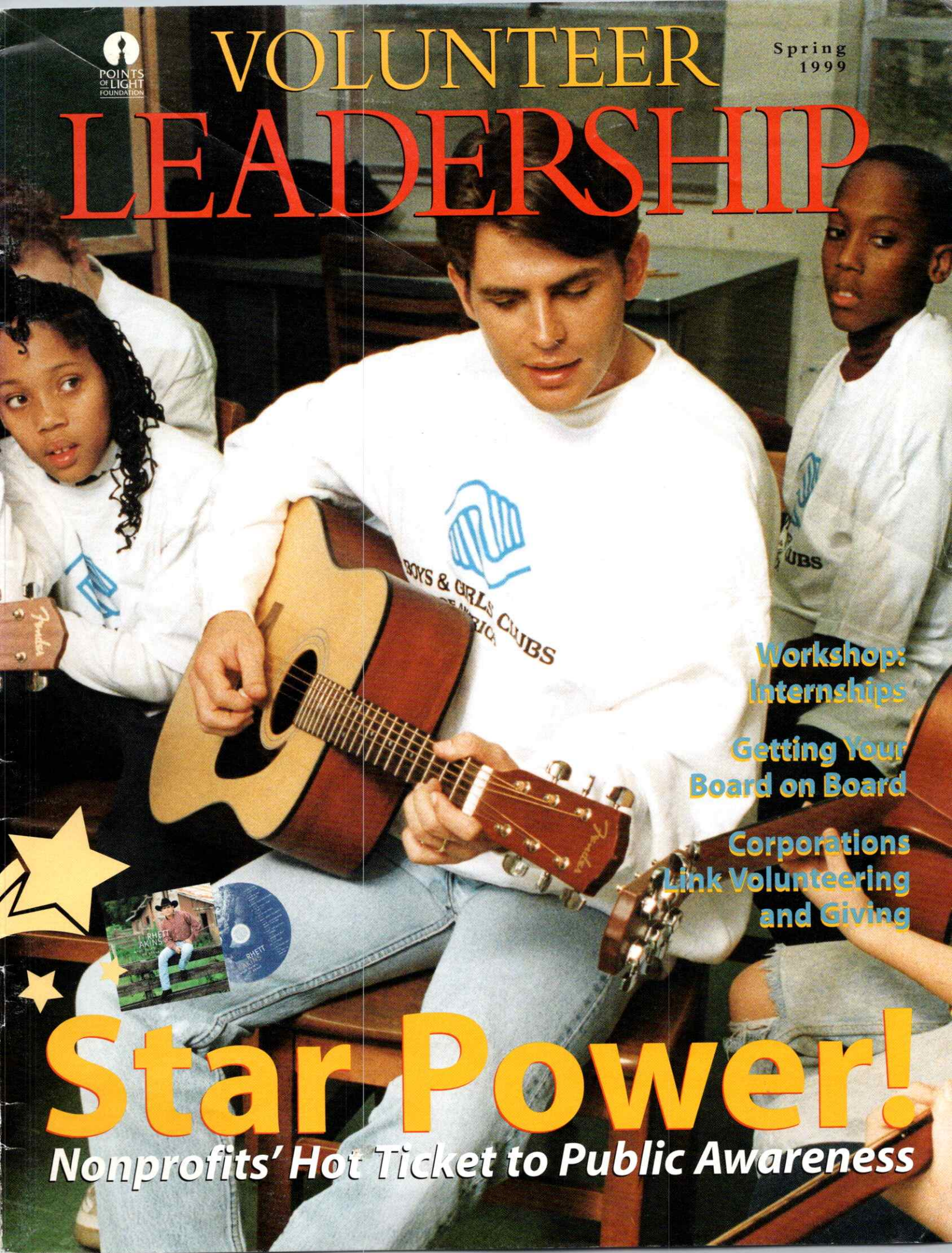


POINTS
OF LIGHT
FOUNDATION

Spring
1999

VOLUNTEER LEADERSHIP



Workshop:
Internships

Getting Your
Board on Board

Corporations
Link Volunteering
and Giving



Star Power!

Nonprofits' Hot Ticket to Public Awareness

VOLUNTEER LEADERSHIP

Published by
The Points of Light
Foundation

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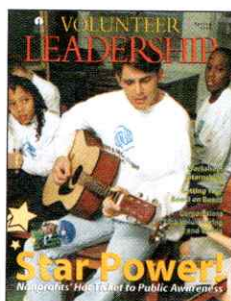


POINTS
OF LIGHT
FOUNDATION

The Points of Light Foundation is a nonprofit, nonpartisan organization dedicated to engaging more people more effectively in volunteer community service to help solve serious social problems.

Contents

cover story



4 Star Power

By Patty Rhule

Attracting celebrity spokespeople can be a lucrative and attention-getting way for organizations to increase public awareness. We highlight some stars and their chosen causes.

On the cover: Singer Rhett Akins

Design: Hobbamock

Photos: Boys and Girls Clubs; RPM Management LLC

departments

17 Point of View

21 Solution Finder

26 Program Profile

28 Shop Talk

30 Recognition

37 Foundation News

38 Briefly Noted

9 workshop

Internships

Internships Can Benefit Everyone

By Jeff Hoffman

Take Good Care of Your Intern

By Sam Matlick

Make Your Organization
"Intern Friendly"

By Mona Yep

The Inside Story from an Ex-Intern

By Andy Grimm

14 Disarm the D-Word

By Cathleen O. Schoultz

Savvy organizations see the necessity and value of tapping the strengths of people with disabilities. We explain how and why.

18 After the Storm

By Roy DeLaMar

Last fall Hurricane Mitch hit Honduras and Guatemala with killer force. We show how non-profits responded.

22 A Successful Match

By Kathy Balog

Corporations that line up giving and volunteering enjoy community good will. Some companies share what works for them.

34 EDS + Monroe

By Mary Anne Hess

Many businesses and schools form partnerships that focus on mentoring. The people in one alliance tell us how it works.

president's letter

Connecting Communities



Dear Reader,

Over the past several years, *Volunteer Leadership* readers have read periodically about the Connect America initiative—the national effort to foster those connections among people through volunteer service, especially with those who have become disconnected from those individuals and institutions that can be of help.

This is a message that I don't believe can be emphasized enough. In 1995, Robert Putnam wrote an essay that was one of the most influential pieces of the year, "Bowling Alone: America's Declining Social Capital." The essay discussed the decline of civic participation in American life and possible causes of the trend.

The message continues to strike a nerve in many Americans who believe that the weakening of our nation's historic ordered liberty is closely related to sharply declining levels of neighborly assistance and social participation. John Gardner, one of the most influential thinkers on the importance of community, has written: "What is undermining our confidence, angering and frightening us, eating at our souls and making us sick at heart is the senseless violence, the obscenity of racial hatred, the destruction of human dignity under extremes of poverty—in short, the shredding of the social fabric, the collapse of community."

That is why the Foundation believes that it's important to connect people and communities by increasing the quantity and quality of volunteer community service. Each of our programs helps communities develop the capacity to build and sustain collaborative activities and initiatives that combat disconnection, which we believe is a fundamental cause of society's serious human and social problems.

And the message of the importance of connection is catching on. More and more partnering organizations, cities and states are adopting the message, proclaiming themselves "Connect" organizations, cities and states.

I believe that, whatever we call it, the work each of us is doing to facilitate building the critical connections with those most disconnected in our communities is crucial if we are to build a strong, just society for all Americans.

Sincerely,

Robert K. Goodwin
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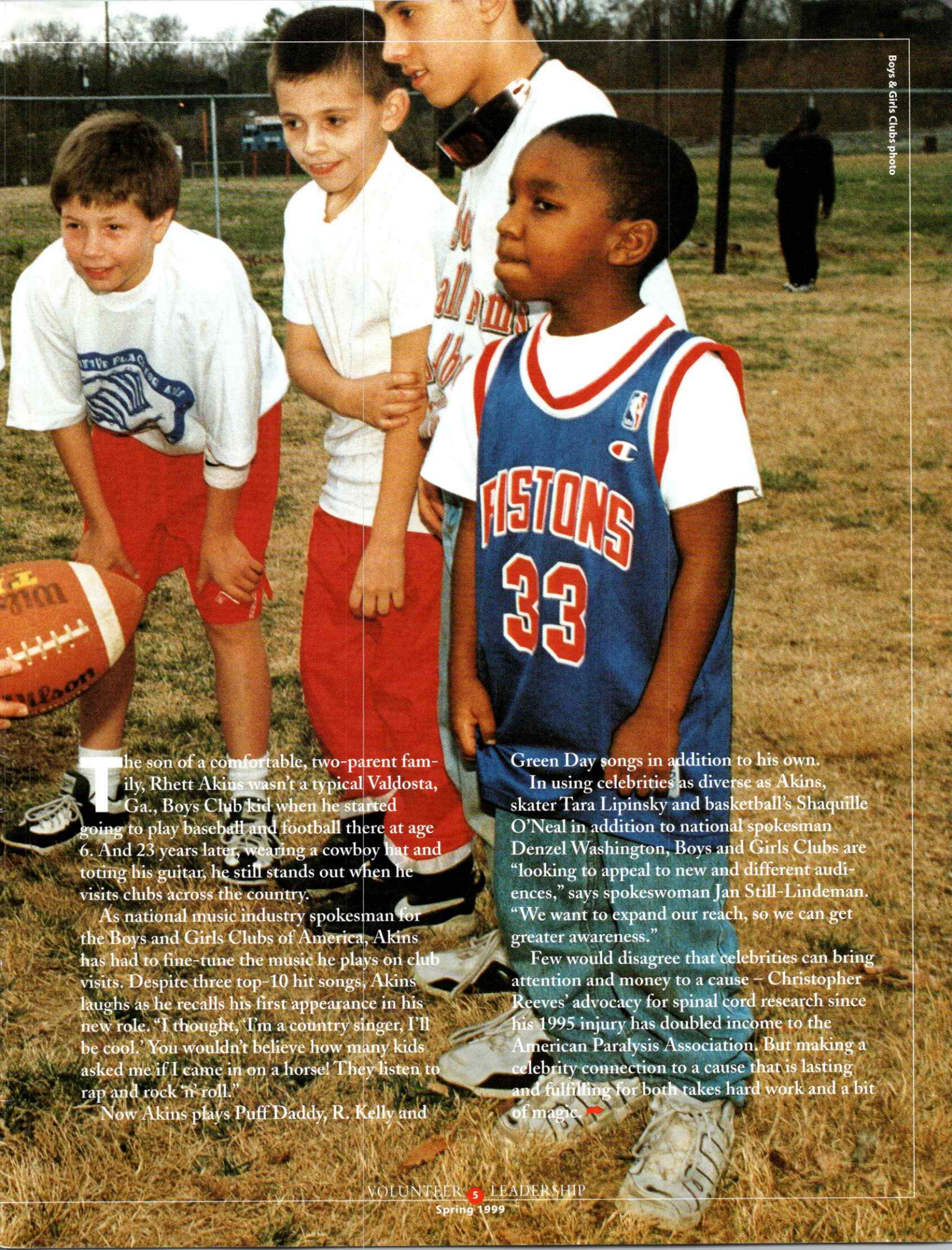
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Rhett Akins and kids from Nashville, Tenn.

Star Power!

A SURE WAY TO BOOST AWARENESS

By Patty Rhule



The son of a comfortable, two-parent family, Rhett Akins wasn't a typical Valdosta, Ga., Boys Club kid when he started going to play baseball and football there at age 6. And 23 years later, wearing a cowboy hat and toting his guitar, he still stands out when he visits clubs across the country.

As national music industry spokesman for the Boys and Girls Clubs of America, Akins has had to fine-tune the music he plays on club visits. Despite three top-10 hit songs, Akins laughs as he recalls his first appearance in his new role. "I thought, 'I'm a country singer, I'll be cool.' You wouldn't believe how many kids asked me if I came in on a horse! They listen to rap and rock 'n' roll."

Now Akins plays Puff Daddy, R. Kelly and

Green Day songs in addition to his own.

In using celebrities as diverse as Akins, skater Tara Lipinsky and basketball's Shaquille O'Neal in addition to national spokesman Denzel Washington, Boys and Girls Clubs are "looking to appeal to new and different audiences," says spokeswoman Jan Still-Lindeman. "We want to expand our reach, so we can get greater awareness."

Few would disagree that celebrities can bring attention and money to a cause – Christopher Reeves' advocacy for spinal cord research since his 1995 injury has doubled income to the American Paralysis Association. But making a celebrity connection to a cause that is lasting and fulfilling for both takes hard work and a bit of magic. ➤

Personal Touch

"The very best use of a celebrity is to really look for someone who fits the bill and loves the mission," says Ruth Wooden, president of The Ad Council, which produces public service announcements nationwide. "Denzel Washington belonged to the Boys & Girls Club, and that really comes through. Just having a celebrity without that connection... is foolhardy. Whenever I see that from ad agencies, I often think they're using celebrities because they don't have an idea."

The importance of a personal connection can't be overemphasized. "Seinfeld" star Jason Alexander's half-sister has scleroderma, a disease

of the connective tissue. Although active in the Scleroderma Foundation, she didn't reveal her kinship to Alexander until she was comfortable with going public about her condition. Since then, Alexander has done public service announcements, signed fundraising letters and written articles for national magazines. The foundation recently got a \$50,000 check for a benefit appearance Alexander did on TV's "New Hollywood Squares."

That TV appearance brought scleroderma to the attention of millions of TV viewers, says foundation executive director Robert Riggs. "To have Jason Alexander to say this is what scleroderma is... people listen.

It offers you credibility and you're not pitching into the dark."

In addition to shining light on causes that otherwise might not receive national interest, celebrities can cut through the clutter of good causes vying for attention from donors, volunteers and the public.

"When you have a local charity event, there are so many to choose from in major cities, it's the celebrity that's there that brings them in," says Jeanne Lee, director of patient services for the Parkinson's Disease Foundation, based in Chicago. The foundation hopes actor Michael J. Fox, who recently revealed he has Parkinson's Disease, will have some role with its efforts. ➤

Tips for *Signing Up* a Celebrity Spokesperson

Here's some advice from the professionals about getting a local hero to draw attention and dollars to your group:

- Do your homework. From its worldwide network of medical personnel, the Scleroderma Foundation discovered that Luciano Pavarotti's girlfriend Nicoletta Mantovanni had an aunt in Italy with the disease. Executive director Robert Riggs used that connection to seek out Pavarotti, and the tenor has just completed public service announcements for the group.

- Find the best person to ask the celebrity. When the Ad Council was working on a spot for the Department of the Interior during the Reagan administration, it set its sights high: Clint Eastwood was the ideal candidate to get out the message that tough guys were ruining state parks. "We got the president to ask him," says Ad Council President Ruth Wooden. "A lot of it is in who asks."

- Keep the celebrity in the loop. "It's the job of the nonprofit to educate the celebrity, to really make sure they provide an ample amount of information," says CAA's Michelle Kydd. "This is not what these peoples' jobs are. Their job is to be artists."

- Develop a good relationship with the celebrity's handlers. They make sure your messages get through to the celebrity, says Riggs. Occasional theater tickets and fruit baskets help. "You want to keep the gatekeeper happy."

- Woo your celebrity too. Riggs knew that Pavarotti is trying to lose weight after recent hip surgery, so he ordered a lavish fruit basket be sent to him each month. "Every month, this delivery comes and he thinks about us. In an unobnoxious way, keep yourself in their mind."

- Don't overwhelm the celebrity. Make one person in your organization the contact person, to keep the celebrity from being inundated with requests from all of your local chapters, says Riggs.

- Keep the star's schedule in mind. For a global star such as Pavarotti, "you take what they are willing to give you," says Riggs. For others who are slightly more accessible, Riggs drops a brief note every six weeks to inform the star of news within the organization. Every quarter, he suggests a project or appearance.

Patty Rhule



AP/Wide World Photos

10 Celebrities Who *Speak Out* For Causes:

Oprah Winfrey	A Better Chance*
Jason Alexander	Scleroderma Foundation
Mary Tyler Moore	Juvenile Diabetes Foundation
Cher	Children's Craniofacial Association
Denzel Washington	Boys and Girls Clubs of America
Sharon Stone	American Foundation for AIDS Research
Julia Roberts	UNICEF
Jimmy Smits	The National Hispanic Foundation for the Arts
Anthony Edwards	Cure Autism Now
Dustin Hoffman	Camp Ronald McDonald for Good Times

**Sends inner city kids to college prep schools*

On the Other Hand

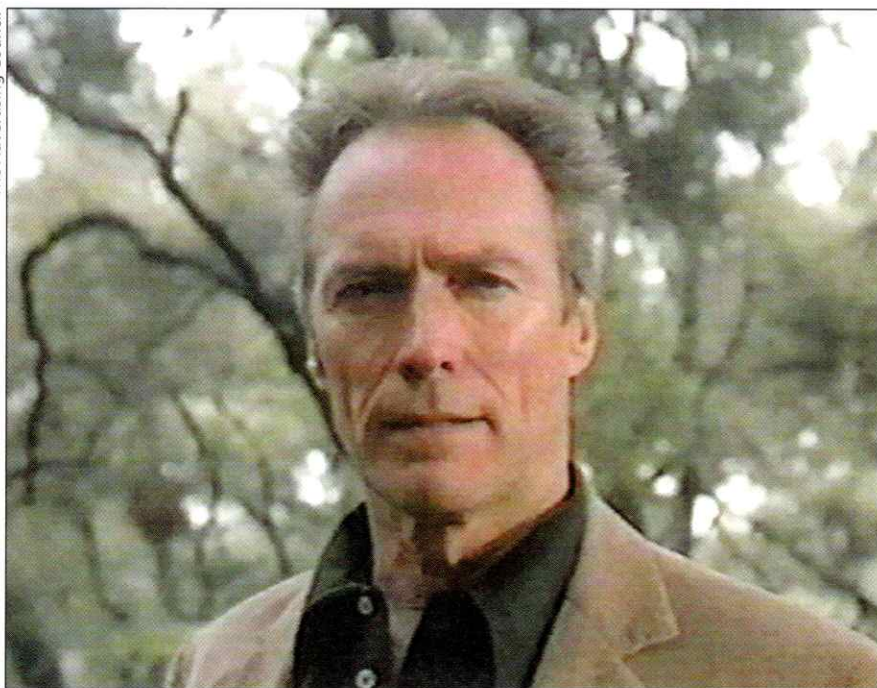
While a celebrity can bring positive attention to a cause, there can be distortions as well. Despite Fox's well-informed TV and print interviews about his disease and an hourlong interview with the Parkinson's Disease Foundation's executive director, "The Star," a supermarket tabloid, "boiled it down to 'Fox may be in a wheelchair in five years,'" says Lee. "My boss was not pleased. We don't want patients to think they're diagnosed in one year, and five years later they're going to be in a wheelchair. That's not true."

There are other pitfalls. Not all celebrities have the personal integrity of a Denzel Washington. "We are very circumspect about whom we associate ourselves with," says the Boys & Girls Clubs' Still-

Lindeman. "Like anyone else, you recognize there's a possible downside should events in the celebrity's personal life take a turn. We look at celebrities who have some background with us, former Boys and Girls Club members—that way we can usually vouch for the character of the person in question. When you're dealing with the public, you've got to be concerned with the public perception."

And some stars have hidden agendas. "Shows get canceled, suddenly they get religion and want to get involved," say the Ad Council's Wooden. "I got a phone call once from an agent. One of the most gorgeous male stars in the world suddenly wanted to do a public service announcement. He had already written the copy, which just happened to include the title of his movie."

The Advertising Council



Clint Eastwood spreads the word about taking care of national parks in the Department of the Interior's "Take Pride" television campaign.

Nor is a celebrity the answer to every need. "I get well over 100 requests a week for celebrities to come to... a PTA supper," says Michelle Kydd, co-executive director of the Creative Artists Agency Foundation. The CAA talent agency represents celebrities such as Steven Spielberg, Brad Pitt, Tom Cruise and Meryl Streep. "Although that's really important, you don't necessarily need a movie star there."

The myth of the pampered celebrity being short of interest and attention span for good causes is just that, says Kydd. Mary Tyler Moore has spoken out for the Juvenile Diabetes Foundation for 16 years. Cher got involved with the Children's Craniofacial Association during the 1985 movie "Mask," in which she played the mother of a deformed boy, and continues that relationship. New York Yankees

shortstop Derek Jeter, 25, established the Turn 2 Foundation, focusing on finding alternatives and treatment for teen drug abuse.

Akins has been pursued for charity golf tournaments and the like since his first album. "I really enjoyed it, but I thought there's got to be something out there that really means something to me. I had the best time of my

life at the Boys Club. My mission statement is: I'm no different than you are. I joined as a kid, and got a whole lot of encouragement to be a dreamer. Live out your dreams, you all can do anything you want to." ♦

Patty Rhule, a freelance writer in University Park, Md., is a frequent contributor to Volunteer Leadership.

W rkshop

Internships

Making the Most Of a Good Opportunity

An internship can be a situation where expectation collides with reality. At best, it's an opportunity to apply classroom learning in a "real world" setting under the guidance of a workplace mentor/supervisor interested in nurturing the next generation of nonprofit leaders. At worst, it's free labor for an overworked, understaffed office.

Like many other situations, you get out of it what you put into it. An industrious, highly motivated student can come away with valuable experience and, sometimes, even a promise of a job after graduation. An organization or company that has a carefully supervised intern program can benefit from the energy and productivity of youth. "Interns often bring a fresh perspective to the job as well as an enthusiasm that can be infectious in the office," according to Jeff Hoffman, writing about Walt Disney's VolunTEARS program.

Successful internships grow out of careful planning. If your main reason for wanting an intern is low-paid or free labor, perhaps you should rethink whether or not you should have an intern program. Mona Yep, who manages the University of California's Washington Semester Program, cautions that it's important that intern supervisors have the "time to mentor and guide them. They [interns] need the commitment of the full staff to provide an open environment with opportunities to learn and grow."

Andy Grimm, a former intern and now an employee of DePauw University's Hartman Center, urges organizations to set high standards. The expectation that interns do professional-quality work was invaluable to him. "Looking back, I'm often stunned at the quality of all the work that my fellow interns did." He says that expectation of excellence has made Hartman Center internships highly sought after by students.

In the following articles, our guest editors offer their experiences in the world of internships. You'll find do's and don'ts from a variety of viewpoints: a corporation, a university intern placement program, an intern supervisor and a former intern. We hope their insights will be useful to you.

Workshop, a standing feature of Volunteer Leadership, offers how-to tips and valuable insights on selected topics that are of interest to our readers. To suggest topics or to request permission to reprint Workshop articles, contact Jane Harvey, Volunteer Leadership editor, e-mail: janehar@aol.com.

Resources

● *The Internship Bible*: 1999 by Mark Oldman and Samer Hamadeh (Princeton Review Publishing; \$25) offers a comprehensive overview, with funny sidebars, cartoons and interviews with famous former interns. Covers 100,000 programs, with descriptions of positions, compensation, etc.; available at traditional and cyber bookstores.

● The National Association of Colleges and Employers (www.jobweb.org) offers "The Employer's Guide to College Recruiting and Hiring," including a section on setting up and managing a successful internship program (non-member price is \$125). The association's web site also offers discussion forums and a job database. Information: 800-544-5272 or 610-868-1421.

● Internships Unlimited (www.internshipsunlimited.com) offers training programs and course materials and suggestions for goal-oriented intern tasks.

● *Back Door Guide to Short-Term Adventures* by Michael Landes (Ten Speed Press, 1997; \$21.95) is an intern's eye-view work. This 486-page paperback got spectacular reader reviews at the www.amazon.com web site.

● The Idealist (www.Idealist.org) is an electronic publication of Action Without Borders, connecting "16,000 organizations under one roof." You'll find it easy to post and update information here, at no charge and even without an Internet address. This is a well-trafficked site, with links to other online resources.

● International Quality & Productivity Center (www.iqpc.com) specializes in internship programs for corporations. IQPC hosts conferences about effective internship programming with guest speakers from other organizations and lots of good links to other conferences.

Cathleen O'Connor Schoultz

Internships Can Benefit Everyone

By Jeff Hoffman

Setting up an internship at your company or organization can have many benefits for both your program and for the intern. Most interns are students who often get credit for the work they perform. In today's climate of having to do more with less staff, an intern can be a valuable asset to help get through that "crunch" or to work on an added special project without overtaxing your regular staff. Interns often bring a fresh perspective to the job as well as an enthusiasm that can be infectious in the office.

At The Walt Disney Co., we use student interns to assist with our employee volunteer program called Disney VoluntEARS. The structure of the program varies, depending on location and type of operation (ABC, Inc. in New York, Walt Disney World Resort in Florida and Disneyland Resort in Anaheim have different needs) but all sites find interns very beneficial.

One former Disney VoluntEARS intern at The Walt Disney Studios, Carrie Larson, got a job with Disney Online after graduation. Her passion for volunteering gained during the internship has now progressed into a position on the VoluntEARS Steering Committee in Burbank. A current intern, Blair Escherich, is majoring in communications and feels that she has learned a lot about working in an office environment as well as how to develop a time line and take a project from start to finish. "I'm helping our employees get connected to organizations that need the help. I feel like I am doing something good," says Blair.

Successful intern programs start with planning:

- Determine what tasks and projects that you will assign.
- Define the length of the internship; the time frame is often tied into the semester schedule.
- Find a location for the intern to work with adequate resources such as a phone and computer.
- Determine who will supervise the interns' work and set up regular meetings to assess work and answer questions.

Once the intern is on board, it is up to you to make the time worthwhile. The more time you invest from the start, the better the results.

- Meet with a representative from Human Resources to determine what if any guidelines exist regarding the hiring of interns. Issues that you will want to discuss include paid versus non paid, number of hours that can be worked in a week, appropriate duties, union regulations (if applicable), length of service and participation in new-hire orientation.

Now that you have the groundwork laid, you can start recruitment. Most colleges and universities have internship offices. Usually there is an application that the company must fill out describing the details of the internship.

Larger institutions often have internship offices connected to specific disciplines. If so, you may need to submit separately to those areas of interest such as business, communications or social services.

Sometimes the school will screen candidates for you and other times will have the students contact you directly. If the student is to get credit for the class, often the instructor or an advisor will call to check on the progress of the student.

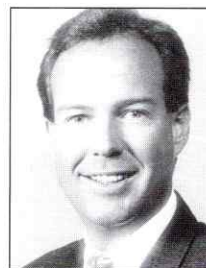
Handle the interview the same as if you are hiring a regular position. Go over the job duties, review the applicant's resumé and determine if the candidate is a good fit for both parties.

Once the intern is on board, it is up to you to make the time worthwhile. The more time you invest from the start familiarizing the person with the office, job duties and expectations, the better the results.

An intern can prove to be a very valuable member of the team. Give him or her responsibility. In most cases the student will want to learn and achieve. Give him or her constructive criticism.

Often, this is the intern's first experience in an office setting. He or she probably will walk in the door feeling uncomfortable, and you need to put him or her at ease.

You are giving the student a very valuable education on the real world and an opportunity to see and learn first hand about careers that make a positive impact on society. ♦



Jeff Hoffman is the director of employee services and corporate volunteerism for The Walt Disney Company. He is the immediate

past chair of the National Council on Workplace Volunteerism.

Take Good Care of Your Intern

By Sam Matlick

I take my responsibility as an intern supervisor very seriously. For most interns, an internship requires a substantial financial commitment, and while my organization often provides a stipend, most internships don't. My organization also contributes a great deal in terms of staff time, equipment and space. The Foundation offers a formal summer internship program, although departments retain interns throughout the year, as I do, matching internship opportunities to projects. From my recent experience, most of our interns learn about the Foundation from our Web site and postings on other Web sites. I treat possible interns as job applicants and ask many interview questions, but question them more about their goals. I often refer applicants to other departments or organizations, if our needs do not correspond.

In the Beginning

On the first day, I share information about the Foundation and its culture to help an intern avoid obvious pitfalls. This is as simple as explaining our dress policy or as complicated as outlining office politics. To introduce the intern, I send a staffwide e-mail, providing a short background as well as what projects the intern will be working on. And I make sure the intern's name is clearly visible outside his or her cubicle.

As a director in a busy department, I always have a variety of ongoing projects. During the interview process we discuss possible projects, but once the intern starts work, I go over opportunities again. Together, we identify mutual goals and select the intern's projects. This gives the intern more control over the work

and encourages personal investment. Projects are also placed in a framework, so that the intern can see how the work benefits the organization.

I offer the intern a variety of projects. Having an initial success encourages the intern to continue working hard, while long-term projects offer more of an opportunity to contribute. When possible, I allow the intern to "sign" their work—a byline on an article, recognition in editing a newsletter, acknowledgement in a book or report. This gives the intern something tangible to take away from the internship. Giving the intern mundane "grunt work" is inevitable, but it's important to mix it with more meaningful projects and also to show how the work fits into the big picture.

Pay Attention

Interns vary greatly in their ability, and early in the internship I watch carefully to identify both skills and weaknesses. I may have projects that need completions, but asking an intern without good computer skills to create a complicated spreadsheet inevitably will fail. Instead I match projects to the proficiency of the intern, which gives them the opportunity to shine while moving the project forward.

I also look for opportunities to improve weak areas. For example, I may invite shy interns to more meetings, encourage their comments or have them work with other staff on joint projects. When working on a project that needs more guidance, I allow extra time to complete the project so the intern can focus on the project and improve his or her skills.

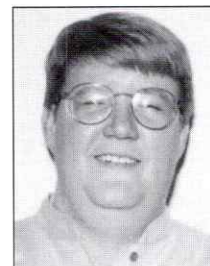
I check in with my intern often. If the pace of the organization is fast, it

can be daunting and inhibit willingness to ask for help. Having a designated time for discussion reinforces the intern's value and will increase their productivity. In these meetings, we discuss whether the internship is meeting his or her goals as well as the status of ongoing projects. This is another chance to offer criticism and appreciation. Even when unpleasant, helping the intern recognize professional behavior and practices in the workplace is one of my responsibilities as a supervisor.

And Finally

At the end of their internship, I write a letter of recommendation and thanks to the intern, outlining accomplishments and strengths. I also talk with the intern, to reiterate strengths and to address areas for improvement. Because I've talked with the intern on a regular basis about his or her progress, this conversation usually revolves around progress. Constructive criticism in tandem with thoughtful praise serves the intern well.

I enjoy working with interns and find their enthusiasm, creativity and joy of learning reinvigorates me and brings fresh ideas to my department. For me, they underscore the team in team work. ♦



Sam Matlick is director of membership outreach for The Points of Light Foundation, in Washington, D.C., and engages interns on an ongoing basis.

Make Your Organization 'Intern Friendly'

By Mona Yep

I place students in a variety of internships with varying workloads, a wide range of responsibilities and levels of supervision. The definition of what constitutes a "successful internship" differs from organization to organization, and I find the task of setting "universal standards" to be difficult indeed. While there are no magic formulas, I find that students are most satisfied in organizations that meet certain standards:

Good Environment

In placing interns, I look for answers to these questions: How much stability does the organization offer a prospective intern? Is something disruptive, like a move, being planned during the internship? Will someone have the time and energy to be a good supervisor for the student? Has there been a lot of staff turnover? Is there adequate work space for an intern?

I recall a student who worked for a subcommittee on Capitol Hill. The office was so overcrowded that the student was forced to do her work in the staff conference room. Every time there was a meeting, she was asked to pick up her things and leave and often wandered aimlessly about the office until the meeting was completed. She felt unappreciated and demeaned.

While interns provide a valuable service, they also have needs. They need a supervisor who can take the time to mentor and guide them. They need a designated work space appropriate for the job to be done. They need the commitment of the full staff to provide an open environment with opportunities

to learn and grow. While it is always tempting to take the offer of free or inexpensive help, organizations should regularly assess their "intern-readiness" first.

Screening

Organizations need to take the time to screen prospective interns. An internship is often a student's first introduction to the professional work world. They are excited and overwhelmed by the number of choices available, but often are clueless as to where their interests and abilities will best be served. You can help them in this process.

Prepare a brief, written summary of the internship position and share it with prospective candidates. It should include information about the organization and an accurate list of job responsibilities.

Interview the student either in person or by telephone if distance is a factor. The interview is a two-way street and gives both the supervisor and the student the opportunity to ask questions.

If possible, have the student speak with current interns. Students are less intimidated and appreciate the candid insights of their peers. If the fit doesn't seem right, don't accept the student. Likewise, respect a student's decision not to accept your offer. Careful screening means both you and your intern will be happier.

On the Job

I fax, I make copies, and I answer telephones. But I wouldn't want to do those tasks all day long and neither will your intern. I find that interns are most satisfied when they can spend at least 60% of their day

on assignments of a more substantive nature. The specific assignments will vary depending on the work of the organization and the abilities of the intern. Many include opportunities to write, research, work on short-term projects, attend meetings and plan special events. Interns also appreciate the opportunity to observe or shadow professionals in their daily routines. They enjoy being included in any activity that will provide them with insight into the work world they will soon be entering.

An "intern friendly" organization is one that offers constructive evaluations. If the intern has performed well, be sure to recognize his or her accomplishments.

At a minimum, provide a successful intern with a strong letter of recommendation and a promise to serve as a reference in the future. And consider interns if full-time openings in your organization become available or if you hear of suitable job openings elsewhere.

A full-time job offer is the highest praise interns can hope for, even if circumstances prevent them from accepting. ♦



Mona Sutton Yep is the director of the University of Southern California's Washington Semester Program and has placed

hundreds of undergraduates in Washington, D.C., internships over the past 14 years.

The Inside Story from an Ex-Intern

By Andy Grimm

I have to admit that my internship has had something of a negative effect on my professional life. I get surly in poorly run meetings. I seethe if I'm working on a disorganized project. It's fair to say that my two years as a Civic Intern at DePauw's Hartman Center has spoiled me for working with those who haven't had the experience of breathing the rarified air of high expectations.

It's hard to imagine the Hartman Center, the hub of De Pauw's nationally recognized community service programs, without the impact of student interns. Director Dr. Stuart C. Lord freely admits that the Center could never accomplish its goals with only its four full-time staff members. Hartman Center Civic Interns have served with distinction, if not pay, for several years now. Interns coordinated this year's Make a Difference Week, which involved more than 9,000 student and community volunteers.

The key to a successful internship experience is to have high expectations—by the intern and the organization. Competition for the 17 Civic Internships is fierce and involves a lengthy interview process. The word is out at DePauw: Civic Interns expect experience as leaders, learning how to manage large projects.

Hartman Center staff expects interns to do professional quality work. (On my first assignment, I had to re-type, re-copy, and re-address 250 fundraising letters twice because of a single typo.)

The overall atmosphere at Hartman Center is one of professionalism. The staff treated me as a co-worker, not free help. It might seem a little unconventional, but interns are

truly in charge of important initiatives. I was made aware of goals and expectations, and I was given the freedom to work on projects with little supervision. Hartman Center staff encouraged me to find solutions to problems as often as they offered advice. Looking back, I'm often stunned at the quality of all the work that my fellow interns did and still do produce relative to "professional" standards.

Using my internship experience as a guide, I would like to offer the following tips to help an organization maximize their internship program:

Expect excellence. If you cultivate an atmosphere of quality performance and communicate your goals and expectations clearly interns can make big contributions. Students have unlimited energy and even more talent; encourage them to use it.

Give important work. Once you have developed interns' commitment to excellence, it seems a shame to put tomorrow's captains of industry to work stuffing envelopes or running copies. You have skilled students willing to give you their best work; let them help you to expand your programming to a larger scale or in new directions.

Have answers. Interns always will have questions. Put the answers where they can find them. All Civic Interns receive an official binder that serves as a manual of office protocols and other important information. We also saved everyone's time lines, correspondence, evaluations, and other project materials for future interns to use. If your interns are coming to your desk every 10 minutes, refer them to the binder.

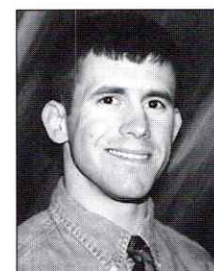
Provide training and support. A

binder can't explain everything, especially when your interns all are involved with different types of projects. A weekly staff meeting followed by a workshop on specific skills such as time-management or delegation will help your interns meet the challenges they face with their projects and let you reinforce your expectations and standards.

Be firm. Build accountability into the program. Communicate deadlines and enforce them. Not every intern will work out, and it is important that you maintain your professional standards, even for volunteers. Be supportive and let interns learn from their mistakes, but an intern who consistently fails to meet expectations can cause poor morale for the group.

A quality internship program can have a tremendous impact on your organization and on the students involved. If you have a program that lets students excel as leaders, your organization will have an unlimited pool of talented students clamoring for the chance to help you do bigger and better things.

I'm living proof that the skills and attitudes you gain from a quality internship experience can prepare you for the most demanding employers. After working in Chicago for a year, I was hired by the Hartman Center. ♦



Andy Grimm served two years as a Civic Intern and works as a program coordinator at the Hartman Center and as a freelance writer.

Disarm the D-Word

In an ideal world, disabilities wouldn't hinder any of us from full participation in work or play. And people with any of the wide range of identifiable "disabilities" would never feel marginalized. In many settings, it seems we're practically there. From other perspectives, there's work to be done.

Oracle, the world's second largest software company, headquartered in Redwood Shores, Calif., sounds like it's well into the 21st century ergonomically speaking. Adapting chairs, desks and tables to suit the individual is simply a matter of course at the firm, according to diversity officer Sondra Rodriguez.

"Take me," she says. "I'm short, and my desk needed to be adjusted for that." While not so short that she'd be classified as disabled, Rodriguez is small enough to realize that one size doesn't fit all when it comes to desks, chairs or other office equipment. Oracle also has special vans to transport employees with mobility difficulties.

Carole Lam-Chin, manager of community relations, says that before working with nonprofits, she visits sites and talks with volunteer coordinators about wheelchair accessibility, etc., but because of Oracle's general inclusiveness, she says she doesn't feel a need to tag volunteer programs as being open to people with disabilities.

Lam-Chin says the variety of programs at Oracle means there's something for everyone. This sentiment was echoed by other large companies, such as Washington, D.C.-based Freddie Mac, with scores of activities from tree planting to a massive tutor-



Oracle employee Marco Sorani, center, with other participants and volunteers in San Francisco's Walk-n-Roll 5K race last year.

ing program, and Seattle's Eddie Bauer, where volunteers may help with anything from mentoring kids to planting seedlings on the shores of the nearby Sammamishi River.

Oracle employee Marco Sorani, who uses a wheelchair, is co-leader of the Bay Area Chapter of the Buoniconti Fund to Cure Paralysis, a Miami-based organization founded by injured football player Marc Buoniconti and his parents. Sorani is a major fundraiser and, through Oracle's annual volunteer fair, he's enlisted other employees. The chapter hosts many special events, including a Marin County Chili Cook-off and a glamorous gala and silent auction, which raised more than \$40,000. In addition, Oracle donated \$20,000 to the cause as a result of Sorani's advocacy.

Disability is a big word. Executive director Chuck Greene of the Volunteer Center of San Francisco says much of what he's learned

through his center's Transitional Volunteer Program highlights the beauty of volunteering in general. One of seven programs at the center, TVP successfully placed about 430 individuals in 1998, most with significant mental challenges from retardation to schizophrenia to a traumatic brain injury caused by a skiing accident.

Greene says observing the astounding accomplishments of TVP in developing clients' employability—while also providing excellent volunteer support for a variety of nonprofits over the past seven years of his directorship—has turned some of his assumptions on their ear.

"At the beginning, I just didn't think there could be much growth with a program like this," he said. "But it's increased tenfold. Agencies start out thinking they're doing our clients a good deed and find out it's reciprocal," he says. Last year, the program placed 91% of people

Tap the Strengths of People with Disabilities

By Cathleen O'Connor Schoultz

referred to them by social service agencies, most with serious disabilities; and 90% of their nonprofit agency supervisors reported a positive experience.

TVP clients worked not only in entry level food service, maintenance and office support slots, but also held such positions as fundraiser, teacher, grant writer, translator, archivist, tutor, receptionist, library assistant, graphic designer and computer programmer. TVP volunteers experience the sense of accomplishment and skill enhancement enjoyed by all volunteers. In addition, their fellow volunteers acquire a better understanding of mental disabilities, often picking up specialized skills from a

talented co-worker, as well.

The TVP program has just received the prestigious Monroe E. Trouth Premier Cares Award, along with \$25,000. Greene says the program underscores the need of any volunteer program to focus on our human assets, not our liabilities.

One of the unusual placements of the program involves an extraordinarily talented public relations writer who was helped in his recovery from the terrible isolation and depression that resulted from a serious heart condition. That man, Stuart Shire, now plans educational visits to San Francisco for high-level international visitors selected by the U.S. State Department.

"Disabilities can be a plus—those with them are used to going up, over and around obstacles in life. People with disabilities, like everyone else, work well under open lines of communication," he writes about his experience.

Good Intentions

Where does your organization stand in the area of including people with disabilities? If you're not sure, know that there are many good sources of information.

Katie Campbell, executive director of the Association for Volunteer Administration in Richmond, Va., says that she believes there's much to be learned from the Americans ➔



Doris Johnson models in a fashion show at a National Federation of the Blind convention.

A Worthy Role Model

She comes early, stays late and does anything that needs doing, according to National Federation for the Blind President Emeritus Kenneth Jernigan, who presented Doris Johnson with the NFB's Distinguished Volunteer Award.

"She exemplifies the spirit of the NFB movement," he said. Besides working at NFB booths, Johnson also cooks, prepares cassette tapes, cleans up and does anything else that might need doing. She averages 1,000 volunteer hours a year.

The second of 19 children, Johnson worked her way through high school and college cleaning houses and earned a degree in home economics in 1957 from Morgan State University. She is active in church volunteer activities, has twice been named the outstanding teacher for her work at the Baltimore Beauty and Barber College and used to volunteer at a state hospital, cutting and styling the patients' hair.

Cathleen O'Connor Schoultz

with Disabilities legislation passed in 1990. "Although the law didn't stipulate volunteer officers," she says, "the truth is we certainly apply EEO standards to volunteerism, so why not ADA? We should do everything we can to minimize the barriers, from the way we interview to the way we write job descriptions."

Campbell co-authored a brochure on the subject, "ADA: Information and Implications for Volunteer Program Administrators," available free from the Virginia Office of Volunteerism.

One thing that concerns many people: Have I said it right or have I offended someone? Well, first of all relax, according to the booklet. Take the time to listen carefully to what a volunteer is saying, maintain a desire to communicate, and the barriers to understanding will be reduced.

"I'm a blind volunteer—no visually impaired about it," says Judy Rasmussen, executive director for Volunteers for the Visually Handicapped in Silver Spring, Md., which uses sighted volunteers to help people who can't see with tasks like reading bills.

While not opposed to sensitivity per se, Rasmussen sees a danger in the overly politically correct approach to describing disabilities, as if there were something horrible about physical limitations. She encourages orga-

nizations to make a variety of communication devices available to people with hearing and visual impairments.

Grace Lyons, librarian at District of Columbia Regional Library for the Blind and Physically Handicapped, says that if you begin your phrase with "a person who," you'll end up on the right side of the semantics issue. Rather than characterizing someone as "disabled," describe the disability, "person who uses a wheelchair, person with a disability."

Lyons says it's important to remember that "people are extremely inventive if they want to do some-

thing. They may do it very differently from the way you do it, but it gets done." A medical librarian since 1957, she has "a perceived handicap," a physical nervous motor problem. Although it doesn't hamper her much, she says she's often seen by others as having a disability.

She also notes that volunteering can be a vital step in the work lives of young people with disabilities, who can be "spoiled" or "abused" by unenlightened views of their problems. ♦

Cathleen O'Connor Schoultz is a freelance writer in Arlington, Va.

Want to Know More?

● **Association for Volunteer Administration**, Katie Campbell, executive director, P.O. Box 32092, 3108 N. Parham Rd., Suite 200-B, Richmond, VA 23294; 803-346-2266; ava@freedomnet.com

● **Volunteers for the Visually Handicapped**, Judy Rasmussen, executive director, 8720 Georgia Ave., Suite 210, Silver Spring, MD 20910; 301-589-0894

● **National Federation of the Blind**, Dr. Marc Maurer, president, 1800 Johnson St., Baltimore, MD 21230; 410-659-9314; www.nfb.org

● **Volunteer Center of San Francisco**, 1160 Battery St., Ste. 70, San Francisco, CA 94111; 415-982-8999; volctrsf@aol.com

● **Carole Lam-Chin**, manager, Oracle Volunteers, Oracle Corp., 500 Oracle Parkway, MS 50P11 Redwood Shores, CA 94065; 650-506-4021; volprog@us.oracle.com

● **Job Accommodation Network**, West Virginia University, P.O. Box 6080, Morgantown, WV 26506-6080; 800-526-7234; jan@jan.icdi.wvu.edu; <http://janweb.icdi.wvu.edu>

● **Virginia Office of Volunteerism**, 730 E. Broad St., 2nd floor, Richmond, VA 23219; 804-692-1950 (local) or 800-638-3839

Seeking Nominations for the 1999 Awards for Excellence in Corporate Community Service

The Awards for Excellence honor companies that demonstrate exceptional commitment to community service and support employee volunteer programs that target serious social problems. The 1999 nomination forms are due on July 5, 1999 and are available on our website at www.pointsoflight.org, by e-mail at awards@pointsoflight.org, by fax on request at 1-888-229-3460 or by calling the Recognition Hotline at (202) 729-8184.



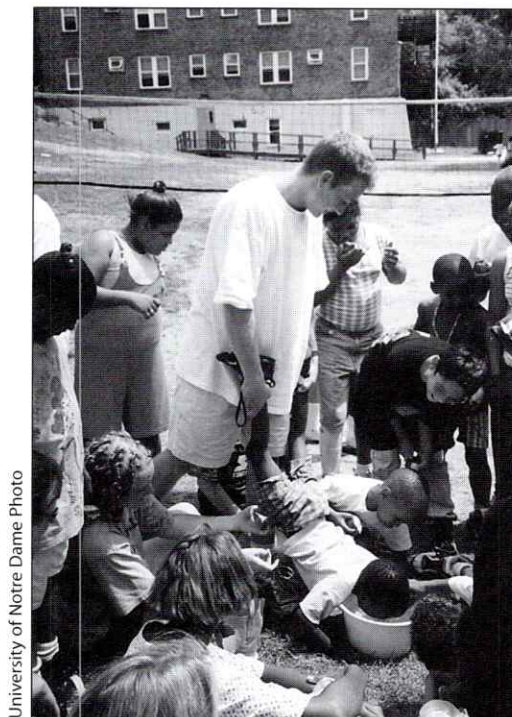
Me-First Is Out; Helping Others Is In

Rev. Edward A. Malloy, C.S.C.

Looking Out for Number 1 has been replaced with "How Can I Make a Difference in the Local Community"? The preoccupation with personal pleasure and indifference toward the needs of others that some saw characterizing the '80s and early '90s has been replaced with a major infusion of youthful energy into direct service of others and into the classroom evaluation of effective policy options. Whether it is mentoring a young person, visiting a senior citizen, working with the addicted, promoting ecological awareness, combating gang violence or teaching a recent immigrant to speak English, we are witnessing a major reinvigoration of the ethic of service on our college and university campuses.

While, in my judgment, the prevailing ethic of young people in our society was never quite as narrow and mean-spirited as it was depicted by some of our national commentators, there is no doubt that a certain amount of fragmentation and isolationism took place in the '80s and early '90s. A combination of factors from new leadership on our campuses to federal programs like AmeriCorps has produced a birth of initiative-taking and creative efforts to make a difference.

One characteristic of American culture is that we have a propensity to form volunteer organizations. These groups help us to focus our efforts more effectively and to learn from one another's experience in a given area of endeavor. The new outpouring of enthusiasm and commitment on our college and university campuses



University of Notre Dame Photo

Summer Service participant Dan Strobel (Class of 2000) at Project Renewal Center for Social Concerns program sponsored by the Notre Dame Club of Quad Cities, Iowa

directed toward making a difference in service and citizenship has spawned a national organization called Campus Compact.

The national Compact is an organization of presidents and chancellors who are eager to promote service learning on their respective campuses. The national office and the governing board sponsor leadership conferences for presidents, oversee the publication of newsletters and reports, recognize outstanding student leaders with awards and seek funding from philanthropic organizations, the federal government and private individuals to facilitate the work on individual campuses and in networks of institutions.

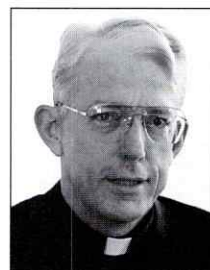
Campus Compact has also

evolved into statewide Compacts of public and private institutions that pool their resources and foster service learning activity in concentrated geographical areas.

On my own campus at Notre Dame we have an entity called The Center for Social Concerns which oversees 35 separate activities of service which take place during the school year, during vacation time, in the summers and after graduation. The Center also works in collaboration with our alumni association to encourage our local alumni clubs around the country and around the world to incorporate service activities into their common life.

I am deeply impressed with the generosity and goodness of the students on our campuses around the country. They are seeking to make a difference for the better in just about every area of life in their local communities and beyond. Even more significantly, they are bringing back the experiences they have into the classroom so that they can be better prepared for the leadership roles that they will play in the future.

*The Center for Social Concerns,
University of Notre Dame,
210-631-5293 ♦*



The Rev. Edward A. Malloy is president of the University of Notre Dame, Notre Dame, Ind. He also serves on the board of directors of The Points of Light Foundation.

After the Storm

The world watched in disbelief as Hurricane Mitch unleashed its fury on Central America last October, dumping as much as 60 inches of rain in less than a week and tearing through the region with 180 mph winds. When it was all over, parts of Nicaragua and Honduras, the hardest hit countries, were in ruins. Entire towns were swept away in seas of water and mud. More than 4,000 Nicaraguans and at least 11,000 Hondurans were killed by Mitch. Millions of survivors, who lost their homes and their possessions, were faced with daunting obstacles just to meet their most basic needs.

Francisco Aguirre Sacasa, the Nicaraguan Ambassador to the United States called Hurricane Mitch "the worst natural disaster ever to hit the Western Hemisphere." Honduran President Carlos Flores Facusse said of Mitch's aftermath, "We have before us a panorama of death, desolation, and ruin throughout the entire country."

Even as reports were arriving about the devastation in Central America, U.S.-based organizations of all sizes and affiliations started collecting and airlifting medicine, clothes, food and other essential supplies to those in need. The American

Red Cross and World Vision, a Christian humanitarian group, each set up toll-free numbers in both English and Spanish to accept financial contributions.

Horror Firsthand

Representatives from American organizations also visited the ravaged countries. David Bronkema, program assistant for the Latin America and Caribbean International Regional Program of the American Friends Service Committee, arrived in Honduras about a week after the storm.

"My first impression was how on the surface, things looked pretty normal. Taxicabs were running and people were doing everyday things," Bronkema recalls. "But as soon as you started talking to people, you realized that nobody was unaffected. And once you got away from the main roads, you saw the real suffering."

In the first weeks after the hurricane, AFSC youth volunteers worked in a warehouse in the Honduran city



AP/World Wide Photos

Aftermath of Hurricane Mitch in Tegucigalpa, Honduras, November 1998.

of Siguatepeque to assemble more than 10,000 food baskets to be distributed in hard-hit areas. Each basket contained enough food to keep a family of five fed for about a week. The organization also delivered more than 17,000 pairs of children's shoes.

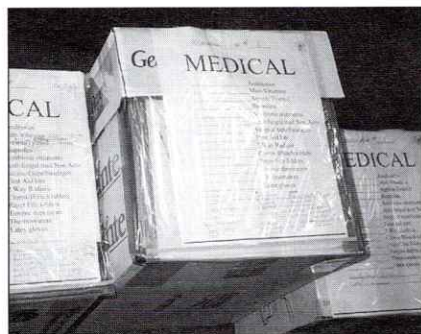
"They needed shoes because the amount of mud was phenomenal. And this mud had washed over the dead bodies of people and animals, so it was very tainted," says Bronkema. "There were major health threats from parasites, fungi and other infectious materials in the mud."

AFSC's Emergency & Material Assistance Program, which is based at the group's headquarters in Philadelphia, put out the call to schools,

Nicaraguan disaster relief for Hurricane Mitch victims, shown in photos on this and the following pages, involved a massive cooperative effort led by Wisconsin/Nicaragua Partners of the Americas.



Wisconsin/Nicaragua Partners of the Americas Photos



Nonprofits Respond to Hurricane Mitch

By Roy DeLaMar



AP/World Wide Photos

Oscar Solarzano shifts through debris left by Hurricane Mitch in Comayaguela, Honduras.

churches and other organizations for “recovery kits.” The kits—each containing two bars of soap, six candles, two cloth diapers and pins and an article of infant clothing in a zipper-lock plastic storage bag—were sent by people across the country. One town alone, San Leandro, Calif., supplied about 1,500 kits. According to Bronkema, about 3,000 kits have been distributed in Honduras.

Quick Response

The ravages of Hurricane Mitch also forced Latino non-profits based in the United States to step up their efforts. The Miami-based American-

Nicaraguan Foundation had already been sending medicine and supplies to Nicaragua, but after the storm, the need for their services increased dramatically.

“We have a 40,000-square-foot warehouse in Managua and we work with 252 organizations to distribute supplies throughout Nicaragua,” says Alvaro Pereira, the group’s executive director. “Maybe 30% of those groups are in the area affected by the hurricane.”

The ANF was established in 1992 as a reliable link between donors in the United States and charities in Nicaragua. The group was co-founded by Father Leon Pallais, a Jesuit priest who also founded the country’s first private university. Today, the ANF is known as a solid, respected group. Charity groups that import goods often encounter obstacles in getting their shipments—even emergency relief aid—cleared through customs. And once the supplies make it into the country, they often do not find their way into the hands of those in need.

“When you deal with goods, anyone can take them and sell them on the black market,” says Pereira. “But we work with the right organizations

in Nicaragua. We have a good reputation with the government, so our shipments clear through customs.”

He adds, “If you’re a humanitarian and you’re going to do it in a crooked way, then you shouldn’t do it.”

The ANF does not operate collection sites where individuals can drop off, say, a coat or a box of diapers. “Our network is pretty big, so we concentrate on larger numbers,” says Pereira.

The group solicits donations from corporations and ships them to their warehouse in Managua. From there, the supplies are distributed through their network of partnering organizations. A typical shipment might be 40,000 pounds of medicine. “Right before the hurricane, we shipped eight million pencils,” notes Pereria. “That’s about eight pencils for every child in the country’s public schools.”

According to Pereria, what people in Nicaragua need now is related to housing. “We asked our partners for a top-ten list of what they need right now,” he says. “The number one thing was children’s antibiotics. But the other nine were all building supplies: corrugated metals, hammers, nails, electrical cables. Those who survived now need places to live.”



An Outpouring of Love and Supplies from Wisconsin

About the only thing that Wisconsin and Nicaragua would appear to have in common is that they are around the same size. Yet, for the past 34 years, these two wildly dissimilar places have been linked through the national Partners of the Americas program. So it's not surprising that news of Hurricane Mitch was much more than just another foreign news story to residents of the Cheese State.

Gov. Tommy Thompson declared Dec. 18-20 as the state's Weekend for Central America in an effort to raise funds for the survivors of Hurricane Mitch. And during the first phase of their disaster relief effort, the Wisconsin/Nicaragua Partners sent 153,000 pounds of donated materials—enough to fill the cargo bay of a C-5, the largest military cargo plane—to Nicaragua with assistance from the U.S. Office of Foreign Disaster Assistance. They worked directly with other groups in the state, including the 85 local chapters of the American Association of University Women.

According to Lucy Harvey, a volunteer with Wisconsin/Nicaragua Partners, however, the real success of their efforts can be traced to the affection Wisconsinites have developed for their

Nicaraguan partners. "There are cities here that have had partner cities in Nicaragua for years, so they were collecting for people they already cared about. They had certain projects based on what they knew the needs were," she says. Supplies and donations were sent from Wisconsin directly to the group's partner organizations in Nicaragua. "We already had our distribution structure and people on whom we could call," says Harvey. "And when the supplies arrived, the boxes were organized and labeled. Representatives from the partner cities came and took their materials right away. This left us with much less to warehouse."

Harvey also served as the disaster coordinator in Wausau, Wis., a town of about 40,000. Working with a group of Nicaraguan students from Northcentral Technical College and other volunteers, they were able to fill one-half of a semi-load trailer—just through their local efforts. "People were incredibly generous," says Harvey. "One day, a woman walked in and asked if we took individual donations. I told her we did, thinking she'd give five or ten dollars. Instead, she wrote out a check for \$500 right on the spot."

Roy DeLaMar

Starting Small

Another Hispanic organization, the Catrachos Center of Solidarity, started in 1993 as little more than a list of about 100 college students of Honduran descent who kept in touch via e-mail. In the aftermath of Hurricane Mitch, the group's bilingual Web site became a key resource for information about the situation in Honduras, including government communiqués, as well as suggestions on where to send contributions and international shipping guidelines. They also welcome Hondurans to post electronic messages to family members and friends.



Still, the group remains very much in its infancy. "Nothing is being funded by anyone," says member Marlon Machado. "This is a real grassroots effort. We all just scrape together what we can and send it. My wife, my parents and I gathered everything we could and sent it right after the hurricane."

The group, which is made up of members in the United States, Canada and Italy, is using its collective technical skill to bridge the gap between themselves and those Hondurans in need. "I'm an engineer for IBM. Another member works for Whirlpool. Another is Ph.D. in agriculture. And our counterpart in Honduras is a professor of computer science. We are technical people," he says. "We're trying to help in our area of expertise. I'm not a doctor, so I can't help with that. But I can help move information. We don't have time to travel to Honduras, but we have access to the Internet."

Machado is firmly convinced that small groups like Catrachos (Catracho is an informal term for a Honduran) have a role to play in the post-Mitch relief efforts. "We see ourselves taking care of the little

things that organizations like the Red Cross don't have time to take care of. There was a hospital that needed a hard drive to put together a database of missing people. We got it for them. The Red Cross doesn't have time to look for a hard drive." ♦

Roy DeLaMar is a senior writer and editor at the national office of Big Brothers Big Sisters of America.

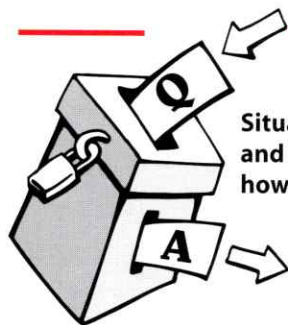
Want to Know More?

● American Friends Service Committee, 1502 Cherry St., Philadelphia, PA 19102; phone: 215-241-7000, fax: 215-241-7275; www.afsc.org

● American Nicaraguan Foundation, 848 Brickell Av., Miami, FL 33131; phone: 305-375-9248; e-mail: anfusa@aol.com

● Catrachos Center of Solidarity, Marlon Machado, 1998 Laurel Oak Ct., Mobile, AL 36695; phone: 334-639-9075, fax: 334-634-9566; www.nuila.net/catrachos

● Wisconsin/Nicaragua Partners of the Americas, Room 215, Nelson Hall, University of Wisconsin at Stevens Point, Stevens Point, WI 54481; phone: 715-346-4702, fax: 715-346-4703; e-mail: sbowen@uwsp.edu; www.uwsp.edu/sponsor/nicpart/



Situations, problems
and questions and
how to respond

solution finder

By Linda Jacks

Decisions? Call in The SWOT Team

Situation: An Internet discussion group recently discussed using an evaluation tool called SWOT in decision-making.

Response: Judy Gooch, a consultant to nonprofits, says the idea of SWOT “is to make you look outside your organization, as well as inside, in determining how you’re going to make decisions.” She says the Strengths and Weaknesses are often internal—for example, a great executive director, but an inactive board. But the Opportunities and Threats can be internal and external. For instance, you don’t have money to buy computers, because the largest industry in town shut down.

Natalie Ammarell says SWOT is easy to use: In a meeting, she posts 4 pieces of butcher paper and the group decides what goes on the lists. Then she asks the group to sort, find themes, make statements or to prioritize according to the four SWOT categories.

This approach sounds user friendly and gives everyone a voice in your group’s direction, but there are pitfalls and the list-serve members gave some advice for avoiding them.

- Use an experienced outside facilitator. With consultants abound-ing that may sound like self-serving advice, but as Renata Rafferty points out, What if the people doing the SWOT analysis are the problem? What about those hot topics that you’re afraid to bring up with certain board members? A good facilitator is

‘Awkward’ Problem with Senior Volunteers

Situation: Jean Hickey, who bills herself as a “generalist” with the American Red Cross of Greater Chicago appealed to the CYBERVPM discussion group for help dealing with an “awkward problem with senior volunteers.” Hickey says some are no longer able to do jobs well. For instance, after a recent large mailing, the senior volunteer left and Hickey found that the envelopes weren’t in order. Someone else had to finish the job.

Response: Hickey really gave the answer in her own posting. She says she uses a gentle, honest approach and discusses changing projects, but admits this type of discussion is very uncomfortable for her. Other respondents urged Hickey not to let such problems slide, because her job is to maintain a certain quality of work from the volunteers. Morale suffers when standards go down.

Volunteer coordinator Kay Keenze pointed out that more is at

stake than getting a job done or lifting morale. She recently noticed obvious deterioration in the way a senior volunteer was doing her job and called the woman’s husband. The volunteer’s new medications were causing serious side effects and he offered to talk with his wife about the situation. Keenze says the woman called to say she needed a “break” and Keenze wrote a letter thanking her for her work and asking her to stay involved as she was able.

Laura Carlson noted that safety often is a concern. She had dealt with an elderly man whose growing weakness was putting clients in danger. Carlson says she had to be up front with him, and he has since retired from volunteering. But she points out that it’s important to give recognition for a senior’s contribution even if waning abilities preclude further volunteering. She does this by continuing to invite retired volunteers to appreciation events.

non-threatening and non-confrontational but leaves no necessary topic untouched.

- SWOT can’t stop when the butcher paper is filled up, Jeane Vogel says. The ideas need to be converted into “goals, plans, action steps and committee assignments.”

Gooch says that all planning should be reality based. SWOT doesn’t tell you what to do, but it lets you figure out what you need to do.

For more information, see *Strategic Planning for Public and*

Nonprofit Organizations (2nd edition, 1995), by John Bryson available at barnesandnoble.com and other bookstores on and off the Web. ♦

Looking for Answers?

Would you like to know what your peers and the experts have to say about a specific situation or problem involving volunteers? Do you have a concern you’d like to throw out for consideration by others who work with volunteers? Send your questions and comments to Linda Jacks at ljacks@erols.com.

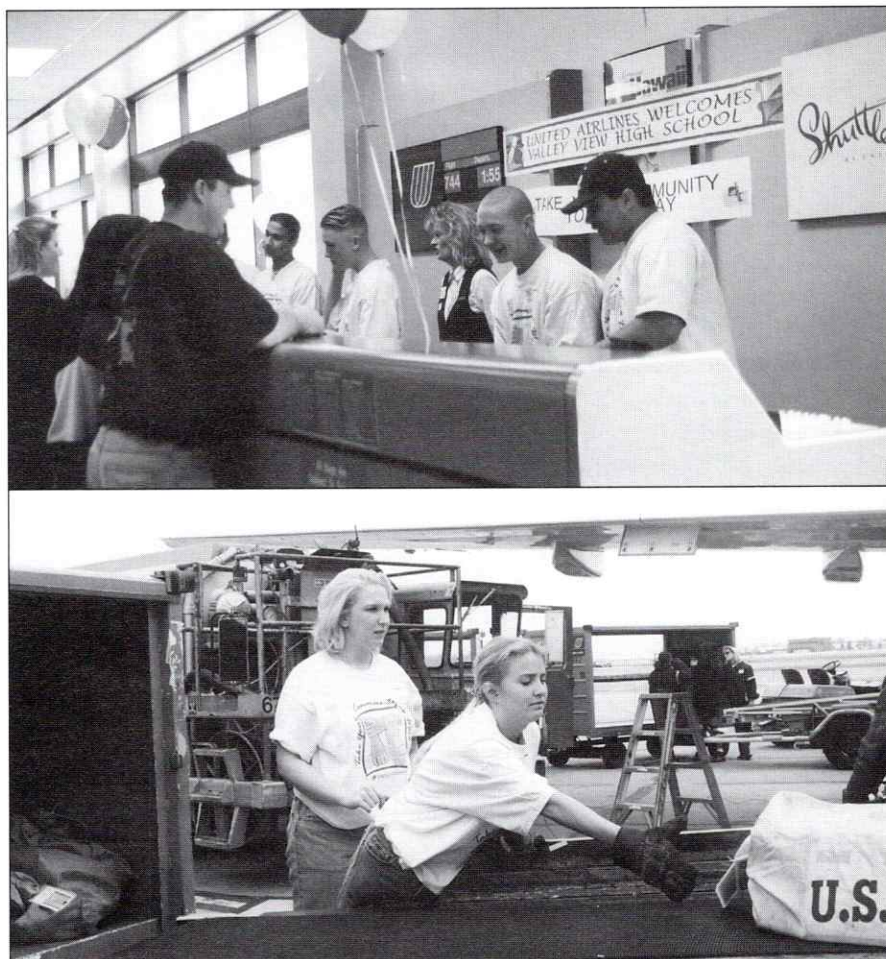
A Successful Match

When 20 inches of snow buried Chicago the first week of 1999, like most airlines, United had its hands full dealing with flight cancellations, grounded planes, stranded travelers and tens of thousands of dollars in weather-related losses. But CEO Gerald Greenwald had other things on his mind. Scheduled to visit an elementary school on the West Side shortly after the worst of the storm was over, school administrators called, asking him to reschedule because many of their youngsters just didn't own enough warm clothes to make it into school that day.

When Greenwald got word back to his employees, they decided to launch a winter clothing drive for the school in the midst of one of the worst blizzards in Chicago history. Within days, United had collected dozens of kid-sized boots, hats, gloves and mittens for the school, thanks to a community-wide call that even garnered television coverage. "We just saw a need and acted," recalls United's Caryn Cross.

But then came the phone call from a donor who said he had once lost his bags on a United flight. "He had made a vow not to fly us again," Cross says. But United's good deed had earned them back a dissatisfied customer, the donor said.

Like United, more and more companies are finding out that investing in the community is as important as investing in the bottom line. Companies like AT&T, Federated Department Stores, American Express and WalMart are tying more and more of their philanthropy to the



United Airlines employees conduct "Take Your Community to Work Day" in Ontario, California.

good works of their employees, with an eye toward building closer relationships to the communities they serve. Through programs such as Federated's Partners In Time, in which employees, family members and friends take on community projects throughout the year, the hope is that as community presence grows, as a recent survey of Federated employees put it, "we're showing the community that Federated is a company that cares."

Leveraging Good Works

Corporate charity has always been a mixture of altruism and self-interest, according to The Foundation Center, a New-York based independent nonprofit clearinghouse that tracks corporate giving. Likewise, it is nearly impossible, researchers there say, to determine where one leaves off and the other begins. In the end, maybe it isn't worth examining too closely. While Standard Oil's John D. Rockefeller and United States Steel's

Companies Marry Giving and Volunteering

By Kathy Balog

Andrew Carnegie lay the foundation of 20th century philanthropy on increasing their empires, whatever their motives, their gifts benefit many today.

Today, the money picture is changing for even the wealthiest of corporations. Unlike the bottomless wealth of corporate benefactors of the early 20th century, the new philanthropy is more hands-on, cost-efficient and community-focused.

"It's no longer enough to write a check," says Cross, who estimates her company donates close to \$5 million annually to charity, nearly all of which is tied to the communities in which employees live.

While billionaires such as international financier George Soros and software titan Bill Gates still can dole out the cash by the wagonload to charities they are only remotely tied to, most companies' charitable giving has far fewer zeros to deal with in the downsized, profit-oriented corporate culture entering the millennium. Employees' skills and labor can not only stretch acts of charity, they can multiply them.

Cross estimates United volunteers' good deeds help to stretch the company's contributions substantially. Every year, employees who volunteer a minimum of 20 hours are eligible to bestow a total of \$50,000 in United grant money to nonprofits and needy organizations served by them. Add that to the \$300,000 flight attendants collect in change each year from passengers for a coast-to-coast list of needy causes close to their hearts. And then there are mentoring programs in Chicago and Los Angeles

for at-risk kids, who can depend on a United pledge to help pay for college.

"Like a lot of organizations, our resources are limited," Cross says. "If you leverage both [employees and employer pocketbook] you get so much more."

Value in Good Will

More important, companies that hope to continue thriving recognize the importance of connecting to their community, says Carolyn Smillie of Home Depot, the nation's largest home improvement retailer, which had an estimated \$30 billion in sales last year. About \$12.5 million went toward community-based charities. "Our employees are our community,"

Smillie says of the 165,000 workers employed in Home Depot's more than 750 stores. "Our donations have grown as the number of our stores has grown."

And like any relationship built to survive, the benefits to employee and employer must be mutual. At Home Depot, the company sees itself as providing the structure around employees' desire to give something to their community, Smillie says. "We can't be all things to all people. We found our associates want to volunteer. We looked at our resources and where the community's needs were and just brought them together," Smillie says.

Helping to build housing for ➔



United employee Michaela Walker, center, volunteers for Habitat for Humanity in London.

United Airlines Photo

the needy was one obvious fit for a company that stocks an inventory of nearly 50,000 household items and building supplies. The company is equally involved in preserving the environment, with an eye to recycling and standing behind products that are designed to have minimum impact on adding to environmental problems. And a third component of their ongoing philanthropy is education-geared programs for children, who the company sees as both their future customers and workforce, Smillie says. In the end, Smillie says, thousands of home-grown causes benefit, employees benefit and the bottom line benefits. "There's not a community we live in that doesn't need housing. And that community uses our products." ♦

Kathy Balog is a freelance writer in Washington, D.C.

Utility Reaps Rewards of Giving

Perhaps one of the best examples of how much companies benefit by tying in their charitable giving to employee volunteerism is the Phoenix-like rise from the ashes of a mid-sized Arizona utility company, Tucson Electric Power Co., which serves a customer base of 400,000 in Pima County. In 1990, the company was in deep financial trouble, largely due to bad investments and bad management. Things got so bad for the company's image that even employees were ashamed to say who they worked for, recalls TEP's Sharon Foltz.

A management change was the first step toward rejuvenating the company's image. "Since the company had no money, they thought one way to reconnect and build rapport with the community was through a volunteer program," Foltz says. Little by little, TEP began to make inroads. A monthly recycling program they helped to start at local malls took off. Donating materials and manpower to rebuild a historical trolley system was another.

Other successes came from tragedy. When an employee was killed by a drunk driver and three other crew members injured, TEP worked with police to launch a task force that sponsors a county-wide educational program. Their good work didn't go unnoticed. Back in 1992, "When we conducted our first customer service rating, we got a 5...on a scale of 100!" Foltz says. In the last survey, TEP's customer approval rating was 78, a view the company largely credits to its employee volunteers.

Today, 35% of employees volunteer — high by company standards — and the utility donates close to \$2 million annually including materials, in-kind donations and labor. About \$600,000 in cash budgeted for volunteer work doesn't come from customer's bills, but the shareholder investments, Foltz is quick to point out. Along with a better image and healthier bottom line, are happier employees, Foltz says. "The company made a strong commitment to volunteerism. It was a chance for employees to take company resources and invest in things that mattered to them. "It paid off.

Kathy Balog

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CASA *Making a Case for Kids*

By Carol Memmott

Every year thousands of children are added to this nation's already overburdened foster care system. Most people see the situation as hopeless. But thousands of volunteers like Seattle area resident Achaessa James have made it their business to help move these children through the system as expeditiously as possible.

James and approximately 43,000 others work in their communities as volunteer Court-Appointed Special Advocates (CASA) or Guardian ad Litem (GAL).

These volunteers, according to The Office of Juvenile Justice and Delinquency Prevention, investigate, evaluate and recommend to the court what is in a child's best immediate and long-term interests. They serve in three ways:

As investigators, they determine relevant facts through personal interviews and a review of records, documents and clinical data.

As advocates, they present a fair and accurate portrait of the child at court hearings through written reports and direct testimony.

As monitors, they ensure that all parties comply with court orders and inform the court of any changes in the situation that might require modification of a court order.

In the nation's capital, 265 CASA volunteers serve about 500 children. In a city where 4,000 children are in the abuse and neglect system, more volunteers are sorely needed. "We always have cases waiting for volunteers," says Anne Radd, director of the D.C. CASA unit.



MRG Photo

CASA volunteer Achaessa James holds photo of child she has mentored.

"The judges tend to give us [CASA] the cases that are the most problematical and those that have been in the system longest," explains Radd. "Their rationale being they have exhausted existing resources. They're looking for fresh zeal or energy or creative thinking and they get that from CASAs."

Volunteers like James recognize the value of their work. "The real importance of this job is that you are able to look at the entire situation and not make biased judgments," says James, who represents 12 Native American children through Seattle GAL. While the average advocate

represents two or three children, James has chosen to take on more children because of the shortage of not only CASA volunteers in general but Native American CASA volunteers in particular. "The likelihood of Native Americans trusting the system is very low," says James, "so a native guardian of any tribe even if it's not of your own tribe is at least a step toward having a little more trust."

Approximately 200 native children in the Seattle area are waiting for guardians of any cultural background. "So native or non-native," says James, "we need more guardians."

But native children aren't the only ones who need help. They represent only 5% of the children in the Seattle area foster care system. Funding and volunteer levels are never enough.

Seattle GAL program manager Sandra Ottmar says funding allows her office to represent only 40% to 50% of the children who come before the court. In a city where an average 3,000 children per year have court activity, Seattle GAL has 350 volunteers and 17 supervisors and support staff.

Like CASA and GAL programs across the country, Seattle recruits by getting human interest stories in local newspapers then running ads in the papers to follow up. Other ways include speaking to community groups, running public service announcements and doing radio interviews geared to different ethnic populations. Right now Seattle is

working hard to build relationships in its African American community by promoting CASA through the churches.

While 80% of CASA volunteers in Seattle are Caucasian women, an increasing number of male and female African Americans are stepping forward. Children of color represent 40% of the city's foster children.

The CASA program grew out of a need for courts to find a better way to protect the long-term interests of abused and neglected children in fos-

ter care. In 1976, Judge David W. Soukup, of the King County Superior Court in Seattle, decided to train community volunteers to serve as these children's long term Guardian ad Litem. Two years later, a nationwide study evaluated child advocate programs and spotlighted Seattle's as one of the best. Word of the program's success spread across the country. Now nearly 770 CASA and GAL programs exist in all 50 states, Washington, D.C., and the U.S. Virgin Islands.

In 1990, the U.S. Congress encouraged the expansion of CASA with passage of the Victims of Child Abuse Act. The National Court Appointed Special Advocate

Association estimates that volunteers donate 6.2 million hours a year, giving a voice to 171,691 children. CASA administrators across the country, like Beverly Levy, executive director of Dallas CASA, say volunteers face a daunting task and lots of responsibility.

"There is extensive training for these volunteers," says Levy. "Most people who come to us do not have any experience. They just have to be literate and they have to care about kids. They have to be able to commu-

nicate. We train them how to go about collecting the facts.

During an intensive 25- to 30-hour training program, volunteers work one-on-one with a staff supervisor. "We train them on what the system is like for a child," says Levy, "what it is like to be completely dispossessed. It's like being the victim of a holocaust. They lose everything they know and they have nothing they know. So this person is not only going to be fact finding but they are also going to be a role model and a friend to the child."

There are about 1,700 children in foster care in the Dallas County area and surrounding communities. Dallas CASA works with 398 children and

has 140 volunteers. Like most places, Levy asks her volunteers for at least a year's commitment. "We find with good supervision and clear expectations about what their role is, and clearly that is not to take the child on as another child in their family, but to represent them in court, we find we're getting more volunteers who want to keep their cases for longer."

And it takes a tough volunteer to stick it out. All of these children are physically or emotionally damaged.

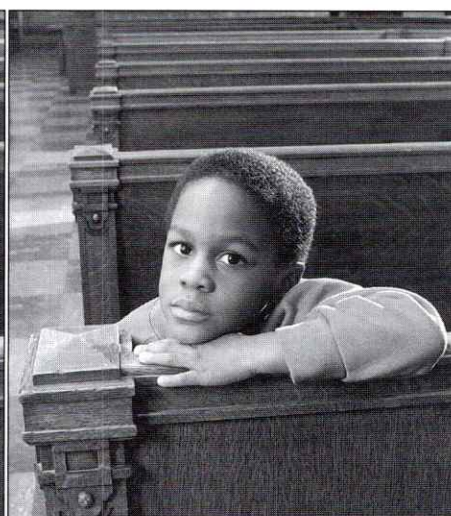
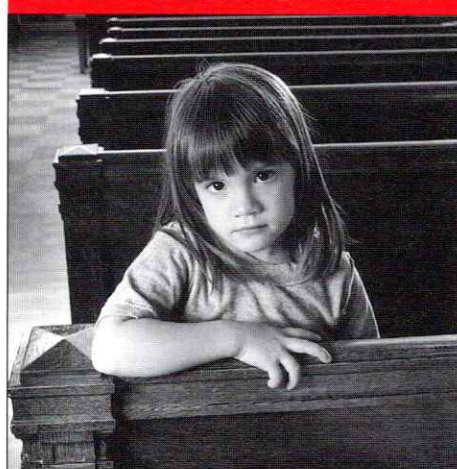
Many are born drug or alcohol effected or addicted. Just as many have been abused sexually and have been severely neglected.

CASA volunteers must maintain their objectivity in the face of so much pain. For James it's a balancing act: "Knowing that I am able to represent this child, and really do a thorough job on behalf of this child, outweighs the difficulties I might have with that child's circumstances," she says.

For more information on CASA, visit www.casanet.org. ♦

Carol Memmott, a freelance writer in Chantilly, Va., is a frequent contributor to Volunteer Leadership.

CASA kids in Dallas



MRG Photos

Ways to Orient Your Board

By Carol Weisman

I was recently doing a board retreat with a very powerful, well-educated board. As members discussed their involvement with the agency, many of them said things like "I'm a relatively new board member. I've only been on the board three years." Three years and they didn't feel they knew the agency well. Clearly a problem. I've found similar problems all over. The basis is a lack of solid orientation. Without a solid orientation program, board members are unable to effectively:

- represent the nonprofit in the community:

- make a case for raising funds:

- create a vision of the future:

- feel a part of the board as a team member.

I'm going to discuss two ways to orient board members: as a small group and as a part of a board retreat. The core challenge in board orientation is to bring the board to the mission, or bring the mission to the board. Creativity counts.

Small Groups

When using a small group approach to orient board members, the following people should be included: key staff people, committee chairs and board officers. You might also want to bring in board members who have a special tie to the mission. For instance, for a disease-related group, bring in a board member with personal experience.

Possible Scenarios

For social service agencies: Bring in a client. One must be very careful with this. The mission of social service agencies is to empower not exploit clients. If the right client is chosen, it can be a very empowering



experience to allow someone to "tell their story." Ask the board to share from whom and how they've received help.

Have a pot luck and watch an appropriate video. Even if you have a willing host or hostess, consider a pot luck. It is symbolic of the boardroom, each bringing a specific gift to share. Then sit back and watch a video that deals with the mission, for example, "The Burning Bed" for a women's

shelter, "One Flew Over the Cuckoo's Nest" for a mental health agency. Make a rule that anytime someone wants to stop the video to discuss a point, that you can stop it. Have professional staff available. Discuss common misconceptions about the issue. Discuss how this agency addresses the problems.

For children's programs, experience the program. Have a campfire (I strongly recommend "s'mores" at any age) and tell ghost stories.

Share the agency's vision of the issues and discuss how the new board member can contribute to that vision.

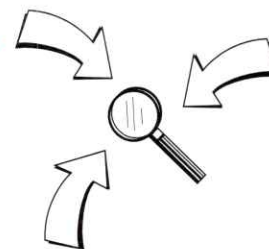
Getting Away

Retreats are a great way to get people linked to your cause.

For some groups, a board retreat will be an inexpensive, four-hour session in a church basement.

Larger organizations with bigger missions require something more elaborate. These can be one-, two- or three-day meetings, bringing in an outside facilitator. Sometimes family members come along for the social activities. The reason for bringing family is to get support for the agency. When the family views board service with pride, they are more likely to support time away from the member who is on the board.

Reasons to have a board retreat: orient new board members; team building; spend time on visioning;



determine key issues for the coming year; get a deeper understanding of the mission.

Reasons not to have a board retreat: time and money.

Retreat Tips

The biggest challenge to holding a successful retreat is to get people to commit the time. Set the date at least six months in advance. Tell prospective board members as early as possible about the retreat. Ask them to put it on their calendar.

Have an element of fun. One national board asks each board member to bring a prize of no more than \$10.00 in value which represents an industry in their state. The representative from Rochester, New York brought a single-use camera, the person from Wisconsin brought a wheel of cheddar cheese, etc. There was a drawing every time the group reconvened. If you were late getting into the room, you could not be part of the drawing.

Help people get to know each other by discussing why they chose this board or how they relate to the mission.

I once worked with an arts board. We started with the question: "Please share with the group your most poignant memory of the arts in your life." An elderly African-American gentleman who was sitting ramrod straight talked about hearing a lone bagpiper play "Amazing Grace" at the memorial service for a friend and fellow serviceman during World War II. He said that it was the one and only time he had heard a bagpipe and it was also the first time he was able to cry for all of his friends he had lost. We sat there stunned. Others shared

their experiences. A group of board members became a team.

Other questions: if there were a cure for this disease, what would you like to be doing with your spare time in five years?

Whether you orient as a separate group or as part of a board retreat, consider assigning a board mentor for each new member. Most people do not consider a room full of strangers as a great social opportunity.

And finally, the proverbial three-ringed binder should be provided. Try to keep it under three inches thick. People do not need the meeting minutes from 1927. What they do need are by-laws, a list of board members with contact information, staff names and numbers, strategic planning information and a copy of your 990 (the income tax form that all non-

profits with a budget over \$25,000 must file.)

The key to orientation is to help the new member feel a part of the group and connect in a meaningful way to the mission so as to be able to promote that mission. ♦



Carol Weisman, president of Board Builders, is the author of Build a Better Board in 30 Days: A Practical Guide for Busy Trustees

and Secrets of Successful Boards: The Best from the Nonprofit Pros (F.E. Robbins and Sons Press).

Contact her at 1-888-500-1777; e-mail: cewfer@aol.com.



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The Daily Points of Light Awards

October 1998

October 1. Nathaniel Kissel, Montgomery, Ala., founded Tomorrow's Voices, an organization dedicated to reducing illiteracy and promoting enthusiasm for reading among children.

October 2. James Ketelsen, Houston, is the founder of Project GRAD (Graduation Really Achieves Dreams), a year-round program designed to improve inner-city education.

October 5. Penny Poe, Oklahoma City, Okla., is the founder of the Putman City Care...Share program, which is composed of several entities that help needy children and their families.

October 6. Stewart Gordon, Baton Rouge, La., is actively involved in various programs and organizations, such as "Committed to Kids," a weight-loss program. He received the Blue Cross Blue Shield Angel Award and the Louisiana Council on Child Abuse's "Champion for Children" award.

October 7. Hospice Kids Caring for Kids Program at Orange Glen Elementary School, Escondido, Calif., uses service-learning to identify ways to help the terminally ill children served by The Elizabeth Hospice.

October 8. Friends of the Family, Chicago, Ill., is the umbrella for six programs that offer psychosocial support to the pediatric cancer patients, parents and siblings at Children's Memorial Hospital.

October 9. Lois Waterbury, Cazenovia, N.Y., started a program that gives bed rolls and "Care Bags for the Homeless" containing mittens, a scarf, a hairbrush and a toothbrush. She and her volunteer team logged 5,000 service hours helping homeless people.

October 12. Stacey Nash, Albuquerque, N.M., is the volunteer coordinator for the Self-Esteem and Educational Development Program (SEEDS), which teaches basic life skills to juvenile offenders housed at the New Mexico Girls School.

October 13. Sandra Rudnick, Culver City, Calif., is the founder and president of UFC Bridges, a non-profit volunteer organization that provides transitional housing and support services to young people aging out of the foster care system.

October 14. Hudson Cradle, Inc., Jersey City, N.J., cares for boarder babies, ages birth to 18 months, who are healthy enough to be discharged from the hospital but do not have a safe home.



Steve Fuller and fellow plumbers, October 27 winner

About the Award

Nominations for the Daily Points of Light Awards will be accepted throughout the year, but selections will be made on a quarterly basis with deadlines of Feb. 15, May 1, Aug. 1 and Nov. 1.

Complete listings of the award winners are on the Foundation's Internet Web site: www.pointsoflight.org.

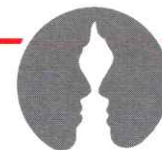
Nomination forms are available on-line or by calling The Points of Light Foundation, 202-729-3127. You may also nominate by letter, which must include a telephone number. Letters should be sent to The Daily Points of Light Awards Program, 1400 I St. NW, Suite 800, Washington, DC 20005.

The Daily Points of Light Awards program is co-sponsored by The Points of Light Foundation, the Corporation for National Service and the Knights of Columbus, with the Knights providing the funding.

October 15. Bob Bates, Los Angeles, Calif., helped create Inner City Arts, a bilingual arts program for inner-city youth that promotes creative self-expression and thinking and problem-solving skills.

October 16. Walton High School Volunteers, Marietta, Ga., provide a variety of services to area homeless people, children and the elderly.

October 19. Glenda Bentz, St. Louis, Mo., teaches adults with severe physical disabilities how to use computers and perform complex tasks using adaptive equipment.



Farideh Koumehr, November 11 winner

October 20. Thomas "Pop" Sadler, Charlotte, N.C., and his wife founded the Greenville Combined Youth Organization to encourage children to continually improve their grades, obey their parents and stay out of trouble.

October 21. Thomas Porton, Bronx, N.Y., has involved his students in community service since he began teaching high school in 1969. He has created many projects involving the homeless, the elderly and youth.

October 22. Ben Massell Dental Clinic, Atlanta, Ga., has offered its services since 1911 to immigrants and indigent people from Atlanta.

October 23. John McKenzie, Salisbury, Pa., has provided many needed services to his community, including reclaiming the Casselman River, creating a summer art camp, running four annual successful Healthy Kids Days events and starting an Adopt-A-Grandparent program.

October 26. Green Street United Methodist Youth Group, August, Maine, travels to Appalachia every spring vacation to renovate and repair homes for needy families and individuals.

October 27. Steve Fuller, San Diego, Calif., donates his plumbing skills to make repairs for low-income seniors and disabled persons.

October 28. R.S.V.P.'s Parenting Record: My Own Unique Diary (P.R.O.U.D.), Plymouth Meeting, Pa., is a family literacy activity that encourages low-income parents with low levels of literacy to keep a written record of their children's lives.

October 29. Robert Cincotta, Hempstead, N.Y., has been involved in a variety of projects, including teaching his baseball team members the value of community service and academic success in school and hosting the Grand Slam Baseball Event, which raises scholarship money.

October 30. Christian Whitton, West Monroe, La., raises money to purchase smoke detectors for his community and has been an advocate for the disabled for five years. His current crusade is to have every sport-field in town equipped with handicapped facilities.

November 1998

November 2. Monica Ponoroff, New Orleans, La., established the For The Children reading program.

November 3. Friends of Reading Program, Roselle, Ill., focuses on second grade students who need specialized attention in reading.

November 4. Commun-i-care, Charleston, S.C., helps residents of the state who don't qualify for Medicare or Medicaid and can't afford health insurance for themselves and their families.

November 5. Foodshare Commission of Greater Hartford, Conn., distributes food to hungry people and is a leader in outreach and education.

November 6. Sister Barbara Ginter Health Care Ministry, Inc., New Hartford, N.Y., helps those without health insurance who don't qualify for Medicaid.

November 9. Cherri Johnson, New Hartford, N.Y., has been involved in the ministry of clothing refugees for the past decade.

November 10. Henry Stern, Malibu, Calif., organized three diverse groups to participate in the Habitat for Humanity project and developed a Holocaust awareness program at Malibu High School.

November 11. Farideh Koumehr, Sherman Oaks, Calif., is the founder and executive director of The International Health and Epidemiology Research Center, an organization whose mission is to prevent violence, especially gun violence in children and youth.

November 12. The Delaware Mentor Program, Wilmington, Del., is a rehabilitation program that ➔



Father Ralph Beiting, November 18 winner

helps women offenders by providing positive role models and classes on how to function effectively in society.

November 13. Louise Watson, Grandfield, Okla., volunteers as a mentor, tutor, writer and storyteller for the Head Start program and at a nursing home.

November 16. Alicia Roy, Springfield, Mass., teaches people to be humane to animals and to act responsibly toward the environment.

November 17. Exceptional Parents Unlimited, Fresno, Calif., has served children with special needs and their families for 22 years.

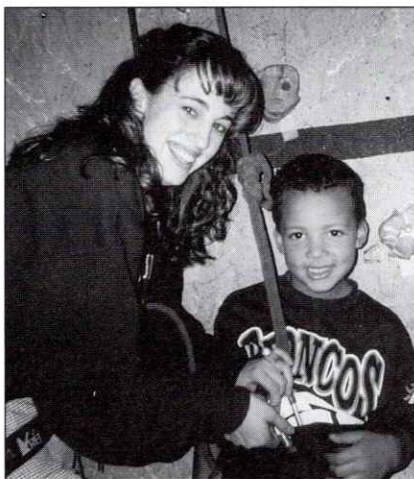
November 18. Father Ralph Beiting, Lexington, Ky., founded the Christian Appalachian Project, which offers community development, education and crisis intervention programs to people in that region.

November 19. Dennis M. Nigro, Encinitas, Calif., started Fresh Start, a private clinic that performs reconstructive surgery on children and young adults from families whose insurance doesn't cover cosmetic surgery to correct deformities.

November 20. Ashley Michelle Anderson, Houston, founded "cheeREADING" to address the lack of parental involvement in early childhood literacy.

November 23. AD2 Advertising Club, Louisville, Ky., selects a non-profit organization each year that would benefit from a public relations campaign. AD2 then develops the campaign pro bono.

November 24. Options for Individuals, Louisville, Ky., is a small group of mentally challenged young adults who deliver meals to the homebound and elderly senior citizens.



The Learning & Living Tree, December 4 winner.

November 25. Janice Grabowski, Baltimore, Md., helps children between the ages of three and 12 who are experiencing emotional and behavioral problems.

November 26. Lisa Paul, Wichita, Kan., provides blankets to children at hospitals and battered women's shelters.

November 27. Judy Riley, Saco, Maine, initiated the Foster Grandparent Program in her community, a program that recruits people, age 60 and over, to work with "at risk" school children.

November 30. Daniel J. Flavin, McLean, Va., established Hearts and Hammers, serving low-income homeowners, particularly people with disabilities and the elderly in the Washington, D.C., metropolitan area.

December 1998

December 1. Rachel's Table, Worcester, Mass., is a food rescue program for the homeless and hungry.

December 2. Akira Sakima, Honolulu, Hawaii, volunteers in areas such as health care, social services and education.

December 3. Clarice Boswell, Shorewood, Ill., helped found the Access to College Initiative program, which increases students' awareness of career opportunities and motivates them to pursue a college education.

December 4. The Learning and Living Tree, Boise, Idaho, provides children with positive adult role models.

December 7. Public Allies, Milwaukee, Wis., recognizes talented young adults and creates opportunities for them to practice leadership in their community.

December 8. Lois Pope, Manalapan, Fla., started the Lois Pope Foundation to help disabled veterans and poor children.

December 9. Gwendolyn Jones, Wichita, Kan., serves as a leader, tutor, mentor and volunteer motivator.

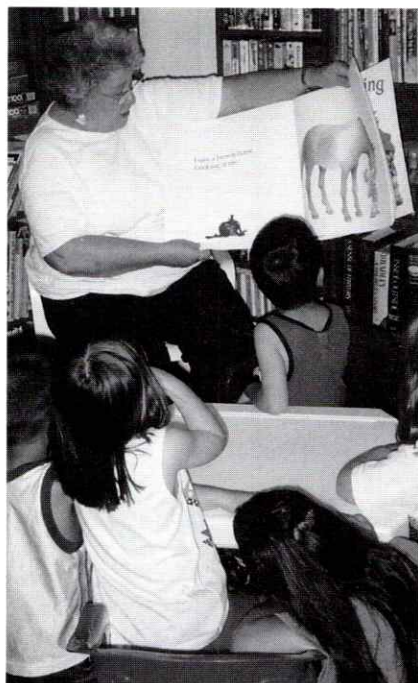
December 10. The Girls Center, Walpole, Mass., empowers girls to reach their own unique potentials.

December 11. Commonwealth Catholic Charities, Richmond, Va., provides a variety of innovative human services, especially to the most vulnerable population.

December 14. Wake County Literacy Council, Raleigh, N.C., provides adults with one-on-one tutoring in basic literacy skills and English as a second language.

December 15. Univision Television Group, Los Angeles, Houston, San Antonio, Dallas, Miami, established a mentoring initiative for young people.

December 16. Greenhill School, Dallas, strives to broaden students' perspectives, develop responsibility, increase exposure, enhance awareness and extend Greenhill's resources toward the betterment of the community.



Darlene Brumbaugh, December 21 winner

December 17. Leesburg Police Citizens Support Team, Inc., Leesburg, Va., looks for permanent

solutions to public safety and crime prevention problems.

December 18. Sister Marie Therese Solomon, Orange, Calif., founded the Free Medical and Dental Clinic and the Clinic's Women's Guild.

December 21. Darlene Brumbaugh, Glenvil, Neb., is a retired teacher who continues to educate children and families.

December 22. Jim Gorgans, Williston, Fla., dedicates his time to Clowns R Us, a program that uses unique motivational learning activities to improve at-risk children's self-esteem and academic performance.

December 23. D.P. Hall, Tulsa, Okla., dedicates his time to helping at-risk youth and victims of violence.

December 24. Richard Male, Upper Montclair, N.J., helps package

and deliver meals to seniors, drives for the Hospice and does volunteer work through church.

December 25. The Ruff House Ministries, Inc., Dallas, Texas, cares for poor, discarded and handicapped people.

December 28. Rose McManus, Saco, Maine, dedicates herself to addressing the challenges faced by children with disabilities.

December 29. Thomas Griffin, St. Cloud, Fla., operates a halfway house for recovering addicts.

December 30. Up with Moms, Turlock, Calif., is a program for young mothers between the ages of 12 and 21.

December 31. Teresa Talens, Appleton, Wis., started Bag-Up Hunger to help the hungry and needy. ♦

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EDS + Monroe

An hour a week—time taken out of the workday to spend one-on-one, playing a game or maybe just talking about movies or music.

That's what more than 50 employees of EDS in Rochester, N.Y., give to students at the city's Monroe Middle School. These 60 minutes may not raise a child's standardized test scores or assure he or she will turn in all homework on time, but that's not the program's intent.

Launched about six years ago as part of similar education outreach efforts by EDS employees around the world, the mission is simple. "We just wanted to have a group of people create friendships with children," says Jeanne Carlivati, counselor at the 1,500-student Monroe and the school's liaison with EDS. "We wanted someone our children could count on on a weekly basis." And, for the sixth, seventh and eighth graders at Monroe, most of whom come from single-parent families living at or

below the poverty level, having that kind of adult contact is critical. "At this age we're concerned about their social and emotional needs," says Carlivati. "They often don't have the best role models in their lives."

The program tries to keep the same mentor/child pair together for three years. It doesn't always work—kids move and adults change jobs—but when it does, both sides reap the benefits.

"Over the course of the relationship the kids become a lot more talkative, outgoing and eager to meet with you," says Marianne Wilcox, technical leader for the eastern region of EDS, and one of the program's organizers. "It's very rewarding to see the student open up to you. And after the kids leave Monroe, they're still writing to you so you know there's some kind of bond."

Working Relationships

These kinds of relationships don't happen without a lot of planning—

and a lot of highs and lows along the way.

Each fall the program kicks off with a breakfast where sixth graders meet their mentors and older students get reacquainted after summer vacation. "To observe the returning kids with their mentors is the most special thing in the world," says Carlivati. "They're so happy to see each other." And, for the new pairs, there are lots of ice-breaking activities.

"We try to see the world from the perspective of a 13-year-old," says Wilcox, a former high school math and computer teacher. To get started on this somewhat daunting task, both mentor and student fill out a sheet listing everything from their nickname to their favorite foods, songs and heroes.

"I was just as scared as the student," remembers Carol Armstrong, community affairs coordinator at EDS and a mentor for two years. "I felt we'd have nothing in common.



EDS Photos

A Look at One Successful Partnership

By Mary Anne Hess

When you search your soul you find out you have a lot in common."

To help people overcome these fears and not flounder during their mentoring hour, both EDS and the school offer lots of support. After all, says Wilcox, EDS has "our people and our time" invested in the program and wants it to succeed. There's an in-house steering committee that recruits and trains mentors—with the school's help. EDS staff sit on a program advisory council with school personnel and, occasionally, parents.

During the weekly sessions, held during the students' lunchtimes, mentors "focus on activities to encourage positive attitudes," explains Wilcox. She's read a classic together or worked on a craft—projects that take multiple sessions. "It's geared to what the student needs," she says. "While we're working together we talk: You can watch them really blossom."

And, when mentors need help they can turn to Carlivati, especially, she says, when the youngsters start

to change from hugging and huggable sixth graders into eighth graders who can hardly manage to grunt out a greeting.

"I'll talk with kids and their mentors together or just give the mentors advice," she says. "If I know something significant is happening in the child's life, I'll inform the mentor. It's only fair. They're investing their time."

In the beginning, Carlivati says, they were "naïve" and matched mentors with students with the greatest problems—in hopes of a turnaround. "It just didn't work. You're not going to save every child."

Now mentors are matched with students who have a chance of success with consistent adult help. Yet, sometimes it can take even these kids more than three years to get through middle school. That's when mentors prove particularly important, says Carlivati. "They try to be there for the long haul—to show the importance of education."

Measuring Success

A lot that goes on between mentor and student during the school year can't be quantified, making it difficult in this age of numerical assessments to judge its success.

"The program affects lots of intangibles," says Wilcox. "Early on we were going to measure the effect on all kinds of things—on grades, drop-out rates and attendance." Instead, she says, they're looking at surveys where students say a mentor "has a big heart" or "makes me feel better when I'm sad." These kinds of results are okay with Wilcox. "You know you're getting through and that just being there has an impact." But, she laughs, "it's hard for us. We're a technology company. We're used to measuring everything."

Bob Pedzich, principal at Monroe for 12 years, says he's not worried about measuring outcomes. "My gut feeling, without any real hard facts, is that youngsters who have mentors, probably have a lower suspension ➡



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EDS Photo

EDS mentor and mentee meet during breakfast at Monroe Middle School.

rate. You're talking about the thing that makes a difference with kids—having an adult who serves as a guiding light. That's what the people from EDS do. They're nonjudgmental and they listen to kids."

He is pleased that his school's been recognized by the state as a "Title I Distinguished Progress School"—a result of improved test scores since the EDS partnership. EDS staffers and representatives from other area companies lent a business perspective to the school's site-based management team. "They helped us look at our data, set measurable goals and then organize our instructional program around those goals," says Pedzich.

In addition to all the benefits, EDS has brought to Monroe's children, there's a lot the company has gotten in return. "Sometimes kids will see a mentor in the hall and just say, 'Hi, EDS,'" says Armstrong. She's pleased at the heightened recognition, noting that EDS received a "Friend of Education Award" from the Rochester Board of Education. Employees who don't have the time to make a mentoring commitment can

donate holiday gifts to the neediest Monroe students, give used clothes or participate in Junior Achievement or after-school tutoring.

For those who mentor, "Morale goes up," she says. With parental permission some mentors go beyond the weekly session and take students camping or on other excursions. "Employees love participating in the program. They feel they're doing something good where they can have an impact on the children's lives. Usually you just go home to your suburbs. This way you find out what's going on elsewhere."

The program also does a lot to break down stereotypes, says Carlivati. "Some mentors have never been inside a city school. They're surprised at how loving and peaceful things are." ♦

Mary Anne Hess, a freelance writer in Takoma Park, Md., will write more about the mentoring program at Monroe Middle School in an upcoming issue of Volunteer Leadership.



Family Matters Enters Expansion Phase

The Foundation's Family Matters program has announced national partnerships with Veterans of Foreign Wars (VFW) and Telephone Pioneers of America. VFW chapters in 20 communities are partnering with local Volunteer

FAMILY MATTERS

Centers to provide volunteer opportunities for families who make long-term commitments to volunteer. The Pioneers will connect 20 existing Family Matters sites and local Pioneer units and will assist in creating a media campaign directed towards replicating the program across the country.

At the November 1998 Family Forum in Kansas City, 20 program sites convened to learn about replicating programs and launching Family Matters Clubs. Dr. Stephen Covey, the featured speaker, challenged Kansas City to become America's "family friendly city" and announced his commitment to return in a year with Family Matters for a victory rally.

AmeriCorps Grants

The Foundation has selected 20 Volunteer Centers in 12 states to sponsor AmeriCorps Promise Fellows. Made possible by a \$215,000 grant from the Corporation for National Service, the Fellows will help those communities ensure that children have access to the five key resources identified at the Presidents' Summit in 1997—caring adults, safe places with structured activities, a healthy start, effective education, and the opportunity to give back through service. Each Volunteer Center will recruit a Fellow locally to carry out a project designed to meet one or more of the Summit goals.

King Day Recap

The 1999 Martin Luther King, Jr. holiday served as the focal point for an increased emphasis on literacy and the values of Dr. King in 21 communities. Local events ranged from a children's literacy fair at a Boys and Girls Club in Kennewick, Wash., to a book drive co-sponsored by the Volunteer Center and a local

hockey team in Utica, N.Y., to free vision screenings done in cooperation with eye-care specialists in Milwaukee, Wis.

The day's events were coordinated as part of the Literacy Connection, which is designed to support America Reads, the grassroots effort to improve the reading skills of children by ensuring they can read well and independently by the end of the third grade. The 40 Literacy Connection VISTA members who are working in 21 Volunteer Centers are supported by a grant to the Foundation from the Corporation for National Service.

New Youth Programs

The Foundation has been selected by The Prudential Insurance Company of America to co-sponsor the national Prudential Youth Leadership Institute. The three-year \$440,000 grant supports a training program that provides young people with a range of leadership skills as well as a fundamental understanding of how to apply those skills to community problem solving. During

1999 the Foundation will sponsor "train the trainer" events in Dallas, Las Vegas, Boston and Chicago. Professionals in 40 states have already been certified to conduct the Institute in their communities. Youth Service America is also a partner in the project. For information, call 202-729-8142 or e-mail at pyli@pointsoflight.org.

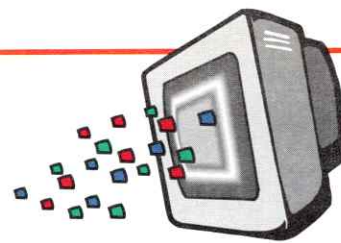
The Foundation is also co-sponsoring the President's Student Service Awards in cooperation with the American Institute for Public Service and Youth Service America. Part of the Corporation for National Service's President's Student Service Challenge, the awards are designed to recognize youth ages 5 to 25 who complete at least 100 hours of service to their community within a 12-month period. For nomination forms call 302-622-9107 or download from www.student-service-awards.org.

New Corporate Members

The following corporations have joined the Foundation as corporate members since October 1998:

- Advisory Board Foundation
- Aetna, Inc.
- Amgen
- Autozone
- Carolina Power & Light Co.
- Delta Airlines
- Exxon
- Hale & Dorr
- Martinez Refining
- Nevada Power Co.
- PCS Health Systems
- Unisys
- Universal Studios, Florida and Yakima (Wash.) Herald-Republic. ♦

**Information on the Foundation
and its programs:
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Award-winning Care in Chicago

Pediatrician Dr. Joseph DiCara supports himself by working in a neonatal intensive care unit nights and weekends so that he can have Monday through Friday available for his first love: Chicago Youth Programs, Inc., which he started in 1984 in the Cabrini Green public housing project. CYP addresses the issues of violence, gangs, teen pregnancy and substance abuse and education.

Today, CYP has 80 volunteer directors running 41 programs in three communities with the help of 500 plus loyal volunteers. From pre-school on, CYP addresses needs as varied as education, career, self-esteem, recreational, social, college scholarships in addition to health. CYP runs these comprehensive programs on \$350,000 a year (about \$450 a child) with five staff. Their financial secrets are donated space, donated materials and learning to run efficiently

without money. DiCara, a graduate of Northwestern Medical School, also avidly tracks results. High school aged CYP participants have twice the graduation rate as their peers. Their pregnancy rate is 4.3%, compared to the neighborhood's 16.8%.

DiCara's fervor, commitment and measurable results has made CYP one of ten recipients of the Robert Wood Johnson community Health leadership Program's yearly \$100,000 reward—the purpose of which is to help fulfill a largely unrecognized community health leader's dream.

To be considered or to nominate a candidate for Year 2000 Robert Wood Johnson Community Health Leadership Program awards: Write CHLP for a brochure and letter of intent form. Contact: CHLP, 30 Winter Street, Suite 920, Boston, MA 02108. Submissions must be in by Sept. 16, 1999.



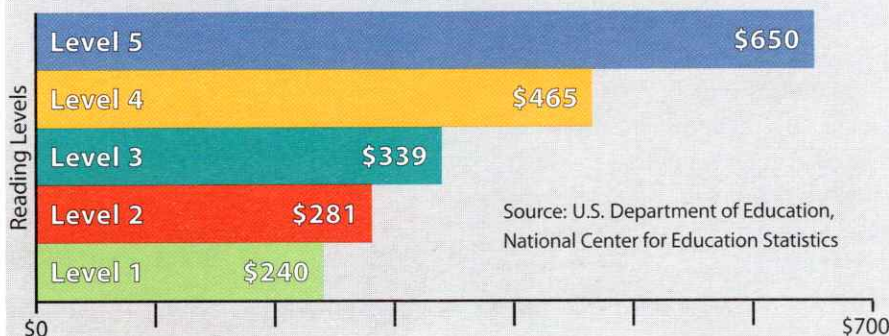
Dr. Joseph DiCara, center, helps place inner-city at-risk teens in college and trade school through Teen Center Program.

STAT CORNER

Survey Links Pay to Literacy

How well a person reads and comprehends has a measurable impact on how much he or she earns. The National Adult Literacy Survey measures literacy by testing an ordered set of information-processing skills and strategies that adults use to accomplish a diverse range of literacy tasks. Level 1 readers can pick out key facts in a brief newspaper article, for example, but could not draft a letter explaining an error on their credit card bill. Level 5 readers can search text and match on multiple features, compare and contrast complex information, or generate new information.

Median Weekly Wages by Literacy Levels



Company Spotlight

• Over 75 employees of the **Columbus Bank and Trust Co.** in Columbus, Ga., combine a party and volunteering at the 30th annual Riverfest Weekend the last weekend in April. The event benefits the Historic Columbus Foundation, Inc., which is involved in a long-term project to publish materials about history and historic preservation aimed at kids. The weekend features fine art, quality crafts, six entertainment stages and the renowned Pig Jig Barbecue Cookoff.

• **SAS Institute**, a software company based in Cary, N.C., has committed \$1 million in cash, goods and services to support the 10th annual 1999 Special Olympics World Summer Games. Nearly 700 SAS employees, friends and family are