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PHILOSOPHY OF CITIZEN INVOLVEMENT

By William Ryan

This paper presents a philosophy of citizen involvement. The philosophical premises are based on a re-examination of the helping process as carried out by helping professions at all levels from local to national. Out of this re-examination stem three statements-conclusions usually not admitted - by professionals, government, or citizens. These three statements, which may be viewed as premises or a syllogism, form the logic of this paper. If accepted as valid, they also necessitate changes in thinking and programming.

The syllogism (or basic premises) is:

1) *Social service agencies in this state and the nation have been able to treat only the visible tip of the iceberg, the bare surface of the total needs and suffering of children, families and communities.*

2) *There have not been and will never be enough professionals, nor enough tax funds, to adequately treat the total number of families who are deprived and children who are dependent, neglected and delinquent.*

3) *Conclusion: One logical alternative remains. The community - citizens themselves, must share the responsibility, and this community share must be the major one. Only citizens themselves, through their own councils and mobilized communities assisted by professionals, can meet the overall human responsibility to help the entire range of children and families in need. They can do this by attacking social problems, developing resources, creating prevention programs, and giving direct one to one and advocate help.*

There are several corollaries that automatically follow, once the full impact of the individual premises is understood.

The first premise - *tip of the iceberg* - is in fact an admission of failure. Social agencies, psychiatric and psychological associations, over the years have naturally emphasized how many people they have helped. Slick brochures and fancy annual reports, (traditional requirements for effective public relations and continued funding) have emphasized "look how many thousands of people we help!" The statistics presented are accurate.

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The agencies truly do have reason to be proud of what they were able to accomplish with limited manpower, and they are due credit for the quality of their professional services. They neglect, however, to put equal emphasis on the tens of thousands they are not able to help. This greater reality, that the bulk of human needs go unmet, is proved statistically: only one in four of the poor receive public assistance or welfare. The rest grovel hand to mouth to survive, begging or simply staying malnourished, ill-housed, cold-poor. Only one in six children identified as needing day care-child development services receives them; the bulk of the iceberg receive often inadequate custodial care and no educational development from neighbors or relatives, or worse, are left alone at home while parents work.

A National Institute of Mental Health study showed that only one percent (1%) of seriously emotionally disturbed children needing professional treatment and possible institutionalization received this treatment; the community mental health approach has certainly raised the one percent figure, but about the top of the iceberg, there can still be no doubt. Ever-increasing family turmoil and family breakdown lead to more and more child abuse, neglect, distrubed children, and more and more placements in foster homes and children's home. But what professional preventative programs are geared to help the family before crisis and family explosion take place? A few small or "pilot" projects here and there.

It is the same in practically all areas of need wherein the human service consists of providing human care, human time, and, most importantly, a helping (therapeutic) human relationship. The first premise, while in no way minimizing or demeaning the effective work done by thousands of dedicated professionals, nevertheless views the totality of need in light of our deficient collective capacity, and states that it is time to face and publicly admit the hard reality; we are failing. Professionals alone can only skim the surface of human need.

The second premise - *never enough tax funds nor professionals* - has not been admitted because agencies have had to go to their legislatures or private funding bodies with the necessary selling technique of hyperbole: "Just give us five (or 50 or 100) more professionals and we will meet all the problems." This premise, although it should never be understood to demean the need for professionals, states the reality: We could double or triple or quintuple the number of professionals, or the amount of tax funds, and it would still not be enough to meet the gamut of needs of children and families. In other words, while government and professionals have felt the primary responsibility for helping people in need, and have pushed for progress based on that feeling, the hard reality is that this entire approach is not rational. The answer to the American dream of providing adequate material benefits - food, clothing, housing - and adequate family and individual counseling, psychiatric care and other assistance based on human relationships - will never be realized by banking primarily on professionals and government. To continue on that road, the approach used for the past 25 years, is a garden path to disillusionment.

The conclusion - the only rational alternative - is that the citizen, with his own resources, his own personal relationship and material resources, is the only viable alternative. It is the citizen and the local community who must assume the primary responsibility for people in need; this is the inevitable conclusion when the simple mathematics of the quantity of need is viewed wholistically.

But citizens have not felt this responsibility. Viewing a child in need, for example, the average citizen has been prey to faulty thinking: "If I do help that child in need, then I am a noble, charitable soul; if I don't help that person, well, I pay my taxes anyway so the government and professionals can help him. Either way, I can help, or not help, and I am still a good guy, and all is well with the world." The average citizens has not felt the kind of responsibility for helping that is binding and necessary to his human fulfillment. Rather, he has been culturally atuned to feel a slight nudge to sometimes be "charitable." But "charity" as typically understood has not been a necessity, a binding reality. "Charity" can be taken or left, done or not done. The conclusion, the necessity for citizen and community responsibility, is based on statistical fact. It necessitates total rearrangement of much of our traditional thinking and programming in relation to helping people in need.

The corollaries stemming out of the above premises are:

1. If there is an answer to the American dream of helping all people in need, the basic approach must be one of bringing together massive citizen resources, (material and human), to coincide with massive needs. Methodologically, therefore, the

basic approach to helping people must include massive community organization and citizen involvement efforts to be added to and coupled with the individual case approach predominantly used today.

2. "Maximum effective and genuine involvement of all citizens must be a key concept and objective. Showing analogy here with the 1964 OEO concept of "maximum feasible participation of the poor" may be helpful. Participation is not enough; involvement is essential; and involvement means action. The involvement needs to be clarified by the adjective "genuine." Genuine involvement is far more then mere participation, in that it is proved to be real only when there is action in the form of production, and only when citizens give their persons, not just their bodies in attendance. The adjective "effective" is needed to replace the word "feasible" - to demonstrate the need for action and demonstrable effects. If citizens are to secure satisfaction, the basic payment is the results of their own work and personal sacrifice of time, energy, thought, money and action.

   Involvement of "all citizens" also needs emphasis. The "poor power" concept of OEO, like the "money power" or "affluent power" of most older community council, United Appeal, and philanthropic foundation approaches, are equally exclusive and elitist and have been marginally successful. While continuing to support organization of the p or and encouraging giving by the affluent, our conclusion in relation to the American ideal of helping all in need is that any citizen involvement or community organization effort that aims at less than genuine action, collectively undertaken by "all citizens," will prove devisive and limited in effectiveness.

3. The task, therefore, is to realign the roles of citizen and professional. The helping process containing knowledge and awareness of human dynamics and behavior, mental mechanisms, group forces, etc. - is clearly the major role of the professional. This is his basic offering; this is what he is educated for and paid for. The love component - whether known as "caring," "a helping relationship," "unconditional positive regard," or"cathexiš" - is that part of the helping process that transcends knowledge and is drawn from the most inner recesses of the human spirit. This is what citizens have to offer. The task therefore, is to realign roles so as to maximize the delivery of knowledge by professionals to citizens in order to help them deliver what clients need and what citizens possess in greatest quantity: love. Love, as the universal, basic drive and highest goal of all human action, must be openly and deliberately sought, built into every action of Every citizen group. Apart from material needs, love is the essence of the helping relationship. This is what citizens have to offer; professionals do not have a corner on the market.

4. The realignment of roles and the reinstatement of citizen responsibility in the helping process means essentially, that we must literally reverse the seat of felt responsibility. It must shift away from government and professionals, where it has existed for years, and back to citizens and communities where it was felt 25 years ago, before the mushrooming of the helping professions back to the only group who quantitatively viewed, have any possibility for success.

5. Seeking massive citizen involvement cannot be continued in the same naive way of the past - by loudly crying "Get involved! Get involved!" Such approaches have repeatedly had little result. Rather, it must be recognized that we are flying directly into the face of a problem of national scope and overwhelming complexity - variously called depersonalization, alienation, dehumanization, malaise, and apathy - factors that will immediately mitigate against every effort to gain massive levels of citizen involvement. People are "tuned out and turned off" to such degrees that they will often admit, "I don't want to get involved in that...or that."

   Aiming at massive involvement will in fact, therefore, require

reversing this depersonalization and alienation. Obviously, the effort seems grandiose, even impossible. Yet, logic dictates no other course. The problems of this hurting child cannot be resolved without reversing the depersonalization of this hurting society he lives in. The question cannot be, therefore, "Can we do it?" The questions must be, "Is there any alternative other than to take deliberate steps to resolve this gigantic problem?" It is not grandiosity if there is no alternative - and in my opinion, there is none.

6. The predominant approach of the overwhelming majority of human care agencies and professionals has been individual treatment. Based on the massive unmet need (the bulk of the iceberg), it is now seen that this approach will not work. The majority of collective manpower, with citizen and professional manpower merged, must be shifted away from crises and into prevention, away from the individual case alone, multiplying efforts in the areas of primary prevention and citizen group approaches to the broader social problems that surround individual cases.

7. Serious efforts to enter the area of primary prevention must begin with the admission that prevention has generally been a cliche, that we in fact know very little about how to prevent. Restructuring roles so that citizens can assume their responsibility and obtain results will require that government provide the structures, channels of communication and technical assistance so citizens can act, through citizens' committees, task forces, councils, etc. Only through mobilized citizens can genuine and effective prevention of any significant sco scope be undertaken. Given massive citizen manpower and involvement, professionals can then undertake serious studies of prevention with hope of implementation.

8. If the seat of felt responsibility is to be placed with citizens, and if maximum effective, genuine involvement of all citizens is to be accomplished, then the role and responsibilities of government human service agencies and professionals must be revamped accordingly. It is not enough for government and professionals to interpret present system failures to mean "Okay, we admit we can't do it, so we will quit and simply dump the responsibility back on citizens." That would be baby-and-bath-water irresponsibility. Rather, the strengths of both government agencies and citizens must be merged in a new balance.

9. Logical necessity says that each and every agency should build into their organizational framework the network of citizens' committees, councils, task forces or boards through which citizens can organize to pull together their resources to begin the work of meeting human needs. These organizations, if established under the auspices of government, allow the citizens not only to be involved in government, but to become an integrated part of government.

10. Social problems that surround and cause individual and family problems, and the statistics and helpful methods bearing upon those problems, must be consistently shared with and explained to citizens by professionals. This would logically necessitate each agency providing adequate staff assistance in the form of professional community organizers and other staff to provide technical assistance and information that will enable citizens to identify and understand social problems and human behavior sufficiently to do something about them.

11. The logic premises leading to citizen responsibility also dictates the principles which each agency would seem bound to follow in establishing the citizens' committees or councils.

    a) If citizens are now asked to assume primary responsibility and use their own personal and community resources, then it follows

that they have the right to self-determination in how they carry out that responsibility. Self-determination includes the right to identify their own community needs and set their own priorities for action. Whereas the agency, through its staff organizer or technical assistant, has responsibility to provide professional knowledge to enable citizens to decide, it is citizens' decision.

b) Maximum citizen involvement dictates that the organizational base established (citizens' committees, councils, task forces, etc.) be democratically constituted, comprised of the broadest possible representation of all citizens of the community, and that no specialized segment, whether rich, poor, black, white, rural, urban, young, old, male, female, etc., have more than its fair share of decision-making. At this point in history of genuine citizen involvement in human services, there is so little involvement that debates about elective vs. appointment vs. quota would seem to be intellectualizations.

c) In a government-sponsored citizens' committee, citizens and communities must share in the process of committee formation.

d) Agency executive accountability for citizens' committees that are a part of the agency, and citizens' right to the representation they choose, must both be recognized and balanced.

e) Citizens assuming responsibility will be hampered, if not precluded, if either professionals or government officials have voting seats in a citizens' committee because both groups would inevitably fall back into the old established pattern of "let the professionals or the officials do it."

f) Rather, the committees must be "pure" citizen in composition, with professionals and government officials providing the specialized knowledge on an advisory basis. Thus will the seat of responsibility be reversed. Instead of citizens serving advisory to government, government and professionals would be advisors to citizens. This new balance returns the government and citizen relationship to the ideal, long preached but not practiced: "government doing for the people only what they cannot do themselves."

The premises and corollaries, viewed as a whole and long range, would quite obviously constitute a revamping of the roles of government and citizen. Conceived ideas of the helping process, and roles of the social worker, psychologist, psychiatrist and other professional care-providers would require change. The meaning and direction of this "revolution" can be conveyed only by reviving phrases that have fallen into disrepute in this modern age - phrases like "love one another," "brother's keeper," "neighbor helping neighbor" and "community responsibility," Once revived, the overall meaning of the premises is simply conveyed.

Complex sounding sociological phenomenon, like "depersonalization" and "alienation," when superfluous abstractions are culled away, point to how citizens and neighbors either care about, help and love one another - or become afraid to. The answer to alienation and depersonalization, national collective withdrawal from one another, is collective love, collective drawing together of neighbor with neighbor. Those who are able - agencies, government, professionals have the responsibility to enable citizens to do this by providing the organizational structures and technical assistance needed. With enough organization a new focus on citizen responsibility and a direct approach to neighbor helping neighbor, love can replace depersonalization with personalization and alienation with loving involvement.

"Social problems" are not solved by lengthy statistics and impressive charts, but by involved people who believe that they are indeed their brother's keeper. So, too, people's individual problems are not solved by "blaming the victim" of social problems, or by subjecting them, as is commonly done at present, solely to psychotherapy and casework, with no attempt to solve the social problems. When thousands of individual casework clients - the delinquent, the neurotic adult, the disturbed teenager, the broken family or the

aged - face and voice such typical feelings as "I am worthless" or "Nobody cares" they are not only unleashing their own inner dynamics, they are pinpointing social problems that victimize them. The hurting client cannot be helped without helping the hurting uncaring society that surrounds and causes his problems. Solution to human problems, whether individual or societal, requires systematic citizen organization. *But genuine citizen organization, now a rare phenomenom, must become the predominant method of helping people in need. We are all professional, governmental official, citizens in need at some time in our lives. So citizen organization is a universal need.*

Women Board Members and Volunteer Agencies

by Herta Loeser and
Janet Falon

Nonprofit organizations as a group are, of course, among the largest employers of volunteers in the country. Numbering six million according to the report of the Filer Commission, many of these organizations could not exist without such workers. And although male volunteers are on the increase, the majority of volunteers are women.

Today, more than 37 million people - one quarter of the adult population in this country - donate time to volunteer work. In all, they contribute six billion woman and manhours a year to nonprofit activities; the annual dollar value of this work has been estimated at $26 billion. Of this sum, the share contributed by the 60 per cent or 21 million volunteers who are women approaches $15 billion.[1]

Yet neither the heavy reliance of nonprofit organizations on women volunteers nor, for that matter, the fact that women constitute half our population is reflected in the makeup of the governing boards of non-profit organizations. The great underrepresentation of women on these boards was strikingly documented in a recent survey of women's roles on the boards of 100 nonprofit organizations in Greater Boston. Its findings both underscore the long-standing lack of women's representation as policy makers and supply a handle for correcting this imbalance.[2]

The survey was made by the staff of the Civic Center and Clearing House, Inc., of Boston, on behalf of the National Task Force on Women and Citizen Participation - a task force of the Alliance for Volunteerism.[3]

It used 1975 or 1976 board membership lists and brochures of 100 nonprofit agencies to (1) classify the agencies in eight descriptive categories (environmental, cultural, educational, foundations, hospitals and health care, other health-related, social welfare, legal and public affairs); (2) determine how many men and how many women were on these boards; and (3) determine how many men and how many women held officerships.

The organizations surveyed ran the gamut from the most "established," such as museums and the symphony, to a number of grassroots organizations. Except for the effort to obtain a cross-section, the groups were randomly selected. The results are easily summarized. Women constituted

ONLY:

- *23 percent of all board members;*
- *19 percent of officers (only 12 percent if "secretary/clerk" officers are*

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eliminated; only 9 percent of the chairperson/president category).

In addition, the survey found that:

- *45 of the 100 organizations had no women officers at all;*
- *9 of the boards had no women members;*
- *only 8 boards had more women than men as members.*

By category, hospitals and educational institutions had the fewest women board members (14 per cent in each field). The environmental and legal and public affairs categories ranked highest in this area, with 31 percent women board members each. Yet, in the legal and public affairs category, 35 percent of the organizations surveyed showed no women officers and not a single woman chairperson/president. Foundations showed a split personality; they scored as poorly as hospitals and educational institutions in terms of women board members (15 percent), but 44 percent of their officers were women.

A cautionary note: The analysis by field is at best only illustrative, since the sample within each category is probably too small to be statistically meaningful.

While one can speculate about the reasons for this dismal record, these figures simply mirror the general lack of representation of women in influential positions in our society. This lack is especially evident in that relatively small and select group from which, by reason of its money control, corporate power, prestige, and/or specialized expertise, most directors and trustees of nonprofit organizations are chosen. As the status of women generally improves and more of them acquire professional, technical and other qualifications, their representation on, and status within, nonprofit boards will also increase.

But this evolutionary process is a slow one. That women must and will press for representation need not be belabored here. As pointed out, women do much of these organizations' footwork; they are the rank-and-file soldiers. They are entitled to their share of officerships, having earned that rank.

But beyond the issue of equity, it is clearly in the self-interest of nonprofit groups to give women far greater representation, status and power. With the growing demands on voluntary organizations, the value of women's contributions to their operation is increasing rapidly. Failing to take advantage of the talents and abilities of qualified women, as well as those of men, at every level can seriously handicap the internal health, effectiveness and progress of nonprofit organizations.

Yet many nonprofit policy makers are slow to realize this. One organization executive in Boston, for instance, responded to the inquiry about its board composition by writing, "...(we) have a board of 15 and 1 of the 15 is a woman and we are very proud to have her as one of our directors. I believe in our particular field the senior staff is more involved in the day-to-day work. ...At no time, at least in the last 15 years, has (the organization) been without women on its staff ...and they play a very important and prominent part in (its) daily activities...."

This organization has missed - or dodged - the point. That women are on its professional staff does not compensate for their underrepresentation on its board. Though the functions of the staff and board are complementary, it is at the board level that policy is made, and qualified women should be among those who make such decisions. Needless to say, fair representation is not accomplished by merely appointing a wealthy or powerful man's wife, to be recognized forever only as "Mrs. John Smith," her husband's voice and proxy.

Highly qualified women are available. Today, ever-increasing numbers of professional women are achieving high levels of success, so much so that many of them now fit even the traditional selection patterns. In addition, many women volunteers have acquired a degree of operational knowledge and understanding that few male board members can equal. Their inclusion in the policy - and decision-making processes will add sources of experience, wisdom and expertise that are sadly lacking on many high-powered boards, whose members are so often detached from the problems and needs of the organizations whose goals and guidelines they are determining. Moreover, the way of life of most women is vastly different, with its own unique demands and rewards, from that of the traditional board member recruited through a bank, executive suite or law firm.

Professional staffs are now relied upon almost exclusively to provide the connection between boards and the day-to-day operation of their organizations. The new type of women board members and officers to which we refer will bring to the internal deliberation of boards understanding and resources qualitatively different from those now available.

Nor would these women, as is sometimes feared, unsettle the efficient functioning of their boards. The new breed of professional women and trained women volunteers can readily handle board responsibilities, approach fiscal matters professionally, contact people about their organizations, engage in public speaking and fund raising and assume other board member roles. Their addition to boards would not be at all unsettling; on the contrary, all indications are that their presence would inject a new vibrancy and greatly expand the potential of many boards (see box, page 10).

What can be done to increase the number of women board members? The crucial first step is to spread the word about the inequity of board composition to those who can mend the situation, namely, the members of board nominating committees. Too many people, on or off boards, are not even aware of the issue, or believe that this imbalance has already been remedied. One survey response from a board president epitomized common misinformation about the topic: "Your report shows the underrepresentation of women in nonprofit organizations. I would have expected the proportion of women serving on boards to be higher..." On the contrary, given current statistics, this low proportion is entirely predictable.

People are interested in learning the facts. A "consciousness raising" effort is necessary to inform both the board community and the general public.

Boards should be encouraged to conduct active searches for new faces, to look in new places, to involve resourceful community people who, in the past, have not been tapped for board membership. Customarily, each geographic area has had a cluster of individuals who are nominated to serve on boards. These people are often rotated from board to board and sometimes hold concurrent multiple memberships. In such cases, new women members can add much-needed diversity.

While nominating committees tend to look for attorneys, bankers, and public relations experts, they also select candidates who are concerned and knowledgeable about the services offered by their organizations. It is within this last category that new-comers to board membership - women and minorities in particular - can most easily be introduced.

Perhaps some of these new members will require extra briefings during orientation and training sessions, but this need is not limited to women or other underrepresented groups. Too few boards offer any formal introductory training to new members about their goals and methods of operation; the newcomers to most organizations could profit from the creation or improvement of orientation programs, regardless of their sex or ethnic backgrounds. On-the-board training does work, - eventually - but a member's term may almost have expired before she or he can become truly effective.

Women now on the outside looking in, or on boards but without influence in their own right, can also take steps to increase their qualifications. For example, finance committees have for too long been the province of men. The implications for women are clear; they must learn the financial processes that are the key to any organization's operations.

Women already on boards can also become more effective. They should not limit their board-oriented activities to the specific areas in which they are most knowledgeable, but should branch out and learn about areas that are new to them. They should seek committee assignments, because it is within these substructures that the bulk of board work is completed. In short, it is any board member's prerogative to choose to be active and productive.

In some cases, where there is a large enough constituency, women can organize and block vote to elect well-qualified women candidates to office. A highly successful campaign of this type was recently reported in the press. Women in one town, doing their homework, learned that any contributor had a vote in selecting the town's United Way board. Women's groups thereupon organized quietly and managed, at the annual meeting, to have enough votes in the room to fill all the board's vacancies with women. This measure would have been unnecessary had the board itself taken the initiative in seeking out qualified women.

Over the long haul, it is most important that women, however they are elected, be competent and valuable contributors to their organizations. To help organizations find women who are eligible for their boards, it would be productive if at least one talent bank were established in each community, containing the names of qualified women who would be receptive to board membership. Such a resource center is already being created at the Civic Center and Clearing House of Boston. A talent bank that included in-depth resumes and "dossiers" and circulated them to the right groups "would serve a very useful purpose," affirms Henry F. Russell, president of Boston Safe

Deposit & Trust Company and a director of the Council on Foundations. "All boards want to upgrade their composition," according to Mr. Russell.

A great deal of organization and publicity is required for full-scale operations of this type. The real challenge lies in persuading boards to regard such talent banks as serious ongoing sources of information about capable and concerned individuals.

In the meantime, many sources of information on qualified women are already available. The alumni and graduate school offices of every college and university in the country can provide background data on the professional and service careers of many of their women graduates.

The members of the Alliance for Volunteerism, a coalition of 12 national organizations active in the nonprofit field, offer another vehicle for locating women with track records in community service. The American Association of University Women, the National Federation of Business & Professional Women's Clubs, the Federation of Organizations for Professional Women and the Junior League are just a handful of the dozens of well-established groups with access to information on potential board candidates.

In addition, virtually every major professional association now has an ongoing task force or committee on women and there are state commissions on the status of women throughout the country. There are also many women recipients of the services of voluntary organizations who are ready to move into positions of leadership.

In short, there is without a doubt an untapped reservoir of potential board members in our communities. As so often is the case, the problem lies in "making the connection."

SEXUAL COMPOSITION of the BOARDS of the TOP 15 FOUNDATIONS

Based on the latest available public records, in all but one case the printed 1976 annual report, here are the breakdowns of men and women listed as trustees at the 15 foundations with the greatest assets.

The asset ranking is from a list compiled by the Foundation Center earlier this year, although it is drawn for the most part from 1975 fiscal data.

The figures for 14 of the 15 foundations for which data could be obtained indicate there are 173 trustee positions, 149 of which are filled by men and 24 by women. The ratio of men to women is 6.2 to 1.

N.B.: The Board of Directors of the Council on Foundations is composed of 24 men and 9 women, a male/female ratio of 2.6 to 1.

Foundation	Male	Female
Ford	15	2[1]
R.W. Johnson	10	0
W.K. Kellogg	10	0
Lilly Endwnmt	9[2]	1
Rockefeller	18	2
Kresge	6	0
A.W. Mellon	8	0
Pew Memorial Trust	x[3]	x[3]
Duke Endwnmt.	13	2
C.S. Mott	8	24
Alfred P. Sloan	18	1[5]
Carnegie Corp. of New York	12	6[6]
R.K. Mellon	6	1
Houston Endwnmt.	5	2
Rockefeller Bros. Fund	11	5[7]
	149	24

1. One of the two female board members resigned early in 1977 to enter government service.
2. Of the nine listed men, two died during the year. One male replacement has been named as of July 1.
3. No annual report printed. Other public documents list the Glenmede Trust Company as trustee, not individuals.
4. One female trustee, a member of the family listed as trustee emeritus.
5. Listed female trustee shown as on leave for government service.
6. Of the six women, one is a family member listed as an honorary trustee.
7. Of the five women listed one had died in May 1976. One male resigned and one was elected in January 1977.

BOSTON PROFILE

Total Sample

Number of Boards Studied:	100
Average No. Board Members:	28
Total Board Members:	2,794
Total Male Board Members	2,158
Total Female Board Members:	636
Ratio, Men to Women:	3.4 to 1

Women Officers

Chairperson:	3 of 50
President:	9 of 79
Vice President or Vice Chairperson:	31 of 144
Treasurer or Ass't. Treasurer:	9 of 89
Secretary or Clerk:	32 of 83
Executive Director (when listed on board):	2 of 18
Other (assorted):	5 of 11

WOMEN and FOUNDATION BOARDS

In a survey in 1976 for the Women and Foundations group, Dr. Leeda Marting attempted to assess the representation of women on the boards of foundations.

Based on replies from 438 foundations, she found that 81 percent, or 2,832 trustees, were men and 19 percent, or 664 trustees, were women.

She analyzed the survey by geographic region and for the Northeast (except New York City) isolated 103 foundations with a total of 846 trustees. Of that group, 161 were women and 685 were men, the percentages being identical to the national average. Western foundations in the study had the highest representation of women. On 64 foundation boards, 105 (25 percent) of the 412 trustees were women. Nationally, the ratio of men t women in this survey was 4.3 to 1.

[1]*All figures used here are drawn from "Giving in America: Toward a Stronger Voluntary Sector," the report of the Commission on Private Philanthropy and Public Needs (1975) and from "Giving USA 1977," the annual report of the American Association of Fund-Raising Counsel.*

[2]*Boston is by no means atypical. The results of the survey reported here were recently reinforced by an 18-city study of women's roles conducted by the National Council of Jewish Women in spring 1977.*

[3]*The Alliance for Volunteerism was created in 1975 to provide a forum for the development of volunteerism. To date, it has been supported largely by the Lilly Endowment.*

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Marketing Volunteering

By Norma Selvidge

"The best advertisement is a satisfied customer!" That's a statement most business people endorse. I think it also has a meaning for volunteer coordinators who are selling an opportunity for service to customers who are buying the opportunity to serve. The very fabric of this country is woven with the yarn of our economic system, so let's look at volunteering as a marketable idea.

"Don't you dare commercialize volunteering," says the idealist. "Don't you dare reduce human service to economic terms," says the altruist. "Don't you dare fail to use your finest creativity to market ideas," says the pragmatist.

Let's look at volunteering from the practical viewpoint and fit it into a marketing paradigm. Whether you view yourself as a salesperson or not, working with volunteers is selling. The quality of the volunteer program may be directly related to your ability to sell.

The paradigm involves a product, a medium, and an audience. (See chart pg. 13)

The product to be sold in volunteering is the opportunity to help others. That's a dynamic and highly sellable product!

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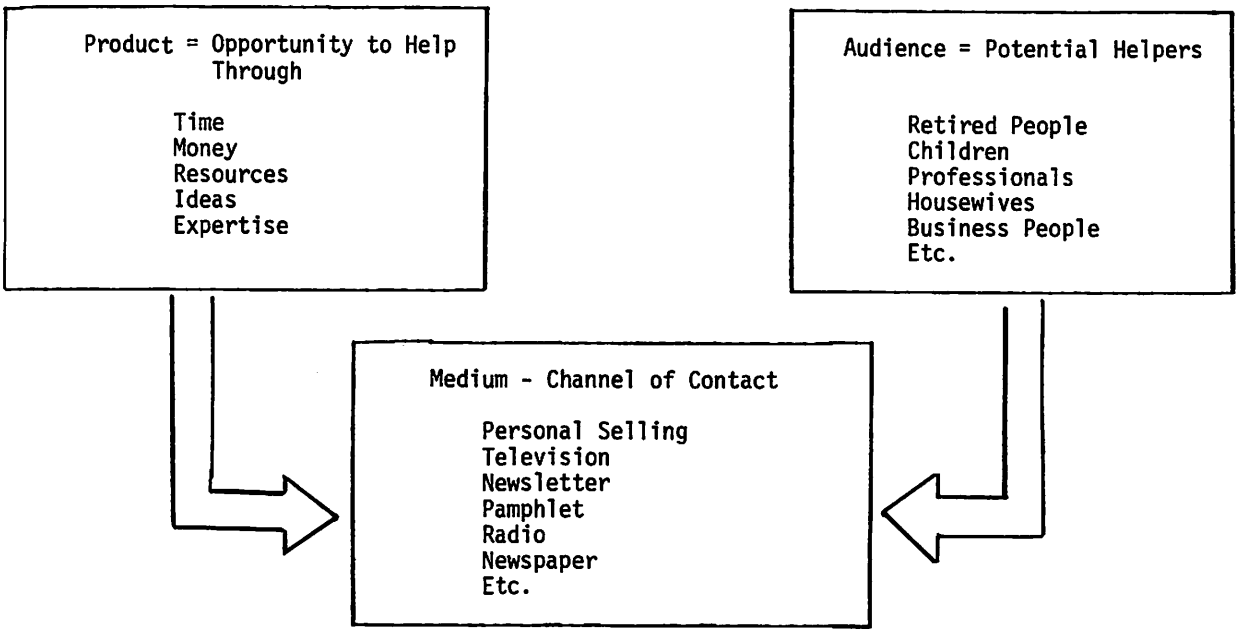
Helping others adds a dimension to the maintenance elements of daily living and has incredibly high pay-offs in self-satisfaction, social approval, and meaningful interactions. The question then becomes one of developing an effective marketing strategy that involves five steps.

(1) Know your product
(2) Assess your needs
(3) Target the audience
(4) Choose a medium
(5) Sell

Know Your Product

In planning your communication strategy for marketing volunteering you must assess your current product image. To do this you must look for information that identifies the volunteer program image. This image is built through person-to-person discussions, personality styles of volunteers, staff and professionals, attitudes of clients, and any written messages about volunteering. The volunteer image is also affected by the public image of the larger organization which it serves. Anyone associated with volunteerism contributes to the image.

You become a visible part of the image of volunteering. Let us suppose that you work with volunteers and someone comes to your office. The visitor may be talking to you at a time when you are tired, the phone is ringing, a report is due in fifteen minutes, and you have a headache. You are



over-extended and pressured. The visitor is talking to you about volunteerism and you do not have your best face on, but you represent volunteering nevertheless. Volunteering is you at that point in time and that is the image the visitor gets. If you are selling an idea that you are tired, overworked, and surrounded by negative happenings, then that is the image of volunteering that gets sold to the visitor. Do you think you have a marketable product with that image?

Awareness of image building through personal communication can help you mobilize a dynamic sales force. Your "satisfied customer" - a happy volunteer - is one of the most potent sales mediums. Personal satisfaction and commitment to volunteering can combine as a dynamic duo of salesmanship. You can remember when you sold an idea that you believed was important, though the idea was pretty much unsellable at first. Real commitment and satisfaction which you communicated probably made the difference. Package a sellable idea in a positive, enthusiastic, realistic form and you will find a buyer.

Assess Your Needs

The volunteer coordinator is continuously receiving data about needs of the volunteer program. The needs can range from recruitment of volunteers, to raising money, to seeking specific supplies or equipment. One of the difficulties involves the frequently shifting need patterns that result in the coordinator spending much time meeting unexpected needs with little time left for planning. Frequent crisis underscores the importance of a functional systematic approach to marketing the volunteer package.

Needs assessment involves weekly evaluation of current status of the program. Systematically matching the needs of the volunteer program with the needs of the potential audience is an essential link in the marketing strategy. Through clear and specific statement of needs, your success at meeting goals can be measured and evaluated. Evaluation of critical needs to meet (1) goals for the week, (2) goals for the month, (3) goals for the year, and (4) multi-year goals can provide a work sheet for matching potential audiences with potential needs.

Target Your Audience

Planning a marketing campaign includes targeting the audience who (1) can afford your product, and (2) can meet personal goals by purchasing your product. The strategy does not include the favor system, but is based upon exchange of ways to meet individual goals. Very often in the helping area, we ask for money or services in terms of asking for a favor. That is not a very viable selling position, for doing a favor upsets the equality that facilitates communication. Favors can trigger guilting mechanisms and enable a salesperson to make a sale. That's a one-time sale and does not foster a supportive long-term market. Few people enjoy owing a favor.

The helping force does not have to ask anybody for a favor; instead, it's healthy to ask for an exchange rather than a favor. Know your product and design an exchange strategy. Matching the needs of the volunteer program with the needs of the buyer provides an effective vehicle for the sales exchange.

Let's suppose that you needed money from a banker. That's a tough sales situation. Ask yourself what the banker's goals might be. What does he need? Many banks try to counteract the stereotypic image of "No," and "Too money conscious," Perhaps your need for money can be traded for the banker's need for an improved public image. Match your needs with the buyer. Even this approach won't work, however, if you go in armed only with your enthusiasm. As you offer to exchange positive public relations for the money you need, the banker quite legitimately should ask you how you plan to accomplish the exchange. A nebulous reply such as "Well, we're going to tell everybody that you sponsored this project," will not give the buyer a measurable way of estimating his return on this investment. Instead have a specific plan. You could respond to him with specifics such as "We are planning to take this program to 5 meetings at which we are estimating the attendance of 2000 people. Printed on the bottom of the program, we will show your sponsorship and we are additionally willing to make an announcement that you have contributed to our program in this way. We are also willing to return to you a report of the actual attendance and feedback from our program." Let's not ask for favors. Let's give our customers their money's worth. If we do not, then we should pay for their service.

Volunteer programs are often viewed as involving "do-gooders, bleeding heart sorts of folks, who don't understand bank statements and can't be expected to give people equal value for their investment." We must change that image and show the kind of pragmatic business thinking that can improve the dynamic and positive nature of volunteering. You have to operate in the business community, so perhaps you had better speak business language. Speak the language of your buyer as you target the potential buying public.

Choose the Medium

Marshall McLuhan's famous assertion that the "medium is the message" has special significance in selling the image of volunteering. The volunteer is often the medium. The message is associated with the person delivering the message and the volunteers are an important public relations link with the community. Helping volunteers become aware of the important image they are selling is an essential aspect of their training.

Matching the selling style to the buyer by selecting an appropriate medium to reach a targeted audience is the next step in the marketing strategy. Mediums that can be used include: television, telephone, radio, newspapers, newsletters, letters, posters, pamphlets, speakers, personal contact, etc. Many of these mediums are affordable even on a limited budget.

Personal contact is a vital selling medium. Marketing research indicates that television is excellent for getting name identification or information to the buying public, but is inept at getting people to commit to a service or commit time. That more often occurs through personal contact. Even in selling products, some research indicates that it is still the "opinion setter" who personally reinforces what was seen on television and causes action. The "people link" is still crucial. It is possible for television to disseminate information and have dramatic results, but in general you still cannot replace a "turned on" human being who stirs others' imagination and consequently commitment.

In selecting the medium for the message, the volunteer coordinator should phrase the message according to the buyer's needs and language. When selecting a medium such as a newspaper, people usually go to the paper to promote their own concept and ask the paper to do them a favor by printing the story. What is the newspaper's goal? Financial solvency through advertisement and provocative news to enlarge circulation is one of the goals. Therefore a news story written in interesting fashion can meet one of the newspaper's goals. One volunteer coordinator has received exceptional coverage in the local newspaper. She finds interesting stories about volunteers, writes a sellable story, and just incidentally includes information about the volunteer activities. The story meets both the newspaper's and coordinator's goals. The image of volunteering is enhanced as the story reveals the kind of active, exciting people who who are attracted to volunteering. Over time the coordinator has created a trusting relationship so that an article from her gets the paper's attention. She has earned a reputation of exchanging worthwhile products.

Other mediums for getting your message distributed can be uncovered through an assessment of your community. For the distribution of pamphlets you might consider including your message in these delivery sources: bank statements, teacher's boxes at school, welcome wagons, scouts, public libraries, newspapers, and department stores. Use creative thinking and brainstorming to develop sources of selling the image of volunteering.

Close the Sale

After following the marketing strategy, you still need to close the sale. A quick review of psychological factors that have been identified as motivators of behavior stimulate thinking about the close of the sale. Subtle use of motives can enhance your chances for sale. These include basically three kinds of motives - social, ego, and biological:

Social Motives

Group norms
Status
Recognition
Social approval
Belongingness

Ego Motives

Self respect
To gain power
To excel
To control
To create

Biological Motives

Food/Shelter
Sex
Avoidance of danger
Freedom
Seek pleasant sensations and avoid unpleasant ones

Careful use of these motives can provide an action move toward closing the sale.

When you go to a potential buyer to sell a specific part of your volunteer program, take with you a map in your head of your needs. It is possible that the buyer's own requirements will not allow him to buy the particular product you are selling. Be flexible. If you have a positive buyer who just cannot afford the product you are selling, then switch to another product. If you were visiting a lawyer whom you wanted to serve on your board, watch carefully for signals of his positive attitude toward the project. Because of time constraints, he is telling you that he cannot serve but he supports the idea. Quickly take a mental check of your other needs. You may remember that you need to send a personal letter to 300 people. And you also realize that he has a mag card typewriter. You might then negotiate with him for the use of that typewriter during a time when his staff is not ordinarily using it. Though you do not make the sale you had intended, it is possible you can offer him a different product - one that he can afford. His desire to help and your meeting a program need result in exchange.

Summary

Your marketing strategy includes: (1) know your product, (2) assess your needs, (3) target the audience, (4) choose the appropriate medium, and (5) close the sale. Volunteering is a worthwhile idea that deserves the most effective marketing strategy you can devise. The idea of helping each other has been a central element in our survival since life first began on this planet. Some very impressive salespeople have been promoting sharing and caring for over 2000 years. When you add a sound marketing strategy to selling a positive image of volunteering, then you will achieve your goal. You will find buyers. You will have satisfied customers!

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Roles and Functions of RSVP

By Lois Filipic and Zev Harel

The Retired Senior Volunteer Program (RSVP) was originally authorized under the Older American Act of 1965, as amended, and administered by the Administration on Aging of the U.S. Department of Health, Education and Welfare. On July of 1971, RSVP was transferred by Executive order of President Nixon to ACTION. In 1973 legislative authority for RSVP was transferred to the Domestic Volunteer Service Act.

RSVP was originated on the national level, as a consequence of a successful demonstration project, SERVE, which indicated that older persons from all socio-economic backgrounds, including those who were generally recipients of attention and assistance from community agencies, could be recruited and engaged in the provision of community service. (Sainer and Zander, 1971)

RSVP programs operate in all fifty states, the Virgin Islands and Puerto Rico providing volunteer opportunities for more than 200,000 older persons in 670 communities. Federal allocations to RSVP during the current fiscal year have reached $19,000,000. Local sponsorship of RSVP programs is shared by the public sector and by a wide variety of non-profit organizations.

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The purpose of RSVP is to enhance the quality of life for older persons by developing recognized and significant volunteer roles. Retirement from work and other changes often deprive older persons of contacts and resources that might permit them to engage in personally meaningful and rewarding activities. Many persons who have retired from a job that left little or no leisure time, need help in finding personally satisfying opportunities to be usefully involved in community life.

This paper focuses on the need for sponsored volunteer programs for older persons, on the benefits of the program to its participants and to the community, and on factors which facilitate the effective management and operation of sponsored volunteer programs for older persons.

Older Volunteers and Sponsored Volunteer Programs

Participants of the Special Concerns Session at the 1971 White House Conference on Aging recommended the following priorities regarding volunteer roles and volunteer opportunities for older persons:

1) *A National policy should be established to create awareness in the Nation at large about the worth and talents of older adults as a national resource and to encourage older adults to volunteer. In this connection, widest possible use should be made of pre-retirement counselling as a point of interpreting volunteer opportunities.*

2) *Existing national older adult volunteer programs should be expanded and funded at adequate levels in order to serve extensive numbers of older persons.*

3) *There should be support for and strengthening of national leadership (governmental and voluntary) through which local organizations, departments, and agencies can be encouraged and assisted in developing volunteer participation by older persons.*

4) *Agencies and organizations (governmental) and voluntary at any level should adapt their programs to the use of older volunteers and provide adequately for their training, their growth, and recognition of their accomplishments; should provide for adequate leadership and preparation of staff to support volunteer involvement.*

5) *Jobs developed for older volunteers should meet the needs of older persons, provide for progressive levels of responsibility, and recognize the need for special job design for handicapped adults.*

6) *Budget planning in both government and voluntary agencies should provide for making assistance available to older volunteers, when needed, with transportation, incidental expenses, and insurance protection.*

7) *Appropriate interested organizations, agencies and departments (governmental and voluntary) should endeavor to develop a workable definition of a volunteer. (White House Conference on Aging, 1972)*

These recommendations can be seen as an expression of concern on the part of professionals in the field of aging for the need to develop interesting, worthwhile and recognized volunteer opportunities for older persons. The need to sponsor such an organized effort has been based on the expected benefits to the older volunteers and the benefits to the community in filling the many unmet needs for community service.

Current population trends indicate that primary group supportive networks have been declining and will continue to decline in the future. This is demonstrated by declining fractions of intact (husband and wife headed) families and by rising numbers of one person headed households, and by the increasing percentage of female participation in the labor force. These facts can be seen as indicating that the family as an institution will have a reduced ability in the future to provide the necessary attention and assistance needed by the very young, by select groups of adults (ill, disabled, retarded), and by persons growing old. These functions will have to be provided for, to an increasing extent, by formal organizations funded from public sources. These organizations are facing an increasing demand for their services, at a time when their financial resources do not allow the expansion of services. These agencies will be obliged, therefore, to use, to a greater extent, the services offered by volunteers. However, as indicated above, changing population trends indicate that the availability of the traditional volunteers (married housewives) will decline, and therefore, service agencies will be in need of increasing numbers of volunteers from new sources.

Older persons, whose numbers and relative fraction of the total population is projected to continue to rise in years to come, can be seen as prime candidates to provide this much needed volunteer service. Research indicates that only a small fraction of the older population (those who volunteered in their younger years) find their way to volunteer services on their own and, therefore, organized efforts are needed to recruit them and engage them in volunteer services.

Research indicates that a large number of older persons participate in voluntary associations, including associations providing volunteer services; however, such participation is more prevalent among those who engaged in such activities during their entire adult life span. (Riley and Foner, 1968). The volunteer role has not grown to the extent, yet, where it constitutes a viable source of involvement for a large fraction of the older population. Participation in volunteer roles has been more prevalent for a small segment of the older population, primarily for those with better health, higher social status, more affluent, and better educated (Monk and Cryns, 1974).

Research also indicates that self-initiated volunteerism in old age tends to follow previously established patterns, namely, those with previous voluntary association tend to continue their participation patterns into old age, while those who did not engage in voluntary roles in earlier years continue to be non-joiners in old age as well. (Trella, 1976). In addition, research also indicates that predictors of voluntary intent among older persons are found to parallel predictors of actual participation patterns - the younger, the better educated, those with a perceived interest and ability to serve others are more likely candidates to express an interest in volunteerism (Monk and Cryns, 1974).

The gerontological literature abounds with evidence with regard to the extent to which older persons are deprived of recognized and meaningful roles in contemporary society. These role losses, coupled with the modification of the roles still held by them, relegate older persons to the position where their power vis-a-vis their social environment is gradually diminished (Dowd, 1975, Harel, Kahana, and Felton, 1975). The reduced opportunity for older persons to contribute is especially critical since contemporary society equates status (or lack of status) with contributions to the various social systems to which a person belongs (Clark, 1974, Henry 1968, Parsons, 1954). For these reasons, it appears crucial to create realistic, status bearing roles for older persons in an attempt to counteract prevalent societal pressures which intentionally and unintentionally bring about a decline in recognized and meaningful roles and functions for older persons. This is one of the major functions of RSVP - the creation of recognized and meaningful roles for older persons. Participation in voluntary community service programs also counteracts some of the pressures which the aged face in their personal lives - the negative effects of loneliness while at the same time, instilling a feeling of continued usefulness and self-respect (Sainer and Zander, 1971).

The City of Cleveland RSVP Program

Cleveland RSVP began in May, 1972, with two primary goals: 1) to provide recognized and meaningful volunteer opportunities for retired persons over 60, who had not, prior to retirement, been involved in traditional volunteer service, and 2) to demonstrate to the community the benefits of using the energy, knowledge, and skills of older persons as community service volunteers. From a modest beginning of twelve agencies which agreed to place twenty-five volunteers, the program developed to its present dimensions, providing volunteer opportunities for over 1,400 older persons in ninety agencies.

Cleveland RSVP is sponsored by the Department of Public Health and Welfare of the City of Cleveland, with a grant from ACTION. RSVP staff consists of a Director, three Program Coordinators, and a Secretary. The Grantee (City of Cleveland) is responsible to ACTION for the operation of the Program including fiscal management and the implementation of program goals and objectives as approved by ACTION.

The RSVP Program is assisted to a significant extent by an Advisory Council. The Advisory Council assists the staff and the Grantee in interpreting the program to the community, identifying volunteer roles and volunteer placements for program participants, and generating local matching funds as mandated by ACTION policies. The Advisory Council evaluates the accomplishments of the program, sets future goals and assists in the recognition of the volunteers. The Advisory Council has developed to its present structure from a citizens' committee, that worked with the staff of the Health Department of the City of Cleveland on the original grant application.

Volunteers are recruited in a variety of ways. Prime targets for recruitment are members of senior citizens clubs, retirement associations, residents of senior citizens' housing projects, and corporations. General recruitment is also carried on through the news media (radio, T.V. and newspapers). Volunteers range in age from 60 through 89, with the largest percentage in the 70 - 74 (30%) category. Women constitute an overwhelming majority in the program (85%), and the fraction of those still married is relatively small (25%). The largest fraction of program participants is of lower socio-economic background and with no previous traditional volunteer experience. About two-thirds of the program participants have a health related problem for which they require medical attention (cardio-vascular and diseases of limbs and skeleton are the more prevalent ones), and close to half of them have been hospitalized sometime during the past five years.

It is rather obvious from this brief description that a large percentage of the volunteers themselves are very likely candidates for attention and assistance from service agencies. In spite of these limitations, these volunteers are offering their services to a variety of community agencies and programs. The range of agencies include the following: Multi-service centers, health, nutrition, rehabilitation, recreations, education, fund raising, planning, criminal justice, civic-voluntary, social service, library, and others.

Volunteer assignments range from highly skilled professional tasks to assignments which call for minimal skills and short attention span. All assignments are necessary and recognized as such by those performing the tasks and by the agencies and programs where the volunteers offer their

services. The importance of the volunteers to the agencies has grown considerably with the years of program operation. In some instances, programs could not operate without the service of the volunteers. One of the programs which has come to depend on senior volunteers is the local nutrition program (both Title VII and privately funded). They assist in food preparation, food serving, and program related clerical functions. Many of the volunteers have made it possible for service agencies to expand their services (escort service, gift shop, friendly visiting, art courses, tutoring, telephone reassurance in foreign languages, security guides).

An additional note appears in order regarding the importance of the RSVP program to its participants. Participants in the program find their participation valuable as it provides them with opportunities to assist others, to be with others, and to have an important involvement. Program participants were found to have generally higher morale than those just applying. Those already in the program were found less agitated, slightly more favorably disposed toward their own aging and slightly less lonely and dissatisfied than those entering the program.

In conclusion, the Retired Senior Volunteer Program has demonstrated the ability to identify persons with skills that they are willing and able to give to the community as well as those who, while they do not have readily identifiable skills, have expressed a desire to remain contributors to their communities. The program staff serves as the link between the senior volunteer who needs help in finding satisfying and appropriate volunteer assignments and the service agencies that are striving to provide quality service.

For those who need help in increasing their skills or acquiring new skills, program staff serves as a resource to aid the senior volunteer and the agency.

In turn, the senior volunteer becomes a link between the community and the service agency as well as an advocate who expresses the agency's goals and objectives and financial needs.

The community is the beneficiary of this program that facilitates the involvement of older persons not only because of the hours of service (conservatively 4000 hours in Cleveland and 500,000 hours nationally weekly) but also because the identifiable role in the community brings with it a status of dignity for older persons.

The program demonstrates that it makes good sense to invest in organizational efforts to protect and preserve the rights of older persons to become and remain involved in the community in which they live.

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Edited by Sarah Jane Rehnberg

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THE INTERFACE BETWEEN CAMPUS MINISTRY AND VOLUNTEER SERVICE

By Theresa MacIntyre, SSJ

INTRODUCTION

If service oriented ministry is vital to the mission of the Church, it is equally vital to ministry on campus. "Diakonia" or the concept of Christian Service is one component in the triadic view of ministry described by Madden.[1] Additional theological insight regarding service oriented ministry is expressed by Taylor:

> *In the Gospels the characteristic word for man's responsible relationship both to God and to his fellow was invariably 'diakonia,' a word which may be translated 'service,' or 'ministry.' But 'diakonia' means a particular kind of ministry, namely, an active, humble, self-effacing, humanitarian service aimed at meeting the real everyday needs of one's fellows...It is that spontaneous, uncalculating service which is the natural response of one who has known the love of God experientially, and who then spends himself or herself freely for God and fellows regardless of the cost...We need to recover the larger 'diakonia' ministry which Jesus, both by precept and example, taught his disciples, and which the New Testament so clearly sets forth as the daily obligation of the Christian.*[2]

There are numerous ways to define and manifest Christian Service or "diakonia." This project focuses on the opportunities for service which can be generated through the mutual cooperation of Campus Ministers and Volunteer Service Coordinators. It is hypothesized that both ministry and volunteer service will benefit significantly through greater interaction.

Ross Scherer reveals that:

> *..While religious organizations have certain special features, religious self-understanding can be considerably enhanced by applying to religious organizations the "same" concepts and understandings which are being applied to organizations in general...*[3]

This perspective is similar to that of the project director who seeks to develop an integration of the practical expertise of volunteer service coordination with the religious impulse which motivates Christian service. Jesus cautions His followers to be "...wise as serpents and simple as doves." (Matt. 10:16) Caring for others can be both altruistic from a motivational standpoint and intelligent from an organizational standpoint.

The research for this project, made possible by a grant from the Danforth Foundation, has taken place at four colleges in Kalamazoo, Michigan. They are Western Michigan University, Kalamazoo College, Kalamazoo Valley Community College and Nazareth College.

Initial research for this project has revealed both a need for studies related to college volunteerism involving more than one campus[4] and for those relating volunteerism to religious involvement.[5]

Three assumptions undergird the theoretical framework of this study. The first assumption is the acceptance of the theory that a maximum use of resources with minimal duplication of effort is a goal worthy of achievement. The second assumption is based on the belief that campus ministers are interested in providing service opportunities for the students in their congregations. Lastly, it is assumed that coordinators of volunteer service programs on college campuses and in community settings are willing to work with campus ministers in providing them with suitable opportunities for service.

The goal for this project, flowing from the previously stated assumptions, is to devise strategies which will assist campus ministers engaged on various kinds of campuses to develop more effective service programs by utilizing the resources and expertise of professional volunteer service coordinators.

PROJECT PHASES

The project contains six phases:

(1) the measurement of volunteer activity in student congregations during the winter semester of 1976.

(2) the survey of a representative group of students at these institutions to determine their attitudes towards volunteerism.

(3) the comparison of student profiles on volunteerism derived from each of these institutions with the other institutions in the survey and with non-collegiate volunteer profiles.

(4) the utilization of these profiles to devise strategies for increasing student participation in volunteer activities which can be used by campus ministers.

(5) the description of the surveys and strategies to the campus ministers.

(6) the measurement of volunteer activity in student congregations during the winter semester of 1977.

PHASE ONE

PROGRAM DESCRIPTIONS

Western Michigan University (WMU) is a state supported institution servicing approximately 20,000 graduate and undergraduate students. The university "... recognizes the necessity for providing educational opportunities to people of all ages and levels of educational preparation tion.."[6]

There are more than two hundred student organizations on Western's campus. Nearly every religious demonination and religious oriented group seeks and finds a means of religious expression at Western. Formal religious groups are recognized and/or coordinated by the Office of Religious Activities, which is a part of University Student Services.

Two student volunteer services offices are sponsored by the University. They are "Student Volunteer Services," which is located in the Office of Student Activities, and "Pegasus Tutors," which is coordinated by the Department of Directed Teaching. The former provides opportunities for volunteer service in all human service areas while the latter specializes in placing volunteers in educational settings. Both programs are staffed by graduate assistants.

Kalamazoo Valley Community College (KVCC), established in 1966, serves approximately 6,000 students in the greater Kalamazoo area with programs of education, training and service. The college professes that "...it should be difficult to determine where the College campus ends and the community begins..."[7]

As in many community colleges, the Campus Ministry area is in the developmental stages. Volunteerism at Kalamazoo Valley Community College assumes a variety of forms. The Director of Student Activities publishes information concerning volunteer service opportunities, as compiled by the Kalamazoo Voluntary Action Center. Volunteer service projects are performed on specific occasions by the dozen or more student activities groups.

Students at KVCC have the option of earning academic credit for volunteer experience by participating in the Experience Based Education Program.

Kalamazoo College (KC), a private college with a strong liberal arts tradition, serves approximately 1,300 students. "The primary task fo the College is the intellectual and humane development of men and women."[8] While the College "... actively maintains its historic connection with the American Baptist Churches..."[9], it "seeks to respect the religious integrity of every student."[10]

Campus religious organizations originate with the students are are assisted by the Dean of the Chapel or his assistant. A Christian "Interdenominational Fellowship" group and a Jewish "Haverim" association are presently active. A weekly chapel service for all campus constituencies is offered on Friday mornings. Because of the college's close proximity to WMU, many students are also serviced by religious groups from the University.

Students at Kalamazoo College are made aware of opportunities for volunteer Service through the Volunteer Bureau, which is sponsored by the Student Commission. The Bureau serves as a liaison between students and community social service agencies.

Nazareth College (NC) is a co-educational Catholic institution. Since its foundation by the Sisters of St. Joseph in 1924, the school has demonstrated an institutional commitment to both ministry and volunteerism.

A formal Volunteer Services Center was established at the college in 1968. In 1974 a conscious administrative effort fused both volunteer services and campus ministry into one office in the hope that this visual linkage would impact student awareness with the inter-relatedness of ministry and service more effectively than a verbal affirmation between the two offices.

Volunteer Services of Greater Kalamazoo, Inc. is the key agency in the city which works with the Volunteer Service Coordinators from all four college campuses. One of the most valuable contributions which this agency has made to the campus programs is the compilation of the College Student Volunteer Opportunities booklet.

PHASE TWO

ASSESSMENT OF STUDENT ATTITUDES

The assessment of student attitudes towards volunteerism comprised the second phase of the project.

Random samples of first and second year students at the four institutions were made with the cooperation and assistance of the respective registrars.

In October, 1976, the surveys were mailed to the students randomly selected. A cover letter, explaining the nature of the project, was included. Two weeks after the initial mailing, student volunteers from religious affiliated campus groups conducted a telephone follow-up.

Upon reception of the data, survey responses were transferred by hand to computer cards, and processed in four ways:

(1) responses of students according to the school attended.

(2) the combined responses of all students, regardless of the school attended.

(3) responses of students as either active or inactive volunteers according to the school attended.

(4) the combined responses of all students as either active or inactive volunteers regardless of the school attended.

PHASE THREE

PROFILE COMPARISONS

The third phase of the project consisted of the analysis of data derived from the student survey conducted in the Fall of 1976. According to the statistical analysis there is a correlation between the school which a student attends and whether or not he or she is an "active" volunteer. (Table 1)

The clarification of terms will be helpful to the understanding of this report. "Perceptual Recruiting," a concept developed by the National Information Center on Volunteerism, views every person as a potential volunteer in either a formal or informal sense. This theory provides the rationale for dividing the survey respondents in this study into two categories, namely Inactive Volunteers, (I.V.) and Active Volunteers, (A.V.)

Not all of the college students in this study are between the ages of 18 - 24. Kalamazoo Valley Community College and Nazareth College in particular show more extensive age ranges. (Table II). In fact the highest percentage of active volunteers at KVCC is in the age 29 and over category.

Comparison of the sex distribution of the active volunteers at the four schools reveals that two of the institutions negate

TABLE I

DISTRIBUTION OF VOLUNTEERS ACCORDING TO SCHOOL ATTENDED

SCHOOL ATTENDED	ACTIVE VOLUNTEERS (AV)	INACTIVE VOLUNTEERS (IV)	TOTAL SURVEY RESPONDENTS (TSR)
Western Michigan University (WMU)	50 (35%)	92 (65%)	142 (100%)
Kalamazoo Valley Community College (KVCC)	33 (29%)	80 (71%)	113 (100%)
Kalamazoo College (KC)	42 (33%)	87 (67%)	129 (100%)
Nazareth College (NC)	46 (54%)	39 (46%)	85 (100%)
x^2=14.83; 3 df; P < .01			469 = Total

TABLE II

AGE RANGES OF ACTIVE VOLUNTEERS

SCHOOL ATTENDED	17-20	21-24	25-28	29+
WMU	44 (88%)	5 (10%)		1 (2%)
KVCC	8 (25%)	10 (30%)	3 (9%)	12 (36%)
KC	42 (100%)			
NC	32 (70%)	4 (8%)	3 (7%)	7 (15%)
Row totals equal 100%				171 = Total

x^2=38.93; 9df; P < .01

the commonly held stereotype that women tend to volunteer more than men. The percentage of male students who are active volunteers at both Kalamazoo College and Nazareth College is from 3-5 per cent higher than the percentage of males in the total survey response from these institutions.

At Western Michigan University and at Kalamazoo College the majority of the active volunteers in the study are not married. Approximately one fifth of the active volunteers at Nazareth are married and almost one half of the active volunteers at Kalamazoo Valley Community College indicate marital status.

Comparison of the employment status of the total survey respondents with that of the active volunteers reveals that students attending the state university and the community college who do not work tend to volunteer more than those at these institutions who are employed. Students attending the two private colleges tend to volunteer whether they are employed part time, full time, or not at all.

Students who rate themselves as "good" academically form the largest segment of active volunteers at each institution.

In an effort to study the relationship between the religious attitudes of students and their actual participation in service activities three questions were asked. The first identified the religious tradition in which the student was raised. The second inquired about the religious tradition presently preferred by the student, and the third question asked students if they were affiliated with a religious group on campus.

Approximately one third of the active volunteers at WMU and KC indicated that they were connected with a campus religious group. None of the student volunteers at KVCC claimed such an affiliation, and almost half of the Nazareth volunteers said that they were associated with the campus religious organization. The study does not indicate whether the volunteer work in question is directly sponsored by the designated religious group.

Some areas of volunteer activity have equal appeal or lack thereof to students. Other concerns vary in popularity from campus to campus. This phenomenon may be due to any number of reasons, including curriculum stress, programs which have long standing traditions and/or special interests of coordinators. Students showed particular interest in volunteer activity in the areas of corrections, world concerns, and educational activities.

Many techniques are available for the recruitment of volunteers. An average of 67 percent of the students surveyed rate the personal contact of a friend or an active volunteer as being the most effective recruitment tool.

Fourteen reasons why people might volunteer were listed on the survey. Five of these reasons are discussed here in the hope that they will be of particular interest to campus ministers.

Volunteerism as a Valuable Learning Experience. An average of 81 percent of the students view volunteering as a valuable learning experience.

Volunteerism as a Viable Means of Providing Human Service. Serious reflection on the past twenty or thirty years of world history reveals to the most uncritical of thinkers that money alone will never provide a total solution to the problems facing the human race. People, the most powerful energy resource, need training in order to utilize their energy and power effectively to improve the less than human situations confronting them. It is gratifying to note that an average of 82 percent of the students surveyed view volunteering as a viable means of serving humanity.

Volunteerism as Expression of a Religious Commitment. While an average of 79 percent of the students interviewed claim to have a religious preference at this time in their lives, only 47 percent see a possible connection at least "some of the time" between religion and the extension of themselves in service to others.

Volunteerism as a Means of Coping with Loneliness and Volunteerism as a Means of Improving Self-Image. Campus ministers, interviewed in the preliminary stages of this project, agree that the students whom they counsel are frequently searching for a true identity in their lives and for meaningful interaction with significant others. An average of 35 percent of the survey respondents consider service activity as an effective means of coping with loneliness, and 22 percent recognize it as a means to improve self-image.

Obstacles to Student Volunteering. Obstacles to volunteering on the part of college students in Kalamazoo fall into two basic categories, present commitments and lack of transportation. Generally speaking, lack of confidence in skills and abilities, lack of motivation, lack of interest and lack of knowledge of the

programs available are not viewed as obstacles. Students find that commitment to their studies often limits the amount of time which they have to give to others. Awareness of the fact that even two to four hours a week may make a significant contribution to a volunteer program can encourage students to greater involvement.

Agency coordinators frequently express frustration at the inability to retain college volunteers for great lengths of time once they are trained. The aspects of orientation, training, evaluation and recognition are crucial areas for agency success in this regard. Students are more likely to take volunteer placements seriously if the agencies are in turn concerned and aware of specific student needs. One fact to be faced by agencies is that students will be most faithful to commitments at the beginning of the semester/quarter. Volunteer assignments should be designed with that fact in mind, allowing time at the end of the semester/quarter for students to apply themselves fully to their academic pursuits, namely papers and exams.

Students agree that orientations should include:

description of the purpose and expectations of the job required	*94%*
adequate training and information for the job required	*90%*
information on the rights and responsibilities of the volunteer	*90%*
a tour of the agency and an opportunity to meet the staff and clients	*87%*
allowances for advancement in the type of service required	*63%*

In determining the types of evaluation and recognition which would be most helpful to students engaged in volunteer work, it is significant to note, that while students do appreciate both written and verbal evaluations, 75 percent prefer the evaluation which comes directly from the person receiving their services; and 55 percent place high priority on self-evaluation of the volunteer experience.

The most plentiful and carefully guarded resource is time. When asked about specific time commitments, most students indicated three or four hours per week for one semester or quarter as their preference. About 25 percent prefer to be "on call" for "one time only" involvements. Only 12 percent indicate that they would not be willing to volunteer for any project at any time during the year. Summer is the preferred time of year for student volunteer commitments.

PHASE FOUR

GENERAL STRATEGIES

The project identified strategies applicable to any volunteer service program and those specifically relevant to the campuses being studied. Strategies intimated in the data analysis of the student survey are recapitulated here for purposes of clarity and emphasis. Since some of the suggested strategies are already in progress on the campuses, it seems logical to affirm the good that is happening and to make positive suggestions for improvement and growth. General strategies are discussed under the headings of recruitment, motivation and program needs.

The most successful vehicles for recruitment are:

(1) personal contact
(2) the example of active volunteers
(3) campus newsletters

Students may be motivated to volunteer because it is:

(1) a valuable learning experience
(2) a good way to test a career goal
(3) a viable means of providing human service
(4) experience in job preparation
(5) an expression of a religious commitment
(6) a humanizing experience
(7) a worthwhile leisure time activity
(8) a means of improving self-image
(9) an effective way of coping with loneliness

Campus volunteer service programs need:

(1) stable, year-round coordinators to insure continuity of programs and sufficient familiarity with community needs and resources

(2) intensive preparation and publicity preceding and during orientation and registration periods

(3) articulation with the educational and philosophical mission of the institution

(4) a realistic budget

(5) adequate transportation facilities

(6) *constant evaluation and updating to capitalize on student interest and to relinquish projects which are no longer productive*

(7) *enough general appeal to attract the greatest possible number of students and enough uniqueness to project an image as a distinct entity*

PHASE FIVE

IMPLEMENTATION OF STRATEGIES

The purpose of the project's fifth phase was to begin the implementation of the strategies devised. The first step in this implementation was to share the information contained in the previous phases with the people involved. Three methods were selected for this purpose: a major workshop, private consultation and the present report.

PHASE SIX

PRESENT PARTICIPATION

Each college experienced a 9-17 percent increase in the percentage of active volunteers during the second year of study. This increase may be due to many factors including greater familiarity with the programs available, the ability to generate and utilize leisure time more effectively and/or the increased desire to gain experiential knowledge.

CONCLUSION

In this study, the relationship between Campus Ministry and Volunteer Services has been studied from the vantage point of four unique institutions of higher learning. Students from all of these institutions, and people who work with them in varying capacities have participated. A model has emerged of the total community involvement which can be achieved; when educational, religious and social service agencies cooperate and share resources. The study has pointed out, that the key to effecting this symbiosis, lies both in the conviction and competence of the coordinators and ministers, and in the philosophical and monetary support provided by the institutions involved.

The project director is aware of people on various levels of the educational ladder, who support her views regarding the concatenation of ministry and service, and who are striving to implement them. While numbers are definitely of assistance to program planning and in making budget allocations, the phenomenon of volunteerism can scarcely be measured solely in quantitative terms.

The implementation of strategies has meant something different for each group involved. This is commendable. No two programs are organized in exactly the same manner, for the same reasons, perceive the same needs or respond in the same way. Thus, the concept of integrating ministry and volunteer service has received a wide range of exposure and affirmation; while the uniqueness of individual programs has been preserved.

The tetradic results of this project have been:

(1) *an increased awareness among the various campus constituencies of existing community needs, the opportunities available for college students to respond to them and the values inherent in this response.*

(2) *an established foundation on which to continue building the service dimension of ministry programs.*

(3) *an increased confidence level among campus ministers and volunteer service coordinators in their own abilities to create and direct successful service programs.*

(4) *an increased participation by college students in Kalamazoo in volunteer service activity.*

Two of the questions which remain arise from the consciousness of the realist and the idealist respectively. The former lies in the realm of finances. While the programs under discussion are concerned with the coordination of volunteers, these programs are generally not directed by volunteer help. Who will take the ultimate responsibility for the funding of these programs in the future? Will they continue to manifest their viability and validity by servicing the needs of others? Will the institutions to which they are attached view them as worthy of the support required for their maintenance?

The second question deals with the motivation behind volunteer service. In the last analysis, motivation is an extremely personal matter. No one can determine the "why" of an activity other

than the person performing it. In fact, persons themselves may be unable to verbalize the reasons for specific responses. In perusing the account of the final judgment scene, we read that Jesus invites those to share the happiness of his Kingdom, who have fed the hungry, visited the lonely, etc... He doesn't appear particularly disturbed when the people being judged don't recall "when," "where" or "how" they recognized him while performing these actions. His response is enlightening: "...in so far as you did this to one of the l-ast of these brothers of mine, you did it to me." Matthew, 25:40.

FOOTNOTES

[1]Rev. Lawrence J. Madden, S.J., "The Role of Campus Ministry in the Catholicity of the College or University," Occasional Papers on Catholic Higher Education, Vol. 1, No. 1 (July, 1975), p. 12.

[2]Theophilus Taylor, "Reflections on Christian Worship in a Bicentennial Context," Spiritual Life, Vol. 22, No.1, (Spring, 1976). P. 21

[3]Ross P. Scherer, "The Church as a Formal Voluntary Organization," Voluntary Action Research, 1972, ed. David Horton Smith (U.S.A.: D.C., Heath and Co., 1972), p. 81.

[4]Athena Theodore, "The Voluntary Participation of College Students as a Catalyst for Change," in Voluntary Action Research, 1973, ed., D. H. Smith (Lexington, Mass.: Lexington Books, 1973), p. 314

[5]Alice M. Leppert, "Religious Groups in Volunteerism," in Volunteerism: An Emerging Profession, ed., John G. Cull and Richard Hardy (Springfield, Ill.: Charles C. Thomas, Pub., 1974), p. 91.

[6]Western Michigan University, Bulletin, Undergraduate Catalog, (1976-77), p. 14

[7]Kalamazoo Valley Community College, Catalogue (1975-77), p. 13

[8]Kalamazoo College, Catalogue (1975-76), p. 45.

[9]Ibid, p. 21

[10]Ibid.

[11]Ivan H. Scheier, "People Approach: Three New Strategies-Shah, Co Minimax and Perceptual Recruiting," (Boulder, Colorado: NICOV, 1975).

Volunteerism For Whom?

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As the utilization of volunteer workers increases in various helping agencies such as court, penal institutions, hospitals, schools and children services, questions are raised as to what outcomes are produced when a volunteer and agency client meet. Obviously the objectives of agencies differ in their use of volunteers and thus an evaluation of any impact must be tied in with the initial rationale for using non-professionals in one capacity or another. It was within this framework that a longitudinal study was carried out at the University of Michigan on the impact of volunteer court workers with juvenile offenders (Berger, et al.) The results of this study have implications for all volunteer programs for three important reasons:

1. *The study serves as an example of the type of research that should be carried out by service-related agencies when attempting to assess the particular impact of agency programs.*

2. *The study raises questions about what is meant by the term "volunteer."*

3. *Because of the specific findings relating to the provision of volunteers in the juvenile court setting, considerations are raised as to what other agencies should provide these types of services.*

The program that we studied is, of course, not typical; no program is. So the generality of our findings from a study of this one program depends on how similar the program is to others. When we began the study, the program was widely regarded as exemplary by people familiar with volunteer programs in juvenile courts.

During the term of the study, over 200 adjudicated delinquents and a few neglected and dependent children were referred to the program.

About 200 volunteers served in the program during the 18 months of the study. Some acted as Volunteer Probation Officers (VPO) providing one-to-one contact that stressed companionship, relationships, and the kind of guidance ordinarily associated with big brother and sister programs. Others acted almost entirely as scholastic tutors in one-to-one relationships. Still others were group discussion leaders, meeting weekly either with small groups of probationers or of probationers' parents.

Each volunteer was expected to attend two training sessions prior to assignment and monthly in-service sessions while he or she participated in the program. The VPO's were also expected to submit monthly visitation reports, describing the month's contacts with their probationers in terms of activities and relationships.

Data from the study of the juvenile court volunteer program indicated that volunteers are having no, and in some cases even a negative, effect on the juvenile offenders with whom they were working. This study followed probationers as they entered and moved through the court system for six months and then reinterviewed them some six months after that. Measures of delinquent behavior were obtained at various points in time during this 12 month period. The measures were taken from self reports of delinquent behavior which included offenses known and not known to police and court authorities, as well as measures of official delinquent act, i.e., known to police and court authorities.

Comparisons between young people who participated in the volunteer programs and a randomized control group which did not participate indicated in one form or another that the volunteer program did not accomplish general reduction in delinquent behaviors among those probationers it served. None of the literally hundreds of analyses of data suggests that the delinquency of the participants in the program declined relative to those who did not participate in the program. The volunteer program was not effective in reducing the self-reported delinquent behavior of its clients, their rates of police contact, or the degree to which they became more deeply enmeshed in the juvenile justice system. Indeed, we found that various components of the volunteer program seemed to increase delinquency by one or another criterion. However, these differences between probationers participating in the volunteer programs and those who were not disappeared by the time of the follow-up study six months after court dismissal lending some support to the thought that the impact of the program may be temporal, even if negative. These findings lead to some speculation about volunteer programs in a juvenile court setting and may have some implications for other types of volunteer programs as well.

It is important to state at this point that the results that are used for the basis of this article were obtained from a study of a volunteer program in only one court, and we know of no good assessments of any volunteer program outside of courts, so we are not ready to assert that volunteers have no potential effectiveness. The questions we raise is about the effectiveness of volunteers in a juvenile court setting. Since this investigation was conducted as a field experiment, one of the most scientifically rigorous methods available to social science researchers, we are quite confident of our results and of issues they raise.

It is our recommendation that juvenile courts seriously consider divesting themselves of responsibility for volunteer programs and transferring this responsibility to other community agencies. Why do we suggest this? The crux of the matter as we see it can be clarified with some play on the word "volunteer." There is a one-sided volunteerism to a volunteer program directed by a juvenile court: the deliverers of service volunteer but the recipients do not. Inherent in the nature of the court as part of the juvenile justice system is coercion. Even were probationers and their parents to be asked rather than told to participate in the volunteer program, they are hardly in a position to refuse. The moral pressure -- "someone is willing to help you out of the goodness of his/her heart" -- and the situational pressure -- the possibility of a less benign disposition -- are imperious. This condition is inescapable as long as a court runs the program. We suspect now that one major improvement in providing volunteer services would be to have them provided by an agency other than a court.

Several pieces of information have led us to focus on coercion as an important consideration. First, we are mindful of the conclusion reached by the authors of the best research we have found in the literature on volunteers serving young adult offenders: "...the volunteer probation program is designed for the 'willing and able' probationer and ordinarily does not reach the more rebellious individuals and those unable to help themselves" (Beier and Zautra, no date, p. 11). They based this conclusion on their findings that those with lower rates of recidivism felt that the services of the court were more "meaningful." Second, our own data indicate that probationers with more positive attitudes toward the court became relatively less delinquent when served by the volunteer program than did those with negative attitudes. More specifically we found that as relatively heavily delinquent probationers developed a more positive view of the court, they became less delinquent, but, if their attitudes about the court did not change, their delinquency, relatively speaking, did not change either. It seems that as long as the court is viewed as a coercive agency by the recipients of its services, it will not reduce delinquent behavior. This finding was still observable some six months after the probationers were no longer associated with the juvenile court.

We doubt then that coercion is conducive to the rehabilitation of delinquent youth. Even for those participants who in some sense "put up with" a volunteer, the motiva-

tional prerequisites for rehabilitative gains are plainly missing. It is probable that even those among them whc would have participated if truly asked, under conditions maximally free of the coercive power of the juvenile court, participate with some feeling of duress when they are not asked.

We recommend that the court itself should not provide direct rehabilitative services to clients but should apply its resources to expedite judicial proceedings, to ensure reparation when possible and containment when necessary, refer children and their families to proper helping agencies when they want such help, and advocate for youth in the community by ensuring the quality and availability of services for young people. We also feel that it may be appropriate to continue volunteer programs outside of the judicial system. An agency outside the court is important in that the helper is not viewed as an extension of the court's coercive powers. This helper can be a volunteer worker. Our main concerns are that he/she (1) not be viewed as a part of a court program, and (2) intervene only if aid is sought. Edwin Schur, in Radical Non-Intervention: Rethinking the Delinquency Problem (1973), reaches the same conclusion. He argues that, however benign the motivation for placing a child in a program, to the extent that participation in a program restricts the child's freedom, it will be perceived as punitive (p. 128). Only when participation is truly voluntary will a program be free of this barrier of perceived injustice.

Thus our suggestion that both volunteerism and juvenile offenders would be better served if juvenile courts re-evaluated their volunteer programs and thought seriously about transferring these functions to a non-court agency, where participation is "voluntary" for the offender as well as for the volunteer. If not, negative results such as those we obtained will probably be sustained in other investigations as well. Agencies entering into an agreement to provide volunteer and other services to the court need to work out the appropriate terms with the court such that the services provided are not seen as an extension of punishment but rather as part of the rehabilitative process.

We also urge that agencies which do not use the services of volunteers obtain some evaluation and measurement of the effectiveness of the program using a research model like the one described in Berger et al. (1975) Measuring outcomes against objectives will permit volunteer programs to assess their effectiveness and improve their practice.

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