteer and in others it is not. In some situations, a volunteer could receive a better settlement in the courts and in some situations, a volunteer could receive a better settlement using the workers compensation statute administrative procedure.

(Continued on next page)

Workers compensation statutes came about to provide the injured employee with a resolution of his or her grievance against the employer or fellow employee through an administrative process of damage computation without regard to fault. The recovery under workers compensation tends to be less than the amount recoverable at common law, but the injured party is assured of a minimum recovery, rather than risking no recovery in the court system. Fault is not so much of an issue as is the amount of damages and whether the injury occurred within the limits of the employee's job description.

A typical case involving a workers compensation statute is *Preese v. Boy Scouts of America, et. al.*, 167 N.W.2d 737 (1969), in which the Minnesota Supreme Court held that a volunteer was a gratuitous employee of the Boy Scouts of America, but was not a "true employee" pursuant to the Minnesota workers compensation statute. The situation involved a gratuitous employee at a Boy Scout meeting, who was seriously injured while serving dinner under the auspices and for the benefit of the Boy Scouts. A tornado struck the building during the dinner and the gratuitous employee was injured. He applied for workers compensation benefits under Minnesota law. The Minnesota statute stated that a claim for workers compensation must be based upon an injury resulting from or in the course of employment pursuant to an express or implied contract for hire. Since the gratuitous employee did not expect to be paid, and because there was neither a written nor assumed contractual relationship between the gratuitous employee and the Boy Scouts, there could be no recovery under the Minnesota workers compensation statutes. Since the injury did not reflect a breach of the Boy Scouts duty to provide a reasonably safe working environment for the gratuitous employee, there could be no recovery for the volunteer.

In a similar case, the Illinois Supreme Court, in *Board of Education of the City of Chicago v. Industrial Commission, et. al., Brewer*, 290 N.E.2d 247 (1972), denied benefits to a DePaul university student who volunteered at a local school to fulfill her degree requirements. It was undisputed that she was a gratuitous employee of the school in that she assisted in a variety of activities under the direct supervision and approval of the elementary school officials. The court held that the gratuitous employee could not recover under the Illinois workers compensation statute because there was no written nor assumed contract for hire or monetary benefit received by the gratuitious employee from the school. The court stated that:

> Consistent with the philosophy of the legislation which assumes that a worker is gainfully employed at the time of his injury, it is generally recognized that a true employer-employee relationship does not exist in the absence of the payment of consideration in some form by the employer to the employee. As a consequence, the workmens compensation statutes throughout this country have uniformly been construed to exclude from coverage purely gratuitous workers who neither receive, nor expect to receive, pay or other renumeration for their services.

The court refused to stretch the coverage of the Illinois workers compensation statute beyond what was intended by the legislature.

Marcus v. Frankford Hospital, 283 A.2d 60 (1971), is a slight twist of the usual situation. In this case a hospital attempted to show that a volunteer was a true hospital employee and therefore should be limited to a recovery under the existing workers compensation statute. The volunteer was a participant in a "Candystriper" program and was injured while helping two nurses sponge bathe an elderly patient. The hospital argued that the volunteer was a true employee, as she received valuable consideration (some type of payment) in the form of meals and a pre-service training program. The workers compensation statute of Pennsylvania required that to fall under the scope of the statute, the volunteer must receive valuable consideration. The Pennsylvania Supreme Court did not accept that meals and pre-service training amounted to valuable consideration and allowed the injured Candystriper volunteer to retain the judgment she received against the hospital outside the administrative remedies of the workers compensation statute. Nevertheless, it is worthy to note that the Candystriper volunteer was not considered a true employee of the hospital and therefore would not have been eligible for workers compensation benefits even if she would have applied for them under the statute.

As is usually the case, there is an exception to every rule. In *P. Orphant v. St. Louis Hospital, Division of Mental Diseases*, 441 S.W.2d 355 (1969), the Missouri Supreme Court held that a gratuitous employee could recover under the existing workers compensation statute by liberally construing the statute to include "every person within the service of any employer not confined to those under contract for hire, express or implied, but also including those performing by appointment or election."

Letters

Shipping Charges

Can you find a solution for including shipping/handling charges along with book/publications titles, prices and ordering addresses in *VAL* articles?

It is costly to write the company for this information, then to send a separate order after receiving a reply. It also means an undue wait for publications we might be in a hurry to secure.

—*Jane S. Jones*
Director, Baldwin County RSVP
Bay Minnette, Ala.

We always include the shipping/handling charge of publications listed in Tool Box—if the publisher provides it. From now on, we will be just as careful in listing price/ordering information of books mentioned elsewhere, particularly in the News section. Thanks for alerting us to this oversight.—Ed.

Worker Substitutes in England

I read *VAL* with great interest and am particularly impressed by the range of voluntary activity covered and the way in which management techniques are being successfully adapted to the needs of the voluntary sector in the United States.

As you probably are aware, in the U.K. there has been a great upsurge of interest in volunteering, mainly as a direct result of the economic recession. This interest has been actively encouraged by central government, who is developing programs to facilitate volunteering among the growing number of unemployed.

The unfortunate, but understandable side-effect of this is a growing suspicion and even resentment of volunteers by paid workers and their trade unions. Volunteers are seen as threatening to undermine the position of the paid worker, and thus, paradoxically, increasing the unemployment rate. While our organization, which operates its own Volunteer Bureau, takes every precaution to avoid worker substitution by volunteers, we are very aware of the problem.

I would be very interested to know whether the record unemployment in the U.S.A. is having similar repercussions on volunteering and if so, what is being done to minimize the problem. We also would be pleased to hear from any voluntary organization who is interested in learning more about our work.

—*Joan Chantrell*
Development Officer
Coventry Voluntary Service Council
Tudor House, 14 Spon Street
Coventry CV 3BA, ENGLAND

BSA Excellence

Your article entitled, "Quality at Philmont—Training Volunteer Leaders for the BSA" (summer 1982 *VAL*), was excellent. As a former employee of the Boy Scouts of America, I believe the BSA does an excellent job in the areas of recruitment, recognition and training of volunteers. I have always wondered why their expertise has not been shared with publications such as *VAL*.

I hope this is the beginning of more articles written by the BSA. Thanks so much.

—*Bruce R. Weidman*
Director, Volunteer Resources
Allentown (Pa.) State Hospital

Calendar

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

April 12-15 **Riverside, Calif.:** *1983 Lake Arrowhead Conference for Administrators of Volunteer Programs*
A faculty led by Dr. Eva Schindler-Rainman, D.S.W., will address conference theme, "The Future is Now." The focus will reflect the most recent research in social welfare, economics, funding, management and volunteerism. Presenters include Randy Andersen, professor; Jackie Schwartz, author of *Letting Go of Stress;* Marion Jeffery, Second Careers director; Juanita Cobb and Kathy Howard, volunteer directors.
Fee: $340 includes room and meals at UCLA Conference Center in San Bernardino Mountains.
Contact: Helena Hult, Coordinator, PO Box 1731, Santa Monica, CA 90406, (213) 828-9495.

April 25-27 **Toledo, Ohio:** *Volunteer Venture '83*
The third annual statewide volunteer conference at the Perrysburg Holiday Inn is designed to develop personal and professional skills and to enhance an organization's service and impact through volunteers. For volunteers, volunteer leaders and administrators (paid and unpaid), men and women. Guest speakers: Sue Vineyard, trainer and consultant, and Alice Weber, immediate past president of Association of Junior Leagues.
Fee: $175/full reg. and single occupancy; $140/full reg. and double occupancy; $75/reg. w/no lodging; $30 (April 26 only).
Contact: Voluntary Action Center and Junior League of Toledo, One Stranahan Square, Suite 141, Toledo, OH 43604, (419) 244-3063.

May 4-5 **Colorado Springs, Colo.:** *1983 Annual AVA Region XII Workshop and Conference*
This two-day conference at the Holiday Inn North is co-sponsored by AVA and the Colorado Hospital Directors of Volunteer Services. It will feature Dr. Eva Schindler-Rainman, who will present new ideas with practical experiential applications for dealing with people management and voluntarism.
Fee: $60/members; $75/nonmembers.
Contact: Joan McIntyre, Director of Volunteer Services, Goodwill Industries of Colorado Springs, PO Box 6318, Colorado Springs, CO 80934, (303) 635-4483.

June 20-23 **Chicago:** *1983 National Youth Workers Conference*
Sponsored by the National Youth Work Alliance at the Americana Congress Hotel, the conference workshop and panel topics will include Developing Public and Private Partnerships, Managing Change, How to Sell What We Do, The Changing Youth Employment Environment, Effective Private Sector Fundraising, and more.
Contact: Conference Staff, National Youth Work Alliance, 1346 Connecticut Ave., NW, Suite 508, Washington, DC 20036, (202) 785-0764.

June 22-24 **University Park, Pa.:** *1983 Pennsylvania Statewide Symposium on Volunteerism and Education*
"For Pennsylvanians about Pennsylvanians," this conference will include a "Strategy Exchange" led by Susan Ellis, "Marketing Volunteering to Management" by Steve McCurley, and workshops on training, management, group dynamics, team building, effective lobbying, religion and volunteering.
Contact: Mary Ann Solic, Conference Center, J. Orvis Keller Building, Penn State University, University Park, PA 16802.

June 26-30 **Stanford, Calif.:** *The 1983 National Conference on Citizen Involvement*
VOLUNTEER's next annual conference will be held on the West Coast at Stanford University. See details on inside front cover of this issue. Content to be announced in near future.

VOLUNTEER: The National Center for Citizen Involvement
1111 N 19th Street, Room 500, Arlington, VA 22209

Susan J. Ellis, Director
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