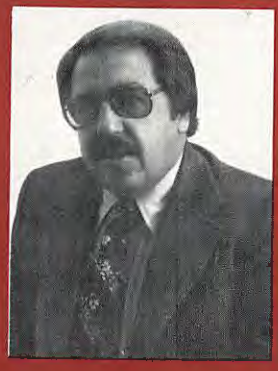
voluntary action
leadership
FALL 1979

SHOULD VOLUNTEERS BE FIRED?
Several Considerations

AS I SEE IT

UYA: An Idea Whose Time "Should Have" Come



By Robert Clifton, Ph.D.

Dr. Clifton is a former professor and chairman of the political science department at Metropolitan State College in Denver. For the past five years, he has been the director of a University Year for ACTION program at MSC. (With ACTION's permission, MSC retained the UYA name.) Dr. Clifton also has developed a whole new academic major in the administration of community services with an emphasis on service-learning. He is the coeditor of a book, **Grassroots Administration,** *to be published this fall.*

NOTHING IS SO POWERFUL AS AN IDEA WHOSE time has come, Victor Hugo once wrote. In 1971, the social and political climate of this nation seemed almost perfect for developing the idea of the University Year for ACTION (UYA) program. Organized as part of the federal ACTION agency, UYA was similar to the VISTA (Volunteers in Service to America) program, except that it offered college credit for community service.

The UYA program seemed to provide an enormous opportunity to develop service-learning as an approved methodology in higher education. It also seemed to be the perfect vehicle for making the learning process one in which theory and practical experience could be linked together in an effort to solve immediate social and community problems. Eight years later, however, UYA as a national program is all but dead. Why? What happened?

Since 1974 I have been the director of a UYA program at Metropolitan State College in Denver. From the experience and knowledge I have gained these past five years, I believe there are several reasons why this potentially powerful concept died. They are listed below in no particular order of priority. Nor do they suggest that each was a negative factor in every UYA program.

● **Appointment of UYA directors without institutional clout.** ACTION never seemed to appreciate fully how critical it was to the ultimate survival of the local program to have a faculty member of some standing within the college or university appointed director of the program. I believe this problem could have been lessened significantly by ACTION's hiring one person with a strong sensitivity and belief in service-learning as well as comprehensive background, experience and credentials within academia to serve as an advisor to those schools that had been awarded planning grants for UYA programs.

● **Lack of understanding of the importance of curriculum changes and alternative approaches to learning.** Radical curriculum changes were not required nor desirable in order to make a UYA program successful. The rather naive and uninformed approach by ACTION, however, was that "arrangements" could be made with individual instructors for something equal to an independent study by students participating in the UYA program. In effect, students were asked to sign up for a regular class but would then meet the requirements of that class through the fulfillment of some value UYA-related experience. Usually, some evidence of having read a certain number of books and/or written a paper outlining the actual experience was the method used for grade evaluation. Such an approach was unfair to the faculty member, negated the purpose of the class, was unrewarding to the student, and significantly reduced the quality and reputation of the UYA program.

Experiential learning, at the heart of the whole UYA concept, is an extremely complicated and demanding approach to education. UYA could have become the vanguard model of the future for service-learning. Instead, students were given nontransferable academic credits under such headings as Field Experience, Experimental Studies, or simply UYA. Maybe even worse, they were given credits in academic areas, such as sociology, psychology, philosophy, history or political science, with little appreciation of the original intent or purpose of the courses in those areas.

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voluntary action leadership
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Attention Subscribers!

The circulation function of this magazine has been transferred to Boulder, Colorado. If you need to change your address or if you have any questions regarding your subscription, write **Voluntary Action Leadership, Subscription Department, PO Box 4179, Boulder, CO 80306.** *VAL's* editorial office will remain in Washington, D.C.

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COMMENT

IN THE COMMUNICATIONS WORKSHOP department of this issue (page 21), you'll see a photo of Archie Bunker having one of his infamous "discussions" with his wife Edith. This time he's fuming over Edith getting fired from her volunteer job at a nursing home. "How can they fire a volunteer?" he asks in amazement.

We can always predict Archie Bunker's reaction. But what about those who should know about firing volunteers—the professionals in the field of volunteer administration? As Diane Disney puts it in our fall feature, "Some topics apparently continue to be imbued with ritualistic taboos in polite society. And firing volunteers is one of them."

This notion is reflected in the growing number of handbooks on volunteer management, which rarely include discussion on "dismissing," "terminating," "relieving" or "firing volunteers." As a result, we decided to tackle the subject in *VAL* by polling several leaders in the field with the question, "Should volunteers be fired?" The result was a resounding "Yes!" Responding with examples from their own experience, they all agreed that volunteers, in certain instances, must be fired, and the situation should be handled with care and openness.

Returning to Archie, he and Edith make an appearance in this issue as an example of the mass media's image of volunteers. Susan Ellis, author of this Communications Workshop feature, for over a year has been jotting down instances of volunteer portrayals on TV, in the movies, even the comic strips. Most of her examples reveal a pattern of ignorance of the scope of volunteering as well as the diversity of people taking care of today's growing social service needs.

If you send us clippings or a note referring to a television, radio, movie, magazine or newspaper segment portraying volunteers in a particularly good or bad light, *VAL* will run them from time to time as an ongoing reminder of how others see us.

Bringing the subject of image even closer to home, your editor was reprimanded recently for an apparent lack of policy on *VAL's* use of nonsexist language (see Letters). It's true we never have developed a set of guidelines for *VAL* contributors. Yet, in general, most articles have been edited to reflect our awareness of men *and* women. In the future, however, we will tighten up this practice and inform potential authors of our perspective on nonsexist writing.

A *VAL* contributor could be you. At least one-thrid of this magazine's content is the result of unsolicited contributions from the field. In this issue, for example, Nancy Hedrick, director of volunteers at the Prairie View Mental Health Center in Newton, Kansas, writes about the center's community volunteer program in Voluntary Action News. In the Follow-Up department, Mary Stanton shares a recruitment idea that has worked for her as director of volunteers at Goldwater Memorial Hospital on Roosevelt Island, New York. And Susan Black-Keim tells about the Council on Volunteers for Erie County's Homemaker Volunteer-to-Career program in the Reader's Advisor column.

Your letter to the editor, a few paragraphs for the Readers' Advisor, a resource for Tool Box, a calendar listing, or article ideas are always welcome. Send them to our editorial office in Washington, D.C. (1214 16th St., NW, 20036).

CANDID COMMENTS

The past century has seen a more or less steady deterioration of American communities as coherent entities with the morale and binding values that hold people together. Our sense of community has been badly battered, and every social philosopher emphasizes the need to restore it. What is at stake is the individual's sense of responsibility for something beyond the self. A spirit of concern for one's fellows is virtually impossible to sustain in a vast, impersonal, featureless society. The independent [voluntary, nonprofit or third] sector permits the survival of mediating structures that often get squeezed out by modern large-scale organization. Only in coherent human groupings (the neighborhood, the family, the community) can keep alive our shared values—and preserve the simple human awareness that we need one another.—*John W. Gardner, in a speech delivered at the plenary session of the Council on Foundation's Annual Conference, Seattle, Washington, May 15, 1979.*

Volunteers from the unions of the Minneapolis Building and Construction Trades Council join in the community-wide effort to restore the Ard Godfrey House built in 1848.

Minneapolis Volunteers Restore City's First House

By Matthew Zalichin

"It was a volunteer effort in every sense of the word. We had no money or skills, so we went to others, and they responded magnificently."

Patty Baker is referring to the restoration of the Ard Godfrey House in Minneapolis, the city's first house built in 1848. Baker chaired this cooperative volunteer project sponsored by the Minneapolis Women's Club. A four-year undertaking, the restoration brought together government, business, unions and private citizens of Minneapolis.

It all began in the summer of 1975 when Kathy Lenmark, then president of the Minneapolis Women's Club, thought of restoring the delapidated structure and making it into a museum to give to the city as a bicentennial gift. Once open as a museum (from 1916-1954), the house had been boarded up and neglected for 20 years when Lenmark drove past it that day.

The first step was to interest the other members of the women's club in the idea. Then, there were negotiations with the parks board, which owned the building, and background research to verify that the house was, in fact, the right one. Finally, in the summer of 1976, the women's club members entered the house for the first time.

"It was a mess," Baker recalled. "The house was totally neglected."

The club members began cleaning up the accumulation of dust, broken glass and debris. It soon became apparent that the house would have to be redone entirely.

"We were just groping in the dark," Baker said. "The headquarters of the Minneapolis Building and Construction Trades Council was across the street, so we thought it might be a good idea to ask for help."

The trades council, comprised of 20 unions in the building and construction industry, rose to the task. As Dan Gustafson, union representative, remembered it, "The various ladies came over with the hundred and some years of soot on themselves and four or five layers of paint, and the doors and ceiling were kind of sagging, and it looked like the room was ready to collapse in some places. The better part of our nature got ahold of us and we got involved in a lot more than everybody bargained for."

Union officers and members did the plastering and painting and put on a new roof. They built a back stairway and installed special, concealed wiring necessary to meet the building code.

"This has been a very exciting volunteer effort for us," said Leonard Bienias, the business manager of the trades council who donated much of his time to the project. "The building council has enjoyed doing this because

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Matthew Zalichin, a former VAL staffer, is a production editor with the American Psychological Association.

of the unique opportunity to join with business and community members in a project of lasting benefit to our city."

While some were busy with construction work and saving the structure of the house from ruin and decay, others were involved in research. As the Ard Godfrey House was destined to become a museum, members of the women's club wanted it to be a scrupnlously accurate representation of life in its period. Committees were formed to discover what types of furnishings had been used during that period as well as to delve into materials concerning the Godfrey family and the house itself.

One particularly welcome volunteer introduced herself to Rhoda Lund, honorary chairwoman of the restoration effort, with the words, "Did yon know that I am the granddaughter of Ard Godfrey?" Marguerite Palen then gave the committee her invaluable, first-hand knowledge of tbe house's original character. In addition, all six of her children volunteered to help, working long hours at the site.

A great deal of time was spent consulting with the Minnesota Historical Society. "They were so willing, I don't know how they survived ns," said Patty Baker. "They were supportive without telling us that we were dumb." Rhoda Lund summed up the fruits of this effort by saying that now "There isn't one thing in the house that hasn't been researched for authenticity."

Even the grounds around the house received the same careful attention. For instance, the lawn sports a good crop of dandelions, because lawn mowers did not come into use until later in the century. To keep everything accurate, the grass will be cnt occasionally with a scythe, just as Ard Godfrey did when he was living there.

As a museum, the Godfrey House is eligible to receive federal matching grants. Some of the fnnds were provided by local businesses, but women's club members raised over $14,000 by themselves through rummage sales, variety shows, holiday nut sales, and tours of nearby historical sites.

The business community contributed more than dollars, however. They donated everything from heating, fire and theft control systems to nails, wallpaper and money. And when one of the original shingles was found, a local lumber company sent to California to have a duplicate set made up.

As news of the restoration spread, attracting the attention of the local media, numerous private individuals came forward to donate their antiques and family treasures to the new museum.

Since the restored Godfrey House's formal opening ceremonies on the fourth of July, the women's club has leased the house from the Minneapolis Parks and Recreation Board. They have taken on the important task of looking after the house and running the museum as an ongoing project. Members conduct tours for school children and other interested guests. Part of the funds needed to do this will come from admission fees. The rest will be raised by club members' ingenuity and dedication.

To be a success, the Ard Godfrey House restoration required the sustained efforts of all segments of the Minneapolis community. The four-year task surely attests to the strength of volunteerism there.

"It developed and became an unbelievable project of cooperation between so many people from so many different segments of the community," said Kathy Lenmark. "We conldn't have done it without such energetic and ongoing volunteer help. The historical society now calls it a model for restoration, and everyone in the city is very proud of it."

Volunteers Watch Prices for AFL-CIO

By Donna M. Hill

Between April and mid-July of this year, the retail prices of necessities continued to rise. For example:

- At a Sears store in Tulsa, Oklahoma, jeans went up from $15 to $19—an increase of 27%.
- The cost of telephone service in Warwick, Rhode Island, increased by 24%.
- An elderly resident of the Pembroke apartments in Norfolk, Virginia, received five days' notice of a rent hike from $270 to $302—an increase of about 12%.
- An outstanding increase in heating oil—nearly 41%—came from Lexington, Kentucky, where an nnnamed supplier raised prices from 49¢ to 69¢ per gallon.
- Between the 10th and 20th of June, a Beacon gas-only independent in Milwaukee raised the price of leaded regular gasoline 11%—from 80¢ to 89¢ per gallon.

These are only a few of the increases reported by union volunteers who are monitoring inflation in the nationwide AFL-CIO Price Watch program. The effort to mobilize volunteers is coordinated by AFL-CIO's Department of Community Services, headed by Leo Perlis.

Begun as a pilot in several cities, Price Watch was launched officially in March by AFL-CIO President George Meany, who offered the aid of the union movement to measure the effectiveness of the price side of the Carter Administration's voluntary wage and price guidelines program.

"Because of the complexity of the price guidelines [put forth by the Council on Wage and Price Stability]."

Donna Hill, a free-lance writer in Washington, D.C., is a frequent contributor to VAL.

Meany said, "these volunteers will be unable to determine on their own which price increases meet the convoluted guidelines and which are ripoffs.... Therefore, the Price Watch reports will simply be collected by the Department of Community Services and forwarded to the government, for use by COWPS's effort to identify and advertise increases that shatter their voluntary standards."

Price Watch forms cover selected items in food, clothing, health care (drugs, physicians' and dentists' fees, and hospital room rates), utilities (gas, electricity and telephone), and fuel (gasoline and oil). Local United Labor Agencies and Community Service Committees, working with local central labor bodies, recruit Price Watch volunteers from rank and file members. In addition, a wide range of volunteers are recruited from retired union members, the boards of community agencies, senior citizen groups and the general community. Orientation and training sessions on the Price Watch program are conducted locally.

Food, gasoline and oil prices are checked on a biweekly basis, while drugs, hospital room rates, clothing, rents, physicians' and dentists' fees are monitored on a monthly basis.

"We have no delusions," said Perlis, "that price watching will produce price rollbacks—though we can hope. Our basic goals are four. First, to call persistent and particular attention to price increases in these items which all consumers have to buy. Second, to document our contention that voluntary guidelines and moral exhortation are about as effective a way of restraining price inflation as plugging a rathole with Swiss cheese.

"Third, to give the wage and price council data that may guide them toward the companies whose price piracy is—unlike wage increases that must always play catch-up ball with the consumer price index—really fueling inflation these days. And fourth, to channel the frustration of consumers into constructive channels for social action for a fair and workable anti-inflation program."

In May, Perlis conceded that labor's monitoring effort had not made a direct impact on retailers to the extent that they were voluntarily holding the line on prices. But the July report, which monitored price changes in 82 communities of 26 states and the District of Columbia, established that the Price Watch itself helped to hold down the prices of 27 selected items sold by stores of five food chains that have been monitoring the monitors.

The restraining effect of the Price Watch program on prices set by 57 stores that circulated the AFL-CIO checklist among their store managers was in sharp contrast with price increases on the same items in 20 random-sample stores that were not singled out in advance.

The prices of all 27 items on the list rose more than once in all of the random-sample stores. In 17 Safeway stores, however, prices increased significantly only on eight of the items while 19, or 70%, stayed level or rose only once.

Thus far, no concluding date has been set for the 1979 AFL-CIO Price Watch program. Perlis said the program is ongoing and will continue until an equitable anti-inflation program is established.

Should the Administration or Congress fail to institute such a program, Perlis said, "We will just escalate our efforts."

Sugarloaf Volunteers Trail Historical Sites

By Lois Martin

In 1973, when a utility plant in scenic western Montgomery County, Md., wanted to expand and put in an advanced waste water plant system, aroused local citizens organized the Sugarloaf Citizens Association to prevent this from happening.

While fighting their ultimately successful battle against county and federal governments, members of the association found they did not know enough about the historical significance of the area.

Through the initiative of member Frederick Gutheim, a planning consultant and historian, an organization called Sugarloaf Regional Trails was formed. Sponsored by the citizens association, its purpose was to identify

Photo by Anne Lewis, Silver Spring, Md.

George McDaniel (right), Sugarloaf Regional Trails historian, collects history of Sugarland from 85-year-old Tilghman Lee.

and research the historic landmarks and resources of western Montgomery County.

During the years 1973-75, historian Michael Dryer did a windshield survey of the area and identified 1,000 historic sites. In 1974 Gutheim applied for and received a grant for Sugarloaf Regional Trails from the National Endowment for the Arts and called for volunteers to aid in the project. He appointed Gail Rothrock, an historic preservation planner, as SRT's executive director.

To date, Rothrock says, some 400 or more volunteers have contributed their services, researching approximately 250 of the 1,000 sites. These range from single-family dwellings to communities, and include country crossroads developments, rural sites, churches, schools and social gathering places; as well as commercial buildings, such as county stores, post offices, warehouses, mills, quarries and factories, and transportation facilities—roads, canal, railroad and trolley lines.

Volunteers receive training in research and are supervised during the course of their work. Assignments are geared to the amount of time an individual wants to contribute—from a one-day project to a long-term research paper. College and graduate students can receive academic credit for their work. Rothrock has compiled the volunteers' findings in a two-volume inventory.

"Volunteers include all ages, from high school students to retirees," she says. "All seem to be highly motivated. They are an intelligent group of people who usually contribute to more than one project. They may also he working for the Montgomery County Commission for the Maryland Historical Trust. Basically, Montgomery County has an unusually high caliber group of volunteers."

With additional funding from different sources, SRT has produced 13 gnides to historical walking, hiking, biking and canoe trails. It also has developed a proposal for a trail system to tie the western wedge of the county into its bikeway network. The county has included the system in the master plan for the bikeway, which has not been built yet.

The various trail guide pamphlets SRT has available to the public mark out historic sites along rivers, roads, and through farmland and communities. "When we first started working on the trail guides," Rothrock says, "volunteers thought we were building trails and we had offers of saws and other equipment. One man offered an ambulance in case someone got hurt."

Most of the trail guides were written by Rothrock from compilations of volunteers' reports. "Volunteers also helped by testing the trail routes that we developed," she says, "and makirg graphs for the guides."

SRT also has completed an historical study of Sugarland, a black community in western Montgomery County. Anne Lewis, a photographer from Silver Spring, Md., has volunteered her professional services for this project.

The group was asked by the Montgomery County Planning Board to serve as staff to the County Advisory Committee on Historic Sites, focusing on two major pieces of work: the development of an historic preservation plan for the county, and research on landmarks important to Montgomery County's heritage in order to determine which sites should be recognized as official county historic sites.

In response to another county request, SRT did an innovative study of roads in the western part of the county, and proposed a scenic byway system. The group's evaluation method is now being used by county planners in similar landscape analyses in other parts of the county.

A uonprofit organization, Sugarloaf Regional Trails is now sponsored by the Montgomery County Planning Board, the Maryland Historical Trust, and Stronghold, Inc. It has been recognized nationally and has received the Calvert Prize in Historic Preservation from the Maryland Historical Trust and the 1976 Education Award from the Montgomery County Committee of the Maryland Environmental Trust.

For further information, contact Gail Rothrock, Sugarloaf Regional Trails, Box 87, Stronghold, Dickerson, MD 20753, (301) 926-4510.

Lois Martin is a free-lance writer in Washington, D.C. Her last VAL *article, "Volunteers Promote Nutrition Programs in NW," appeared in the spring 1979 issue.*

Volunteers Key to Mental Health Center's Philosophy

By Nancy Hedrick

"To me she is a true friend, always interested in what we are doing, always sharing her time and ideas. When the children are home from school they like to see her. She treats them like her own."

The woman who made this statement is an outpatient of the Prairie View Mental Health Center in Newton, Kansas. She is describing her companionship therapy volunteer, one of 77 who volunteer on a regular basis in the center's community volunteer program.

The use of volunteers at Prairie View underscores the mental health center's community philosophy that a person who is experiencing problems in living can regain a sense of well-being more quickly with a community support system.

In the ten years since the volunteer program was established, 375 persons have contributed time, talent and energy in a variety of volunteer roles:

- The companionship therapy role establishes a meaningful one-to-one relationship with the patient. The treatment team requests a companion therapist for a particular patient. Then the director of volunteers secures a volunteer matching the patient's needs and the volunteer's interest. The patient and volunteer work out a satisfactory time schedule and plan the activity within the treatment plan.

At Prairie View each volunteer is assigned a staff supervisor. In the companionship therapy program, the director of nursing supervises volunteers for inpatients, while the community nurse, mental health worker or director of aging services supervises volunteers for outpatients.

- The Children's Day Center volunteers assist mental health workers in carrying out activities with the children. They play games, take field trips, participate in discussions. They also assist teachers by helping children redirect attention and practice previously taught skills. One volunteer provides music instruction.
- In the adult Day Center volunteers socialize with patients, answer the phone, deliver messages. They go on off-ground activities, act as projectionists for movies, and may participate in group therapy and personal growth exercises under the supervision of the program director.

"It's amazing to see the feeling of security and support that most patients show after a week or two," said one volunteer who joined the program for a retirement activity. "I am sure a volunteer gets more out of working with people than he puts into it. I feel I have learned to listen more carefully and to understand my own actions better. And I have the satisfaction of being a part of a needed and worthwhile effort."

- In a psychodrama activities role, volunteers play auxiliary parts, i.e., as doubles, alter egos and significant others. The volunteers let the patients know community members care enough about them as persons and are accepting enough of mental illness to become intimately involved.

"The most meaningful aspect of volunteering in psychodrama for me is the sharing session at the end of each meeting," a volunteer remarked. "Patients and volunteers share with the protagonist similar experiences which we have had or similar feelings which we experience as we watch the action or participate as auxiliary egos."

- In socialization groups volunteers exhibit their caring for isolated persons in the community. They assist mental health workers in planning and leading various activities, such as discussions, growth games and field trips.

Prairie View volunteers also help out in the medication clinic, the library, the crafts project, the alcohol and therapeutic recreation programs. Each assignment has a specific time expectation, usually in the range of one to five hours per week.

Patients, staff, community and volunteers all benefit by having volunteers participate in the treatment programs. The patients realize that members of the community care enough about them as persons to give time and talent. They see volunteers as role models who are successfully coping with society.

Staff members benefit from the support and empathy the volunteers provide. The community benefits by gaining an understanding of mental health concerns through volunteers who express enthusiasm and spirit for the center's work. And the volunteers benefit by the opportunity for personal growth and learning.

For further information, contact Volunteer Department, Prairie View Mental Health Center, 1901 E. First St., PO Box 467, Newton, KS 67114.

Bev Bartel Regier (above), volunteer in the children's program, receives instructions from Phyllis Del Vecchio, special education teacher. Below, volunteers Marcia Newton, Kay Lachenmayr and Frank Moots (on floor) are directed in psychodrama by GlenDale Norris.

Nancy Hedrick is the director of personnel and volunteers at Prairie View Mental Health Center in Newton, Kansas.

Lions Open Playground for Crippled Children

Children with handicapping conditions in Baton Rouge, La., received a special gift last May from eleven local Lions Clubs—a city park with playground equipment designed specifically for them.

The first of its kind in the nation, the playground has picnic tables, sandboxes, waterboxes and water fountains elevated for children in wheelchairs. It has a railing-protected Billy Goats Gruff, where children go up a ramp, cross a bouncing bridge and slide back down. It has a Kangaroo Hop of deep, safe seats that bounce and sway.

Children also can play on a spiral slide with a nonskid ramp approach, a swinging park bench or a court for wheelchair basketball. All restrooms, shelters and mounded play areas are designed for these children's special needs.

Louisiana's Governor Edwin Edwards and Baton Rouge Mayor W. W. Dumas were on hand to dedicate the park, built on city land, at opening day ceremonies. The children were there, too.

The Baton Rouge Area Lions Executive Council bequeathed the park to the community. "There are no words of thanks," the Lions wrote in the program, "the smiles and joy of the children who will nse this facility in the many years to come are your reward."

Donna Lilly (top left) is helped onto the wheelchair merry-go-round by Baton Rouge District Attorney Ossie B. Brown. Chris Barnett (bottom left) enjoys a ride on the Buck-a-Bout. Other children (bottom right) try out the swings that are propelled with the hands.

Reliable Auto Repair— A Cincinnati Experience

By Kate Furlong and Carol Graves

Just mention auto repair, and every driver has a horror story to tell. The tales include accusations of exorbitant prices, month-long delays, and—worst of all—repairs that come undone as the car is driven out of the shop.

Volunteers answering The Cincinnati Experience Consumer Hotline listen to such distressing stories every day. The Cincinnati Experience (TCE), a multi-program service-learning organization at the University of Cincinnati, has operated the Consumer Hotline for eight of its ten years in existence.

Research by the Department of Health, Education and Welfare, the U.S. Senate, and the Ohio Attorney General confirms TCE's Hotline statistics that consumers complain more frequently and more vehemently about cars than about anything else. In search of a solution, a task force of TCE staff and volunteers consulted with the University of Cincinnati Behavioral Sciences Laboratory, faculty members, and volunteer specialists from local market research companies. TCE also contacted the Washington Center for the Study of Services, which had completed a car repair shop study in Washington, D.C.

With advice in hand, TCE planned and conducted a massive phone survey of consumers, who voiced either their satisfaction or dissatisfaction with the shops that last repaired their cars. Each person surveyed was asked to rate the shop's performance on five factors: fixing car right on first try, having car ready when promised, letting the customer know the cost early, courtesy, and overall performance.

Sixty volunteers were trained to perform the survey interviews. Some completed five or ten hours, while others contributed over 50 hours of sometimes tedious interviewing. The volunteers dialed every 25th residential number—over 15,000 households—in the Greater Cincinnati telephone directory.

The use of untried volunteer pollsters is usually the major credibility concern with this type of survey, according to economics instructor Larry DeYoung. Volunteers were essential to the survey, however, because of severe budgetary limitations. So DeYoung, experienced in research methodology and consumerism, offered to help TCE maintain professional research standards throughout the surveying. He also encouraged his consumer economics students to fulfill their course project requirement by volunteering to interview for the survey.

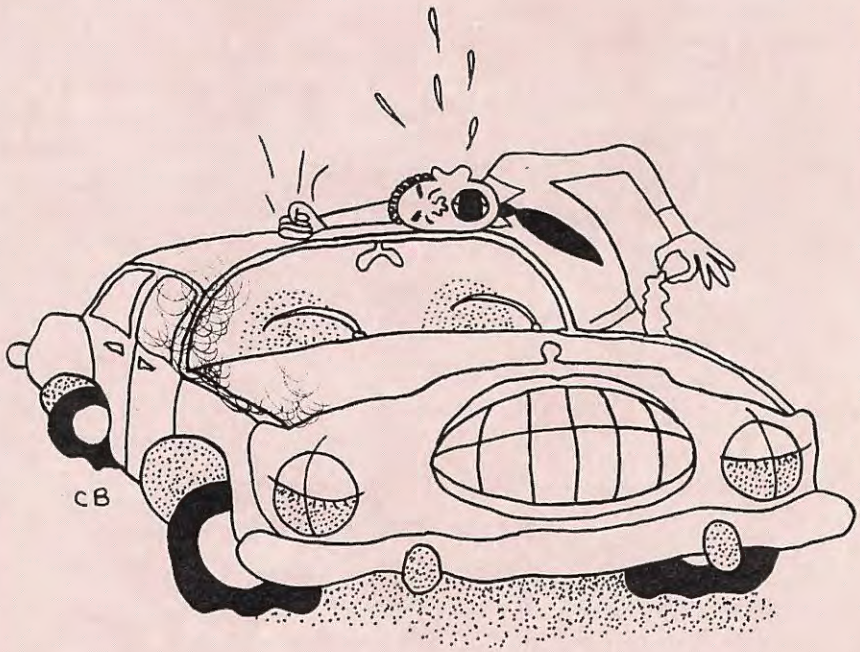
After their phone work, volunteers keypunched the completed interviews and processed the information through the University of Cincinnati Computer Center. The final report listed more than 200 local repair shops, including car dealers' service departments. For every shop, the report reveals the percent of survey respondents satisfied with each of the five performance factors.

When the survey report was ready, TCE contacted the consumer reporter of a local television news program regarding a news feature. The day after it was aired, TCE was flooded with calls. Subsequent newspaper articles and radio show appearances have continued to keep the public aware of the Auto Repair Shop Survey.

Trained TCE volunteers distribute the survey information to consumers by telephone, since there were no funds to print the report. They help consumers find dependable repair shops with which they can establish continuing relationships.

"We're not trying to encourage consumers to abandon their current shops if they're satisfied," stressed Laurie Willcox, one of the survey coordinators. "The survey is a resource like *Consumer Reports*, except that it covers a purely local service instead of a nationally distributed product."

Volunteers inform callers that a high satisfaction rating of a shop does not



Kate Furlong, a third-year law student at the University of Cincinnati, is the consumer program coordinator of The Cincinnati Experience. Carol Graves is a University of Cincinnati senior majoring in urban administration. She has worked as a volunteer in TCE's Consumer Program during the past year.

guarantee that its work is always satisfactory. Consumers are also advised to get repair estimates and to talk with their mechanics before repairs are begun.

"The survey is not going to eliminate auto repair fraud in Cincinnati," Willcox said. "But it is a step in that direction, by encouraging consumers to know their rights and to check out shops' reputations *before* having repairs made."

The volunteers who worked on the survey felt it was a unique and worthwhile project. One community volunteer, Isahelle Heimbach, felt she had been part of a project that provided a great service to the community.

Volunteer Mark Landis, a business management major at the University of Cincinnati, had participated in Cincinnati Experience programs since 1975. Besides doing telephone work for the survey, he was also involved in the planning of the study. This, Landis felt, gave him experience in project management.

"I became interested in directing my career goal toward project management after going through the process of building a final product out of nothing and seeing the result," he said.

Kati Kuemmel, a marketing and business student, became involved in the survey through her marketing club. She was seeking a summer job with a marketing research firm and was interested in survey research and interviewing techniques.

"I learned how to keep people on the phone and get the answers we needed without injecting any of my attitudes and creating a possibly biased answer," Kuemmel said. "I also became more cautious about garages when I took my car in for repairs."

The overall attitude of the volunteers was expressed aptly by Henry Kadetz, public relations director for TCE, who volunteered on the survey. "It was good to know during the interviewing," he said, "that when the survey was finished there would be a way of finding out the general public's attitude about a repair shop."

Organizations interested in conducting a similar project may contact the Consumer Program of The Cincinnati Experience, 270 Calhoun St., Cincinnati, OH 45221, (513) 475-4888.

Photos by Mimi Levine

Children learn how to make tortillas from volunteer demonstrator at Capital Children's Museum's opening exhibit, "Mexico!"

Children's Museum Attracts Volunteers of all Ages

By Matthew Zalichin

"No one believed we'd be open. We couldn't have done it without the volunteers," said Mildred Jones, director of volunteers at the Capital Children's Museum's new facility in the nation's capital.

Washington is famous as a city of museums, but its first museum especially for children opened only a year and a half ago in the unused third floor of the Lovejoy Elementary School. Today, thanks to a $1.7 million matching grant from the Department of Housing and Urban Development (HUD), and generous volunteer support from individuals, corporations and unions, it occupies a complex of buildings covering almost a full city block and including a generous amount of open space.

Yet, while the museum might not have survived at all without its volunteers, it's hard to find one working there today. The reason? As more funding was found, most volunteers became part of the paid staff.

"It gives me great satisfaction as the director of volunteers to know that a volunteer has done good work, that my opinion of them is respected, and to see them hired," Jones says. "I really don't know how many we have right now. I was at home yesterday, and while I was away from my desk, another volunteer was hired. As soon as money becomes available, they're put on the staff."

From its early days above the elementary school, the Children's Museum's policy has been "hands on." It is a place where children learn through doing. The museum's information sheet sums up this philosophy by quoting an old Chinese proverb: "I hear and I forget; I see and I remember; I do and I understand."

Many of the museum's volunteers are, appropriately enough, children. "We have kids who are here every waking hour they're not in school," says Ann Lewin, museum director. These youngsters are tapped as a source of volunteers. They sign in, are issued an official smock and button, and plunge right in to help run the various exhibits.

An internship program with local elementary and junior high schools has been highly successful. Students design and execute a presentation in areas of their interest, such as computers or woodworking, for the younger children. The volunteer's teacher is usually present during the demonstration to help evaluate its success. Students receive school credit for these activities.

Hard work and creativity by staff and volunteers had turned the museum's first home above the school into a place where children wanted to come and where they could enrich their lives, but Lewin still cherished the dream of finding a permanent home in an expanded facility. Then a friend told her about a convent belonging to the Little Sisters of the Poor that had become vacant.

HUD was already impressed by the museum's programs and the idea that the museum represented an innovative way to revitalize urban development. It agreed to provide funds for the purchase of the new facility. In October 1978, almost exactly one year from the museum's beginnings above the Lovejoy School, the museum reached an agreement with the Little Sisters to buy the property.

Amy Carter (right), friend Cricket Jay and Rosalynn Carter are absorbed by the Mexican exhibit at museum's opening day ceremonies.

Then the fun really began. With the support of over 250 corporate, union and individual volunteers, the new building was made ready for its grand opening on February 13, 1979—a mere five months later. "The volunteers were simply tremendous," said Jones. "During the move, they actually took over entirely from the staff several times."

Volunteers were recruited for the effort through the local VAC—the D.C. Clearinghouse—a public service radio announcement, and personal calls which Lewin made to corporations and unions. "I told a friend at the International Brotherhood of Electrical Workers Local No. 26 about our situation," she said. "They came here on four Saturdays in a row to install all the wiring and lighting. They kept track of all the time they put in for us, and its dollar value exceeded $14,000."

Other volunteers did carpentry, painting and audio-visual work for the new building. Various professionals volunteered their time to design the opening exhibit and the lighting for it.

Rosalynn Carter addressed the dignitaries gathered at the opening day festivities, then the work to finish preparations for the museum's first exhibit in the new quarters continued. The inaugural exhibit is entitled "Mexico!" It is a tribute to the staff and the many professional museum people (some of them "loaned" from the museums where they work) who worked on it. The exhibit includes a room recreating a Mexican city, a slide show, a village square, an adobe house, even a store, goats and a place for kids to make their own cornmeal tortillas.

Watching the children explore this new world, one is impressed by the success of the "hands-on" approach. The children are quick to involve themselves, measuring out grain in the store, trying on clothing in the open-air market, patting the goats. Yet, all this activity is not merely chaotic. Real learning is taking place here; the children ask the staff lots of questions, and listen attentively to the answers.

One such staff member is Jenny Champey. She recently was added to the paid staff after working for three months as a volunteer. Originally from France and taking a year off before she finishes high school, Jenny represents the museum's international flavor.

Champey heard about the Capital Children's Museum from a White House staffer who was involved with the International Year of the Child program. She loves the interaction with children. "I felt really a part of the staff even when I was a volunteer," she said. "The way I was treated was fantastic. I came to the staff meetings even then, and there were no limits placed on my involvement."

What lies ahead for the Capital Children's Museum? The move into the former convent is not yet complete, and several now unused buildings must still be renovated. Director Lewin also has plans to start up a senior citizens program at the museum. With funding for lunches, these older persons from the neighborhood could form a significant new group of volunteers, enriching the children's lives as well as their own.

Lewin draws inspiration for this idea from the Scandinavian countries, where senior citizen homes and centers frequently are located next to nursery schools. The older persons interact quite naturally with the children, taking on the role of supplementary parents. With this added program, Lewin hopes to make the museum into a life-long learning center of the type advocated by the late anthropologist Margaret Mead.

For the present, though, it is the enthusiastic, youthful energy of childhood discovery that permeates the air at the museum. "The only time it's dull around here is on Monday, when the museum is closed," says Mildred Jones. "People often don't realize how much children need. I want lots of them to be able to come here to learn, explore and grow."

For further information, contact Mildred Jones, Director of Volunteers, Capital Children's Museum, 800 3rd St., NE, Washington, DC 20002, (202) 554-2244.

Correction

The dates for **National Volunteer Week** reported in the summer *VAL* were incorrect. The correct dates are **April 20-26, 1980.**

Prisoners Counsel Youths In Seventh Step Program

By Beth Gill

● Ten years ago Andre Foster was sentenced to life imprisonment for first degree murder. Since 1972 he has been sharing his experiences as an inmate and juvenile offender with troubled youth. Currently, he is the director of two prison-based youth counseling programs.

● When he was 16, Kevin Williams Bey was convicted on charges of first degree murder and kidnapping. With a sentence of life "plus," Bey already has spent five years in prison. Today, he spends an average of eight to ten hours per week counseling troubled youth and working as the public relations director for an inmate self-help program.

● Eddie Conway was handed a sentence of life plus 67 years for two murders and four assaults when he was 24 years old. Now, at 33, Conway has accumulated over six years' experience as a certified youth counselor. As a result, he conducts basic training sessions for other inmates interested in working as youth counselors.

● At 44, James Robinson has served seven-and-a-half years of his life sentence for murder. As a member of an inmate self-help program for six of those years, Robinson also has served as president of the prison Jaycees chapter and has taught school. He currently is the coordinator of the inmate self-help program.

Each of these men is a volunteer with the Seventh Step Youth Counseling Program (YCP) at the Maryland Penitentiary in Baltimore. In the interest of helping young people avoid some of their mistakes, each volunteer sacrifices recreational time and, in many cases, makes up work hours to participate in the program. With no guarantee that their volunteer involvement will be considered at time of parole, these inmates have made their work with juveniles a central part of their lives at the penitentiary.

The practice of ex-offenders counseling offenders is not a new one. The concept of *imprisoned* offenders counseling juvenile delinquents, however, has not received the same acceptance until recently. As a result of the television airing of the film "Scared Straight," more people are listening to what inmates have to say about juvenile crime prevention.

The youth counseling program is an offshoot of the Seventh Step Foundation—the idea of Bill Sands, an ex-convict from San Quentin. In 1963 Sands, along with a group of inmates from Kansas State Penitentiary, developed a philosophy toward offender rehabilitation that differed from traditional means. They believed that to become a useful member of society, one must help others as they are being helped. Thus, the primary objective of the Seventh Step program is to help other inmates prepare themselves both mentally and emotionally for their eventual return and readjustment to society.

With the ultimate goal of departure from prison life, the early members of the Seventh Step Foundation formulated what came to be referred to as the "seven steps to freedom." Now the trademark of the foundation, the seven steps are:

F—Facing the truth about ourselves, and the world around us, we decided to change.

R—Realizing there is a power from which we can gain strength, we decided to use that power.

E—Evaluating ourselves, by taking an honest self-appraisal, we examined both our strengths and weaknesses.

E—Endeavoring to help ourselves overcome our weaknesses, we enlisted the aid of that power to help us concentrate on our strengths.

D—Deciding that our freedom is worth more than our resentments, we are using that power to help free us from those resentments.

O—Observing that daily progress is necessary, we set an attainable goal towards which we can work each day.

M—Maintaining our freedom, we pledge to help others as we have been helped.

Today, Seventh Step has over 60 prison chapters throughout the United States and Canada. In addition, interested citizens have formed "outside" chapters to offer community support to the efforts of the prison chapters.

The youth counseling programs have developed as an outgrowth of the Seventh Step movement. Utilizing the experiences of members and the Seventh Step philosophy, the YCP attempts to portray a true picture of prison life to dissuade juveniles from following a similar course. Capitalizing on their motto to "think realistically," the inmate counselors encourage youth to take a "hard look" at their present behavior in light of their future aspirations. Over a period of ten consecutive sessions the counselors focus on each of the seven steps and how they relate to the juvenile's life.

At the Maryland Penitentiary in Baltimore the Seventh Step YCP has counseled over 800 young offenders since 1969. These youth, referred by local service agencies, schools and neighborhood organizations, are between 12 and 18 years of age.

For ten weeks, every Tuesday eve-

Graduation day for members of Baltimore's Seventh Step Youth Counseling Program.

Beth Gill, a student at the University of Maryland's School of Social Work, is doing an internship at VOLUNTEER. She has worked with the Seventh Step Youth Counseling Program since 1976.

ning, the teenagers come to Maryland Penitentiary to take part in small group and one-to-one counseling sessions. In the beginning they are allowed to circulate to get to know the various youth counselors. By the fourth week, each youth is matched with a counselor and the pair begins to examine the seven steps to freedom. The final session is a graduation ceremony at the penitentiary. Each youth's parents are invited.

Just as the youngsters must take a realistic look at themselves during the YCP sessions, so must the inmate counselors—both prior to and during their involvement with the youth. Initially, they are screened by Seventh Step members to ascertain their understanding and practice of the Seventh Step philosophy. Then, they receive intensive training where they not only learn counseling skills but also examine their own lives. While the youth counseling sessions are in progress, the counselors must attend a weekly motivation session where they discuss their role and reactions to their counseling sessions. Currently, there are over 30 YCP counselors at the Maryland Penitentiary.

A recent evaluation of this program noted its significant impact on the younger offender as well as its positive effect on the inmate counselors themselves.

"You begin to really see and understand other people and yourself," Eddie Conway says. "You see that people don't have to be family to care and that you, in turn, begin to feel a responsibility for others."

For further information on the Seventh Step Youth Counseling Program, contact Andre Foster, Director, Seventh Step Youth Counseling Program, 954 Forest St., Baltimore, MD 21202. For information on the Seventh Step Foundation, contact the National Seventh Step Foundation, 1115 E. 14th St., Suite 7, San Leandro, CA 94577.

College/Business Cooperation Aids Kids w/Learning Problems

By Donna M. Hill

Children with learning disabilities at the Winston-Salem/Forsyth County School in North Carolina were experiencing difficulties in regular classrooms because they could not read the textbooks.

Now, thanks to the cooperative efforts of local college students and corporate employees, the children can understand the material and function as "normal" students.

Since late August 1978, students at Wake Forest and Winston-Salem State University have worked with the staff of WTOB Radio to record textbooks for blind and visually impaired youngsters in the school system.

One teacher said her students were very excited about the tapes. "It's a good aid because they're getting double reinforcement," she said. "They tend to learn more words, reading and listening at the same time."

The project was set up by Involvement, a program of the Voluntary Action Center of Forsyth County that seeks to involve businesses in community service in ways other than financial contributions.

Involvement Director Gini Smith discussed the learning problems of the children with the station manager at WTOB. He offered the station's working facilities, production rooms and newsrooms for use after hours by volunteers who could tape the needed textbooks. In addition, the station staff offered to train the volunteers to use the equipment.

Smith then went to the director of the speech and drama department at Wake Forest University, who agreed to help recruit student volunteers. He arranged for announcements about the project to be made in classes, and for posters to be put up on classroom doors and walls.

The volunteer assignment became the special project of the Anthony Aston Society, Wake Forest's chapter of the National Collegiate Players. Later, the Wake Forest University students trained other college students—several from Winston-Salem State University—to do the volunteer job.

Working almost nightly in the main production studio of WTOB, students dramatize the parts in the textbook rather than simply read chapter by chapter. The parts may range from George Washington to an Oklahoma farmer to John D. Rockefeller.

"It's more fun for them [to act out the parts]," Smith said. They can be more creative about it."

Volunteers produce a master tape, from which 12 to 15 copies are made and distributed within the school system. Radio station staff is always on hand to assist with any technical problems.

As student volunteers graduate, a transition is made. The continuing students bring along different volunteers to replace those who won't be coming back.

In June of this year, the Anthony Aston Society won an award for its work in recording textbooks. It placed first in the Southeast Region of the 1978 Greyhound national "Be Useful to Society" (BUS) program. Sponsored by Greyhound Bus Lines and the American Broadcasting Corporation Radio Network, the program helps college and university groups obtain audio and visual aid equipment through service projects. The Wake Forest group was awarded a movie camera and sound projector.

"Everybody's feeling good about [the project]," Smith commented. "It's just like a 360-degree circle where everybody benefits. The students benefit because they are learning to use the equipment at the radio station, and some might be doing that kind of work in the future. The radio station benefits because it gets more contact with the community. And, of course, the ultimate beneficiaries are the students with learning disabilities."

For further information, contact Gini Smith, Voluntary Action Center of Forsyth County, 690 Coliseum Drive, Winston-Salem, NC 27106, (919) 724-7900.

1980 NATIONAL VOLUNTEER WEEK April 20-26

ADVOCACY

The Mileage Deduction for Volunteer Drivers

By Stephen McCurley

ONE OF THE MOST CONTROVERSIAL ISSUES regarding volunteer legislation in past years has been the standard mileage rate allowed by the Internal Revenue Service to volunteer drivers. As the energy crisis continues, and volunteers become increasingly unwilling to shoulder higher costs, the debate will be even more heated.

The overt facts are deceptively simple: A volunteer donating the use of an automobile to a charitable organization can deduct a standard rate of 7¢-per-mile. A businessman using his own car for business purposes can deduct 17¢-per-mile. Looks like a clear inequity, right?

Math, Law and the IRS

The correct answer to that question is "maybe." The lower 7¢-per-mile figure for charitable purposes is 'justified,' according to the IRS and various courts who have examined the issue, because not all expenses of operating a car qualify as 'charitable contributions.'

As the IRS noted in a letter to us:

> While section 1.170A-1(g) of the Income Tax Regulations states that out-of-pocket transportation expenses necessarily incurred in performing donated services are deductible, section 162 of the Code provides a deduction for *all* the ordinary and necessary expenses paid or incurred in carrying on a trade or business. Thus, a charitable contributions deduction for necessary transportation is limited to out-of-pocket expenditures, while the trade or business deduction is not so limited.

The major exclusions are for costs that are primarily for the benefit of the individual (i.e., insurance) and payments that would have been made in any case (general maintenance, most repairs, and depreciation). Parking and tolls are also excluded because they're deductible under a separate category.

The only major items considered as charitable contributions that apply to the standard mileage rate are the costs of fuel, oil and gasoline taxes, which (probably coincidentally) total relatively close to the 7¢-per-mile figure. Of course, with rising fuel costs, the total drifts farther away each month.

Getting Even

One of the oddest parts of all this is the large number of ways to solve the problem. There are at least five:

- **Don't take the standard mileage rate.** The standard 7¢-per-mile rate is optional; you can take it or you can take your actual expenses. If you record actual costs (gas, oil, taxes, parking, tolls, etc.), you can take them even if they come out to more than the 7¢ figure. Remember, however, that you still can't take the "nondeductible" items, such as insurance and depreciation. What you do get is relief from the recent gas price increases.
- **Have the agency provide reimbursement.** Since the driving is a "business" expense to the agency, the agency can reimburse at the 17¢-per-mile level, if it has the money. Agencies should consider putting reimbursement expenses into budgets and funding requests as independent line items.
- **Pass state legislation.** Most states allow the same type mileage deduction as the federal government. Volunteer groups in several states are trying to increase the mileage allowance provided for state tax purposes. Maryland, for example, is now considering a bill to raise the state mileage allowance to 12¢-per-mile.
- **Lobby the IRS.** The IRS has the authority to adjust the federal mileage allowance. It did this back in 1975, following pressure by volunteer groups, to raise the standard rate from 6¢ to 7¢. A massive letter-writing campaign might work wonders.
- **Pass federal legislation.** There are three bills now pending in Congress that would increase the standard mileage rate for volunteers. They are HR634, Rep. Pepper of Florida; HR3912, Rep Peyser of New York; and HR5094, Rep. Mikulski of Maryland.

The Prospects

Rep. Barbara Mikulski, whose bill has just been introduced, is very interested in pursuing this legislation and would welcome field support, as well as information on the effects that increasing costs are having on volunteer driver programs. With that support, some increase in the standard mileage rate is quite possible.

VOLUNTEER is also interested in pursuing this possibility. We'd appreciate hearing from those of you with suggestions and information, and those of you who might be willing to participate in this effort.

Getting in Your Two Cents' Worth

It might be useful to write the following individuals about the mileage rate for volunteer drivers. If you do write, please send us copies of your letters.

Jerome Kurtz
Commissioner of Internal Revenue
Internal Revenue Service
1111 Constitution Ave., NW
Washington DC 20224

Your Representative
U.S. House of Representatives
Washington, DC 20515

Steve McCurley is VOLUNTEER's director of national affairs.

FOLLOW-UP

Follow-Up is a column of current developments and discussion as well as additional resource information on key topics reported in previous issues. Reprints of "Recruitment: A Super Market of Volunteers" from the summer 1977 issue are available for $1.00 each from VAL Reprints, VOLUNTEER, PO Box 8179, Boulder, CO 80306.

More Recruitment Ideas:

Volunteer Showcase

By Donna M. Hill

BARELY EIGHT-MONTHS-OLD, THE VOLUNTEER Clearinghouse of Abilene, Texas (a Voluntary Action Center), last April sponsored an event to introduce itself to the whole community—and to give an early boost to its volunteer recruitment campaign.

"Our board decided that we needed to make an imprint—bring more emphasis to the volunteer and make people aware of the many needs and volunteer opportunities in the Abilene area," said Lynda Calcote, director of the VAC.

The first step was to get someone well-known—and committed to volunteerism—to appear. Rita Clements, wife of Texas Governor Bill Clements, was a logical choice. She already had pledged to continue the First Lady's Volunteer Program of her predecessor, the wife of Governor Dolph Briscoe. She also serves on the board of the United Way of Dallas and is a member of the National Voluntary Service Advisory Council.

After Clements accepted the invitation to speak at the event, the clearinghouse board moved into high gear with their plans. The unique aspect of the program would be that each person who attended would be asked to pledge two to four hours of personal time to help others in the community. People already involved in volunteer work would not be turned away, either.

The board of the Abilene Civic Center was approached and agreed to donate use of the center for the event.

With a guest speaker and a meeting place secured, the VAC volunteers began to think about publicity. An advertising executive on the board of the Volunteer Clearinghouse contacted *Southern Living* magazine. When asked the name of the program, he quickly responded, "Volunteer Showcase." The name stuck.

"People support what they help create," Calcote said of the broad-section of people involved in preparing the program:

Two Girl Scout troops agreed to give out programs and serve as ushers.

A Boy Scout troop volunteered to begin the program with a presentation of colors.

A local television personality volunteered to serve as hostess.

A caterer promised to give his services for the reception.

Coca Cola Bottling Company donated soft drinks and cups.

A restaurant donated coffee.

A food chain president provided coffee cups.

A music company loaned the VAC an

Rita Clements (above left) opens gift from volunteers Roy and Jane Thomas at Volunteer Showcase in Abilene. At right, potential volunteers visit one of 34 displays.

Donna Hill, a former staff member of NCVA (now VOLUNTEER), writes for VAL on a regular basis.

organ for the event, and their organist volunteered to provide the background music.

A food supply executive donated sugar and cream packets.

Flowers were provided by a florist.

Local news media cooperated by giving advance publicity. The radio stations carried public service announcements, while a television station aired an advance filming of one of the entertainment groups. The newspaper ran stories, editorials and photographs about the upcoming Volunteer Showcase and Rita Clements' visit. Two days before the Showcase, the *Abilene Reporter-News* published an editorial titled "People Power—Volunteerism Makes the World Go Around."

On Wednesday, April 18, the Volunteer Showcase got underway at 9 a.m. Thirty-four agencies set up their own displays of brochures and posters describing volunteer opportunities and inviting people to sign up.

While the public viewed the displays, a group of invited community leaders attended a private reception for Rita Clements. They included members of the Abilene Council, Chamber of Commerce, Council of Governments, United Way and Junior League, as well as college presidents, commanders of Dyess Air Force Base and other civic leaders.

At 10 a.m. the entertainment show began. More than 350 people were welcomed by Cherrie Carapetyan, a board member of the National Center for Voluntary Action at the time. They enjoyed the performances of the Handbell Choir of Woodson Skill Center, the Sunshine Delivery Company of the Abilene Junior League—a musical group that sings and plays guitar at nursing homes—the Key City Chorale and a group of gospel singers. A Mexican-American couple from an Abilene senior citizens program performed the Mexican hat dance in costume and other seniors from the same program exhibited their love for square dancing.

Rita Clements was introduced by Polly Sowell, director of the Texas Governor's Office for Volunteer Services. Clements announced her intention to "sweep out the misconceptions of volunteerism" and to expose her fellow Texans to the excitement and rewards of meeting unmet needs. She received a standing ovation.

Following her remarks, a group of three- and four-year-olds from Dottie Botkin's Dance Studio danced across the stage carrying placards that spelled the words, "Volunteer Please!"

"The Volunteer Clearinghouse believes its mission was accomplished," Calcote said. "The community has a keener awareness of the part they can play as volunteers to make Abilene a better place in which to live."

VAC workers agreed, however, that the timing of the event—on a weekday morning—weakened the turnout. While this was dictated by Clements' heavy schedule and the Civic Center's availability, the VAC will work for a better time next year if the board decides to do it again, according to Calcote.

Nevertheless, the primary goal—to acquaint the community with the VAC and its services—was well met. "Overall, we had a good feeling about it," Calcote added. "We made a good impact on the community with excellent coverage and exposure."

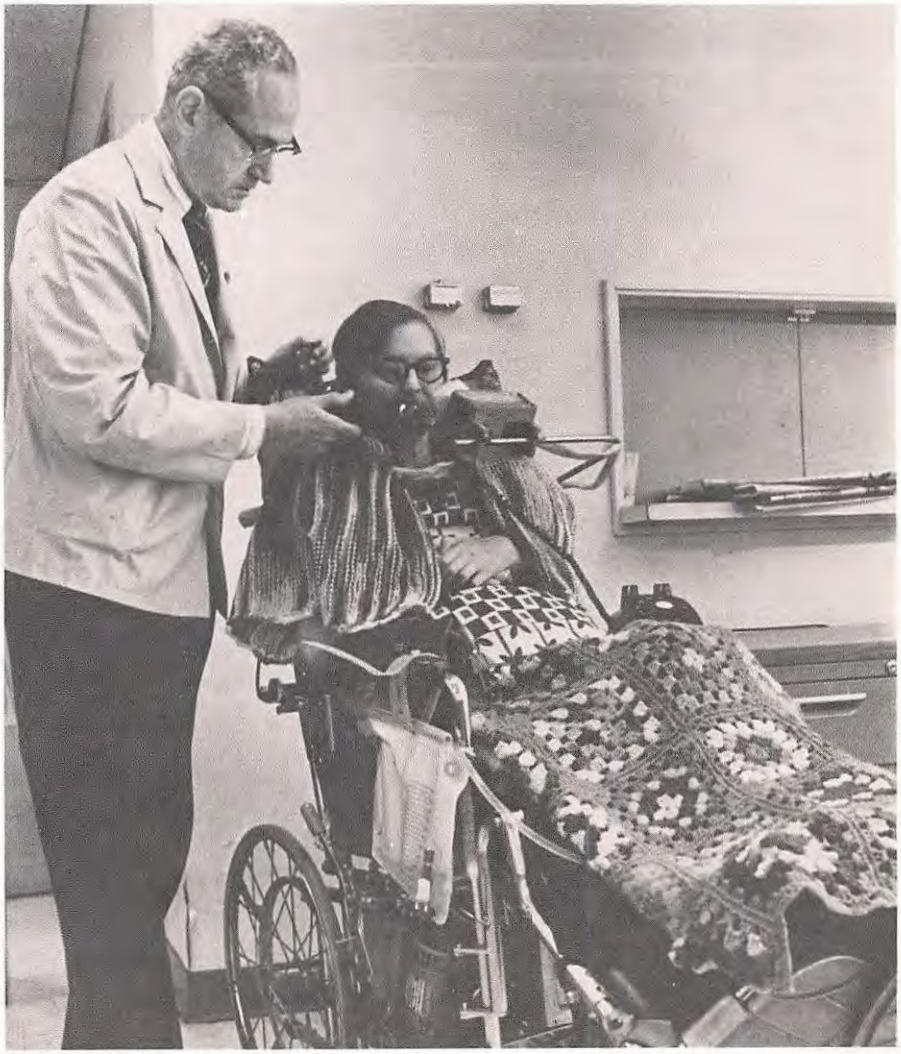
Hour Power

By Mary M. Stanton

The problem of a dwindling volunteer roster is being tackled in a unique way at Goldwater Memorial Hospital on Roosevelt Island in New York City. Goldwater is a long term chronic care hospital serving patients with diseases of and injuries to the spinal cord. Many Goldwater residents are quadraplegic—almost all are paraplegic.

The need for volunteers to assist a population of nearly 800 very disabled people is continuous and ongoing. We never seem to have enough volunteers to care for our patients' non-medical needs.

For a long time recruitment proved



Volunteer Herbert Aaron helps patient from the respirator ward make a phone call.

difficult because of volunteer job competition on the Manhattan side of the river from such prestigious institutions as University Hospital, Cornell Medical Center, Memorial Sloan Kettering Cancer Center, and New York Foundling Hospital. Goldwater has no pediatrics ward, no operating theatres, no emergency room and no gift shop—areas that traditionally have appealed to hospital volunteers.

On Roosevelt Island, residents are deeply involved in an endless variety of community activities, such as Little League, PTA, the Senior Citizen Center, the Youth Center, and civic, cultural and travel clubs. Such organizations siphon away potential volunteer man-hours. Recruitment results were discouraging until the volunteer department instituted its program of "Hour Power" for busy New Yorkers.

Under the Hour Power program volunteers are asked to serve patients at Goldwater without submitting to a prescribed number of hours or days each week. These volunteers befriend patients who have no regular visitors. Their only commitment is periodic contact with these patients by phone, note or personal visit. The idea is to keep in touch.

The Hour Power program was received very favorably by the Roosevelt Island community. Students, housewives and retirees, who had free time but not always the same time each week, began to apply for service.

The mechanics of the program are very simple. Requests for help called into the volunteer office by patients, staff or other volunteers are posted on a bulletin board each day. In that way, the Hour Power volunteers can come in when they are able to, remove the requests and go to work. An hour in the morning is enough time to help a patient reorganize his or her locker. An hour in the afternoon could be spent helping a patient do laundry, playing checkers, talking, or pushing his/her wheelchair along the walk by the East River.

Goldwater Memorial Hospital has found an alternative that works.

Mary Stanton is the director of volunteer services, Goldwater Memorial Hospital, New York, N.Y. She is the author of "What About the Outpatient Volunteer?" which appeared in the winter 1979 VAL.

NEIGHBOR-HOOD NETWORKS

Appalachian Self-Help in Cincinnati

By Barbara D. Savage

THE COMMUNITY ANTI-CRIME PROGRAM OF THE Justice Department's Law Enforcement Assistance Administration was designed to mobilize neighborhood residents around citizen-controlled crime prevention activities and to integrate those efforts with other community improvement and neighborhood revitalization programs. The Norwood and South Fairmount Organizing Project of the Urban Appalachian Council (UAC) in Cincinnati is doing just that—and lots more.

Since the award of an LEAA grant to the UAC's Organizing Project in August 1978, over 500 residents of Norwood and 1,000 in South Fairmount have rallied around their concern about crime and the needs of their communities. In both neighborhoods, an all-volunteer citizen blockwatchers program already has expanded its activity to include more households.

Organizing around this crime reduction activity has served as a catalyst for several other exciting and successful efforts. Each activity has helped fill the gap in community services for two communities generally overlooked when local and state funds are passed out.

Norwood and South Fairmount both include large low-income Appalachian populations—one-half of Norwood's 30,000 residents and South Fairmount's 6,000 residents. Most of Cincinnati's Appalachians were part of the great rural-to-urban migrations of the 1940s and '50s, when over six million people moved from the mountains to industrial urban centers in search of jobs.

In Cincinnati and other cities with large Appalachian populations, distinct pockets of low-income Appalachians still remain complete with an entrenched and proud culture and social behavior patterns. Despite these distinct neighborhood enclaves of economic depression, Appalachians have seldom, if ever, been recognized by society or government as people requiring specific recognition or services.

"Because most Appalachian migration is very recent [post-World War II]," explains Ray West, UAC's Organizing Project director, "there has not yet been enough time to build strong community networks or institutions. Urban Appalachian neighborhoods were left out of the War on Poverty and many needed social services are just not there. As a result, neighborhood efforts in urban Appalachian communities are still largely survival-focused and [the people] are intent on establishing for themselves the basic social service and sup-

Barbara Savage is a field advocate in VOLUNTEER's LEAA-funded Community Anti-Crime Program. She provides management-oriented technical assistance to 20 of the 70 community organizations serviced by the project.

port systems taken for granted in other neighborhoods."

Statistics supplied by the Criminal Justice Regional Planning Unit in Cincinnati confirm West's appraisal. While South Fairmount and Norwood have a larger percentage of both youth and elderly than the rest of the city as a whole, the communities have *no* services for youth and far less than the average number of services for its elderly residents. Community residents sense a direct link between the potential for crime and victimization and the lack of services, including recreational services, in their neighborhoods.

The organizing effort around crime-related issues has combined with a strong Appalachian pride in self-sufficiency to create crucial community improvement successes and provide needed services for the community, especially its youth and elderly.

For example, residents have established a phone contact service for the elderly. Neighborhood volunteers call designated seniors, coordinate the program, and recruit and train other volunteers. In addition, a committee of residents joined with other Norwood community organizations to pressure successfully Norwood city officials to open a community center to cater services to its large elderly population.

Positive youth volunteer involvement was tapped in organizing and financing a Youth Wilderness Experience. A youth committee and a supportive adult committee worked together to plan, organize and raise the needed funds from within the neighborhood to sponsor 36 youths on a five-day trek into a nearby wilderness setting. There they learned woodlore and survival skills.

Youths are already planning and beginning to raise money for another wilderness trip, this one to focus on winter survival skills. Their participation in all aspects of the planning, coordinating and fundraising triggered interest and further planning for other year-round youth service programs in the neighborhood.

Residents are currently seeking other funding sources for a program for youth employment and job training through housing rehabilitation of single or small multi-family dwellings. The community already has received a grant from the Department of Housing and Urban Development for technical assistance on housing rehabilitation. In addition, the program has obtained commitments from local retired crafts people, who have volunteered to supervise and train the youth involved in the projects.

Ray West sees the LEAA grant as crucial to involving Appalachian citizens in these efforts and in fighting many of the myths surrounding Appalachian community responsibility.

"The program is enabling us to bring more and more people out of their homes and into social interaction and achievement," he says. "People's fears and distance from each other are giving away to trust and active cooperation. The LEAA funding has helped a lot in breaking down some of the barriers that have existed between Appalachians and their ethnic and nonwhite neighbors."

Perhaps the best illustration of the effectiveness of the cross-sections of the neighborhood joining together is the current drive in South Fairmount to establish a neighborhood-controlled multi-service community center. The idea took root in the spring of 1978. Over the next several months, more than 100 residents voluntarily took turns attending city hearings to push for an allocation of 1979 Community Development Block Grant funds to rehabilitate an old school building.

Resident persistence and a volunteer letter-writing campaign, in which 550 hand-written letters were delivered to city council members in two weeks, paid off. The city council unanimously voted $100,000 in CDBG funds to renovate the school for use as a community center.

Neighborhood fundraising efforts for the necessary utility and operating costs have kindled the community's excitement and ensured an even greater sense of neighborhood unity and ownership. The center, already known as the South Fairmount Community Center, is scheduled to open in early spring of 1980. It will house a variety of health, elderly and youth services, as well as recreational and outreach services the residents have pinpointed as most needed.

The center will be run by a large corps of neighborhood volunteers, who also will provide many of the needed services to the community. A large part of the UAC project's staff time will be spent training the volunteer and paid staff in special service programming and in methods for organizing other neighborhood resident volunteers as active participants in this project as well as other projects and issues.

Residents of all ages have controlled and planned every aspect of the center, from the building's acquisition and funding to its architectural design and range of services. "By neighborhood people going through all the details of the entire process," West says, "a tremendous feeling of community pride and ownership has evolved. The feeling is that things only work when you get out there, get involved, and do it yourself."

For Norwood and South Fairmount, the LEAA Community Anti-Crime Program means much more than crime reduction. It means an opportunity for Appalachians and their neighbors to join together as volunteers and citizens to help themselves, their families and their community.

COMMUNICATIONS WORKSHOP

The Mass Media Image of Volunteers

By Susan J. Ellis

OVER THE PAST TEN YEARS, I HAVE HAD OCCASION to approach the news media. Sometimes I wanted coverage of a volunteer-related event. Sometimes I hoped for aid in recruiting new volunteers. Sometimes I wanted recognition of the many achievements of volunteers past and present.

Edith Bunker (Jean Stapleton) offers a sympathetic ear to a dying nursing home patient (Angela Clarke) on "All in the Family." At right, an incredulous Archie (Carroll O'Connor) wonders how Edith could be fired from her volunteer job.

Susan Ellis founded and directs ENERGIZE, a training and consulting firm that assists groups in the design and administration of effective citizen participation programs. She also is the coauthor of By the People: A History of Americans as Volunteers *(1978), and "College Students as Volunteers," which appeared in the spring 1978 issue of* VAL.

Whenever I do get on the air or am interviewed, the reporter invariably says, "Gee, this is really interesting. I'm surprised." I'm also used to being told that many of the things I considered "human interest" were not "news." But I will never grow accustomed to the phrase thrown at me no less than three times in the past six months alone: "Volunteering just isn't sexy."

How did we get to such a state of affairs where volunteering can be so pervasive, yet so invisible? Maybe it's because when volunteers *are* mentioned, especially fictionally, they are often portrayed in a poor light. A sixty-second Comet cleanser commercial, for example, portrays a woman wearing a Candy Striper uniform. She has just arrived home. "Hello, dear," her mother greets her, "how was your volunteer job at the hospital today?" Our volunteer beams and says, "Just wonderful—I learned so much."

Then, the winsome lass goes on to say, "I had a long talk with the hospital housekeeper and she told me all about Comet cleanser." The next scene is a flashback to the hospital housekeeper standing by a cart loaded with Comet. This dissolves to the volunteer and her mother in their bathroom, gaily affirming that from now on Comet is the cleanser for them.

After this Comet commercial was aired, a friend of mine who is a hospital director of volunteers had at least three high school applicants ask if they had to clean bathrooms when they became Candy Stripers!

"All in the Family" provides another example of the negative image of volunteers on television. For several seasons, Edith Bunker was an ongoing volunteer

in a local nursing home. Though some might well take exception to the stereotypical portrayal of older people in these episodes, our interest here is the volunteer aspect. Edith spent many happy hours at the home, finding satisfaction and self-worth. In fact, during her brief separation from Archie, she gathered strength and identity from her nursing home responsibilities.

All this changed early last season in an episode revolving around a dying patient. Edith is assigned (by a nondescript staff member) to sit with this patient and "do whatever she asks." The woman, simply and eloquently, asks for Edith to hold her hand. Edith, of course, complies, and the woman dies peacefully.

In the next scene, Edith is summoned by the nursing home director to his office where, in the presence of the late patient's hysterical daughter, she is fired summarily from her volunteer job because she did not call for staff help. Devastated, she returns home and Archie is incredulous that a volunteer could be fired.

Later in the episode, the bereaved family visits Edith and patches things up with her. Since then, however, Edith has never returned to her volunteer position.

There are other examples of stereotyping volunteers, especially on television. Several old "I Love Lucy" episodes, which many stations currently are rerunning, deal with Lucy's "Women's Volunteer Fire Company." Her volunteers spend more time matching fingernail polish to the color of the fire engine than helping their communities.

In an episode of the "Mary Tyler Moore Show" (also enjoying the popularity of reruns), Mary decides at breakfast that she wants to become a Big Sister. By lunchtime she is matched with a streetwise, shoplifting teenager. Mary establishes such rapport with her Little Sister that by the last scene she has convinced the girl to return some newly stolen items to the store with an apology.

Mary's astounding success is balanced by rival Sue Ann, who, not to be outdone, gets herself matched to a black Little Sister, then begins sporting an afro-style haircut. After that episode, we never again hear of either Mary's or Sue Ann's commitment to be volunteers.

My favorite in the show "Family" is Buddy, the self-sufficient teenage daughter. When the TV Guide noted that one week's segment last fall would concern Buddy's hospital volunteer work, I naturally made it a point to tune in. And there was Buddy, spilling water all over the hospital hall, dropping two dozen rolls of toilet paper on her head in the supply closet, and sitting on the bed of a young male patient.

Turning to a similarly uniformed friend, Buddy says, "Just our luck to join a sorority where they make you do volunteer work." This is her first line in the show. The real story plot turned out

"Family's" Buddy—Kristy McNichol

to be Buddy's infatuation with the young male patient.

The movies often project a similarly negative image of volunteers. If you saw the acclaimed "Coming Home," you'll remember that in the first five minutes, the character Jane Fonda plays decides to become a volnnteer at the veterans hospital to fill in her lonely days while her husband is off at war. In the very next frame, she is wearing her pink smock and wandering down the corridor. Apparently assignment-less, she is not being much help to anyone. The movie soon leaves the hospital, and so does this military wife's commitment to volunteering.

On the other side of the coin, the mass media does present a positive side to volunteering, though sometimes subconsciously. On election night, for example, most candidates picked up by television cameras express public appreciation for the efforts of all the volunteers that enabled them to get so far.

In fiction, an example of "good" volunteerism was shown in "The Last Giraffe," a made-for-television movie. Here, a humanitarian couple is trying to save a threatened herd of giraffes in Africa and their plea for help turns up hundreds of volunteers ready to guide the herd to a sanctuary.

In the soap opera "Another World," a character volunteers at the local hospital while trying to sort out her life following a series of mishaps. In one episode, she is asked out on a date but declines because she is scheduled to volunteer that night. Her commitment bears unexpected fruit as she discovers a love of medicine. She is presently in nursing school.

The only example of a continuous, positive approach to the naturalness of volunteering comes from "Little House on the Prairie." In this top-rated show, hardly an episode goes by without someone doing some form of unsalaried community service. We've seen school board meetings, church committees, midwifery, nursing during epidemics, repairing houses and barns, donations for the blind school. Though the perspective is historic and never labeled "volunteering," that is exactly what it is.

Volunteerism suffers daily by its public image—or lack of it. The attitude that it is "dying," or is a thing of historical, rather than current, interest we know is untrue. If the mass media is perpetuating invalid volunteer stereotypes, then we volunteer leaders should do something about it.

We must raise our consciousness to recognize when and how volunteers are being presented. If we see a positive presentation of volunteers on television, we can write in praising the show. If we see volunteers presented in a negative light, we can register our complaints. We can encourage our volunteers to write in, too. Together, we can make a difference.

(Editor's note: If you see a movie or TV show depicting volunteers in either a good or bad light, tell us obout it. If you find a cartoon, orticle, ad or poster portraying volunteers in a similar way, send it to us. We'll print your "image" exomples in a future issue of VAL.)

VOLUNTEER
The National Center for Citizen Involvement

Fall, 1979

Dear Colleague,

I would like to take this opportunity to invite you to join in a new partnership dedicated to the growth of citizen volunteer efforts nationwide. How? By becoming an associate of VOLUNTEER: The National Center for Citizen Involvement.

As a gathering place for organizations and individuals, VOLUNTEER collects and disseminates current information, responds to the needs of volunteer leadership, and pilot tests new ideas. Working with its network of associate organizations, VOLUNTEER serves as a leader — a strong, articulate voice for the volunteer community.

As we enter the 1980s, I invite you to join with volunteer programs nationwide as well as community organizations, corporations, religious groups, and others who are helping to shape the kind of society we wish to have in our third century.

Sincerely,

Putnam Barber

Putnam Barber
Vice President for Field Services

Boulder office: P.O. Box 4179 Boulder, Colorado 80306 (303) 447-0492
Washington, D.C. office: 1214 Sixteenth Street, N.W. Washington, D.C. 20036 (202) 467-5560

The history of the United States is a history of its people and of their efforts to build a free, just society. Indeed, the voluntary service of individuals and organizations is so intertwined with our evolution as a nation that to write a history of volunteering would be to write of all the major events that have shaped our world.

In recent years the volunteer community has grown to include direct service delivery as well as client and issue advocacy, neighborhood organizing, and self-help volunteering. This broadened definition means that virtually every citizen, at some time in his or her life, is a volunteer. It is safe to say that there is no human concern, no community problem, that is not in some way addressed by citizens as volunteers.

Today, the challenges we face as a nation are greater than ever. The involvement of citizens in both service and policy formation is critical to the kind of society we will shape for our third century. It is a time for leadership, for organization, and for the active involvement of every citizen in enhancing the quality of life in their communities.

VOLUNTEER: The National Center for Citizen Involvement is an organization committed to stimulating and strengthening citizen volunteer involvement—those traditions through which responsible citizens, individually and collectively, in neighborhood and nation, seek to build a free society.

From a distinguished past

VOLUNTEER: The National Center for Citizen Involvement was created on July 2, 1979, through a merger of the National Center for Voluntary Action and the National Information Center on Volunteerism. The new organization, which maintains offices in both Washington, D.C., and Boulder, Colorado, combines the strengths and accomplishments of its predecessor organizations with a clear sense of its mission for the future.

VOLUNTEER is dedicated to:

- the securing of the rights of all citizens to participate fully in seeking solutions to human, social and environmental problems and in making those decisions that affect their communities;
- the promotion of volunteering and citizen participation as a way for all people to seek their full empowerment as citizens;
- the preservation and strengthening of the voluntary sector as a partner with government and business in charting the future of our society;
- the development of local capabilities to involve citizens effectively in the full life of their community; and
- the development of an enlightened and effective leadership for the volunteer community.

VOLUNTEER is a nonprofit national organization; but it is also a primary gathering place for those committed to the growth of citizen involvement. It offers an opportunity for local involvement in charting national policy directions, it provides a home base for individuals and organizations wishing to launch new program initiatives or refine existing efforts, and it seeks to test and improve innovative approaches to more effective citizen involvement.

Resources for a nation of volunteers

To fulfill its mission of leadership, advocacy and service for the volunteer community, VOLUNTEER has developed capabilities in a wide range of areas: citizen mobilization, leadership development, organizational development, network building and information exchange, model development and demonstration, policy-issue analysis and research, public awareness. Whenever possible, VOLUNTEER seeks to build local capacities, to create ongoing technical assistance resources at the local and state levels, and to remain on the "cutting edge" in the design and articulation of new strategies and techniques.

VOLUNTEER offers a wide range of expertise in volunteer management and citizen involvement. Among its available services are:

- Periodicals, such as *Voluntary Action Leadership*, a quarterly magazine for administrators of volunteer programs; *Volunteering*, a bimonthly newsletter on volunteer-related legislation and advocacy; and *Newsline*, a bimonthly newsletter on program activities.
- Information services, including a resource library of over 15,000 documents on volunteering and social services.
- Publications, such as this year's *Religion and Volunteering Portfolio* and *Volunteers from the Workplace*, a comprehensive handbook based on the first national survey of corporate and union volunteer involvement.
- Advocacy, through a National Affairs Department working full-time on state and federal legislation affecting volunteers.
- Leadership development, including local, regional, and national conferences, such as Volunteers from the Workplace, Training of Trainers Institute and the Frontiers series.
- Recognition, through sponsorship of National Volunteer Week and the National Volunteer Activists Awards program.
- Corporate involvement, facilitating employee volunteering in community projects, serving corporations through consultation, training and problem-solving.

The range of VOLUNTEER is further illustrated through these recent special projects:

—Technical assistance to community anti-crime projects—sponsored by the Law Enforcement Assistance Administration

—Development of a high school course on volunteering, academic as well as experiential—sponsored by the W.K. Kellog Foundation

—Demonstration of models for family volunteer involvement in cooperation with Mountain States Health Corporation—sponsored by the W.K. Kellogg Foundation

—Involvement of nontraditional volunteers in libraries, museums and historical sites—sponsored by the National Endowment for the Humanities

—Development of a national model for recruitment of workers into the mainstream of community volunteering—sponsored by the Garvey Foundation

—Establishment of a Corrections Volunteer Information Service—sponsored by the National Institute of Corrections

—Design and implementation of local volunteer skills bank models—sponsored by the Charles Stewart Mott Foundation

A partnership for the future

To work effectively at the national level, VOLUNTEER has developed a network of associate organizations—established to ensure ongoing communication, services, and policy input which reflect those local, state and national programs or groups who choose to participate. Each plan, designed to meet specific needs, includes regular communication and participation in surveys and polls on current volunteer issues. But most important each plan offers a partnership with VOLUNTEER and the opportunity to participate in its demonstration projects, model programs and the shaping of national direction.

A number of organizations have chosen to contract with VOLUNTEER for short-term needs, such as program design, evaluation, and intensive staff and board training. Such services are available on a per-day rate. VOLUNTEER also offers special plans for corporations and Voluntary Action Centers.

The Associate Plan
$25

The Associate Plan is designed for the organization with the need to keep informed on developments and opportunities in the volunteer field. Subscribers to the Associate Plan receive:

- Regular communications—Voluntary Action Leadership, Newsline and Volunteering
- Certificate of association with VOLUNTEER
- Participation in national surveys and polls on current volunteer issues
- Identification with the nationwide network of VOLUNTEER associates

Join the partnership

The Organizational Associate Plan
$75

The Organizational Associate Plan offers an organization or agency a complete set of services and privileges. Participants receive preferred rates for training events, conferences and publications, and have library service privileges, including the borrowing of materials, professional staff assistance, and on-site usage. Subscribers to this plan receive:

- Regular communications—Voluntary Action Leadership, Newsline and Volunteering
- Preferred rates at VOLUNTEER-sponsored national and regional conferences
- One new publication produced by VOLUNTEER each year
- Preferred rate equivalent to a 10 percent reduction on all Volunteer Readership publications
- VOLUNTEER library service by phone, mail or personal visit
- Participation in national surveys and polls on current volunteer issues
- Certificate of association with VOLUNTEER
- Identification with the nationwide network of VOLUNTEER associates

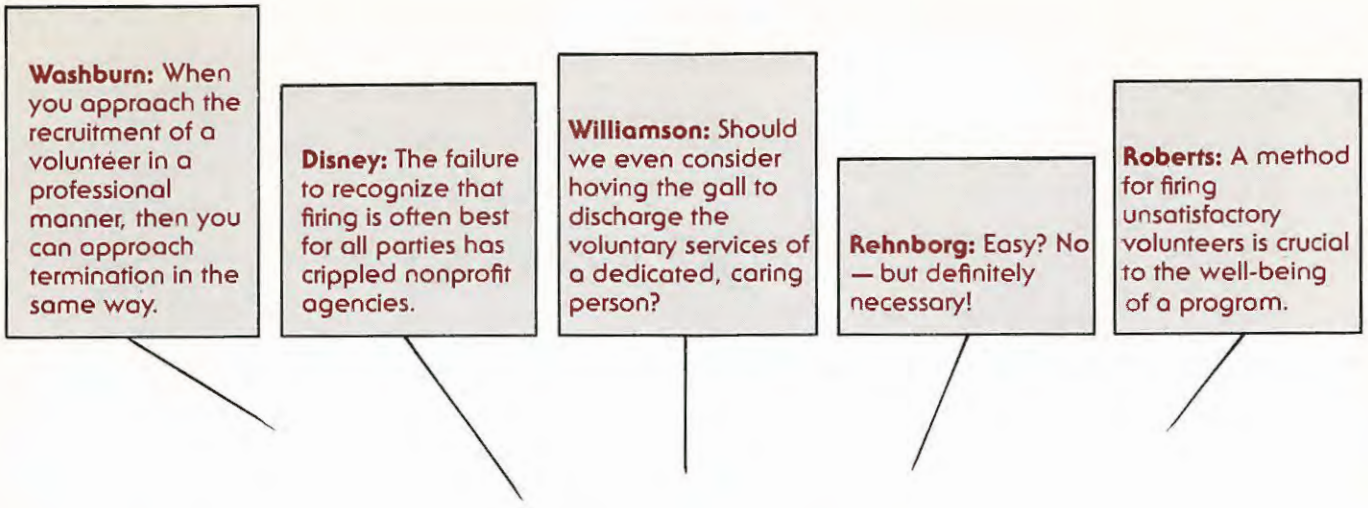
The Resource Associate Plan
$200

This plan is designed for the organization or agency at the state, regional or national level who provides resources or technical assistance to volunteer-involving groups. Only those organizations participating in the Resource Associate Plan receive professional staff consultation in such areas as program design, leadership development, advocacy and national affairs. Subscribers to the Resource Associate Plan receive:

- Regular communications — Voluntary Action Leadership, Volunteering and Newsline
- Toll-free telephone access to Boulder and Washington for consultation on program design, leadership development, advocacy, national affairs and other program needs
- A selection of five publications from our 15-volume resource library
- One new publication produced by VOLUNTEER each year
- Preferred rate equivalent to a 10 percent reduction on all Volunteer Readership publications
- Preferred rates at VOLUNTEER-sponsored national or regional conferences
- VOLUNTEER library service by phone, mail or personal visit
- Participation in national surveys and polls on current volunteer issues
- Certificate of association with VOLUNTEER
- Identification as an associate of VOLUNTEER

VOLUNTEER invites you to participate:

For further information, contact Shirley Keller, Director of Constituent Relations, VOLUNTEER, 1214 16th St. NW, Washington, DC 20036, (202) 467-5560.



SHOULD VOLUNTEERS BE FIRED?

The concensus, among five professionals in the volunteer field, is "Yes, if . . ." Here are their considerations:

THE STAFF'S POINT OF VIEW — Vanda Williamson

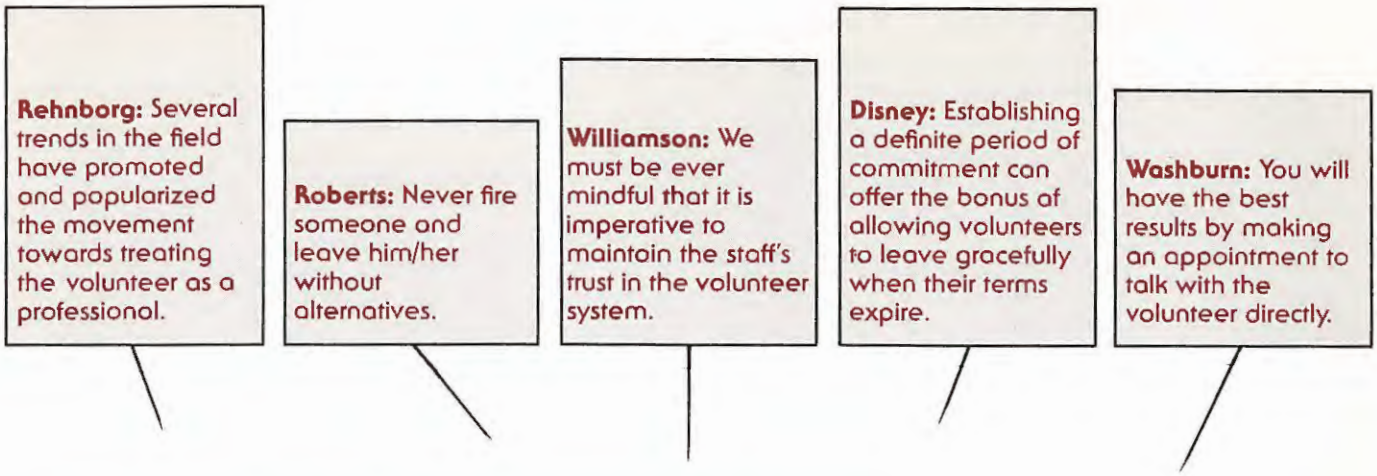
TO TERMINATE OR REASSIGN, TO fire or relieve. Whatever name it's given, the chilling reality is the same for the volunteer: I—a person who has opened my inner self to strangers, offered my talents, skills, hard work, body and soul to this organization, dedicated myself to a concept so that I'm willing to give my services free and gratis in THIS day and economic age—have been dismissed! I'm crushed. My ego feels pin-head sized and dented. I hardly feel guilty of wrongdoing. What a way to treat me!

Should we even consider having the unmitigated gall of discharging the voluntary services of a dedicated, caring person? Let's look at this question from the paid staff person's point of view, particularly from within the school system where I work. I discovered that many teachers were initially reluctant to have a volunteer's services because of a fear of being "stuck" with them.

They were afraid that a volunteer might not adhere to the professional guidelines of dependability and confidentiality. They felt there may be personality conflicts, inappropriate placement, lack of training or unacceptable work. They suspected volunteers would come in for the "wrong" reasons, i.e., to select their child's teacher for the following school year, to pick up gossip on a situation, to snoop or pry into the records, to check out a teacher's discipline methods. They also thought a volunteer might want "in" for political reasons, such as a friend of a school board member who wanted information.

The fears of the teachers and school administrators were as numerous as the sands on the beach. Yet their need for additional personnel was great, especially with the new (1973) emphasis on individualized instruction. What they needed was the assurance of a

Vanda Williamson is the director of Volunteers Upholding Education in Palm Beach County, Florida.



safeguard—a mechanism by which an inappropriate volunteer may be removed swiftly and expeditiously.

In my experience I have found several ways are possible. I try to follow the five basic problem-solving steps, which are to:

- Clearly identify and understand the problem.
- Explore all alternatives.
- Develop alternatives to a solution.
- Formulate a plan.
- Follow up.

The first move, therefore, is to have a separate conversation with both the staff person and the volunteer, and try to identify exactly where the problem lies. Several avenues then open up. For example, it is often desirable to appoint the volunteer to a different staff person whereby personality conflicts may be overcome. It is also possible to reassign a volunteer to a more appropriate and rewarding area for them. Reassignment can be produced through the "terminating" of a project and a necessity for the volunteer to move to another project, where they are *really* needed.

In some instances, it would be better to transfer the volunteer out of the program completely, in which case either a referral and placement agency like a Voluntary Action Center or a Retired Senior Volunteer Program could interview and re-place this volunteer. In Palm Beach County, members of an association of directors of volunteers work closely with each other. If volunteers are relocated, a confidential history is discussed and the new agency can make a knowledgeable decision.

In my experience, I have found volunteers frequently will remove themselves when realizing they are unsuitable and not assisting in the best way possible. Peer pressure has worked, too. Other volunteers concerned about one of their number have watched over that person carefully and in some cases have involved them in other activities.

A hurt and angry volunteer may cry revenge as he/she leaves. Even those that do try to cause trouble usually end up being quite ineffective, as the dedicated, loyal volunteers surge up to quell their words. For this to happen, however, the program must have acted ethically and as compassionately as possible.

Working with thousands of volunteers in my seven years with the school volunteer program, we have had to reject some. One used inappropriate language, one kept trying to write inaccurate articles in the local papers, and one was accused of, but denied, trying to kiss the little girls. These are three people out of over 8,000 that have crossed the thresholds of our schools—only 0.0375%. In the volunteer business, however, we must be ever mindful that it is imperative to maintain the staff's trust in the volunteer system and the perfect integrity of the thousands of volunteers who so magnanimously contribute to the running of America.

A TWO-WAY STREET — Sarah Jane Rehnborg

IT IS NO LONGER UNUSUAL TO hear people talk about "firing" a volunteer. Yet, to dismiss a volunteer is a far more difficult and complex task than it may sound. It reminds me of the situation in which a person has carefully chosen and wrapped a gift for a friend, only to have it dismissed as not good enough, not worth keeping.

We can understand the firing of a paid employee. After all, there is a financial exchange involved in that relationship that allows an organization to demand a certain level of acceptable job performance. Lacking the visible, quantifiable exchange of money, volunteer service often is relegated to the level of a gift relationship, rather than an exchange relationship with an agency.

The exchange concept is central to viewing a volunteer as a professional with corresponding rights *and* responsibilities. Several trends in the field have promoted and popularized the movement towards treating the volunteer as a professional. Ellen Strauss described the professional volunteer through her highly publicized Call for Action program. A formalized contract to volunteer, she said, requires a written volunteer commitment, training, supervision,

Sarah Jane Rehnborg is the director of community and staff development at the John J. Kane Hospital in Pittsburgh, Pa., where she has responsibility for volunteer services, public relations, staff development, community relations and clinical pastoral care. She has served on the boards of the Association for Administration of Volunteer Services (AAVS) and the Association of Voluntary Action Scholars as well as on task forces of the Alliance for Volunteerism. She recently was elected president of AAVS.

as training, supervision, appropriate and evaluation, growth opportunities, even dismissal if necessary.

The National Organization for Women's controversial stand on direct service volunteering, as abusing and misusing the talents of women, further solidified the movement. The efficacy of many volunteer service opportunities came to be analyzed carefully by both volunteers and directors. Is the volunteer assignment the best use of the applicant's talents? How will this position, and the agency's commitment to the volunteer, enhance and develop the individual?

Viewing volunteer service as an avenue for career exploration and skills development also requires the application of professional standards to the volunteer experience. The full range of personnel practices should accompany the volunteer commitment if it is to have the exchange value we advertise.

Exchange requires a two-way commitment. The agency must offer certain valuable services to the volunteer, such challenging placements, recognition and promotion. In return, the volunteer must offer certain valuable services to the agency, including reliable and responsible job performance, and the use of personal talent and experience in the position. This exchange is a two-way street—the giving of "gifts" is mutual.

Volunteers readily "fire" agencies by leaving their placement when the agency does not meet its responsibilities. To maintain the integrity of the exchange, agency volunteer directors also must assume their responsibility of replacing volunteers who are unable to fulfill their exchange. Altering a volunteer's job placement and finding a more appropriate position within the agency or in the community, is part of the director's job.

Experience has shown that treating the volunteer as a professional encourages professional behavior on the part of the volunteer. "Firing"—or changing an inappropriate volunteer placement—is part of the exchange required in the professional contract. Easy? No—but definitely necessary!

FACING REALITIES OF VOLUNTEER MANAGEMENT — Diane M. Disney

SCENE: A CONFERENCE ROOM containing about twenty-five executive directors and board members of various nonprofit and governmental agencies. They are meeting for part of an eighteen-hour, six-week seminar called Methods and Madness in Agency Management.

QUESTION: "How many of you have ever fired a paid employee?"
RESPONSE: Four or five participants raise their hands.
QUESTION: "How many of you have ever fired a volunteer?"
RESPONSE: Embarrassed silence followed by nervous glances. At most, two people raise their hands. Others say such things as, "Well, not fire *exactly, but..." and "If you mean wanting to let one go, then...."*

Regardless of the participants' level of experience, this scene or one very much like it occurs every time this management course is given. Some topics, apparently, continue to be imbued with ritualistic taboos in polite society. And firing volunteers is one of them.

Again and again, the failure to face the realities of personnel management and recognize that firing is often best for all parties has crippled nonprofit agencies. It has led to tension, dissatisfaction, rumors, poor morale and minimal productivity. Yet each of these is avoidable with a little planning, structure and directness.

What generally happens when a volunteer is not performing as the supervisor would like? First, there is often a reluctance to offer direct criticism because "after all, the time *is* being donated." When inappropriate behavior continues, the supervisor finds it awkward or impossible to comment or make corrections because there is no formal evaluation procedure. Constructive suggestions are especially hard to offer when the volunteer has no written job description. So what does the supervisor do?

One option is to complain to the executive director and ask for special intervention. Another is to "cover" for the volunteer until patience ends and a scene results. A very common technique, for example, is to withdraw privileges. In this case, the supervisor (and sometimes other workers) will begin to strip the volunteer of all signs of involvement without ever saying anything directly. A volunteer's desk is moved, coffee cup broken, name omitted from the newsletter, nameplate recycled. Staff hopes that eventually the volunteer will feel so out of place he or she simply will fade away. But such lingering departures can last a seeming eternity, and all the while the agency is suffering. For a more wholesome, less draining approach, these steps might be considered.

1. Set the stage for hiring the volunteer

Begin with a clear definition of tasks, a determination of hours, a design for training, and a delineation of reporting and supervisory relationships. When recruiting a paid staff member, an agency knows it is looking for someone to fit a particular slot, not just a warm body with an affinity for stapling. The same level of awareness should precede the search for a volunteer. Establishing a definite period of commitment can offer the additional bonus of allowing volunteers to leave gracefully when their terms expire. There is then no suggestion of the lifelong indenturing that volunteer positions often seem to embody.

2. Hire carefully

All too often agencies use the "warm body" approach to involving volunteers: "Grab that one before it gets away" or "Get a body, *any* body, as long as it's warm, as soon as possible." Both variations pay minimal attention to credentials and maximum notice to time pressures. Yet seldom does the need for a volunteer arise without warning; it is much more likely to be known weeks or months in advance.

This knowledge can allow time for careful hiring practices, including interviews and possibly written applications. Taking an extra day or two for hiring can

Diane Disney, as a management consultant, develops and presents training programs for governmental agencies and nonprofit organizations. She serves on numerous volunteer boards and committees and recently was named to a special commission to study the feasibility of establishing an office of citizen participation within the Rhode Island legislature.

save months of unhappiness later and can minimize greatly the need to fire at all. Such a cautious, thorough approach has proved highly successful for volunteer positions as diverse as agency evaluator (United Way of Southeastern New England) and paraprofessional career counselor (Opportunities for Women).

3. Evaluate regularly

If volunteers are to be regarded vital to the agency, they should be treated with the same professional respect and courtesy as paid employees. They should not be treated with the condescension they often receive as people who "don't really know much" about the agency's business. This respect extends to frequent feedback on an informal basis as well as regularly scheduled sessions for formal appraisal. Formal review sessions provide a framework for setting performance objectives and allowing volunteers to express their own views of their performance. They also provide a setting for sharing both positive and negative comments about performance, a setting that is much more conducive to professional, adult behavior than is the casual meeting.

Evaluation sessions also can enable the supervisor to gain information necessary for distinguishing mistakes made from ignorance, those made from carelessness, and those from willfulness or malice. The first two probably can be corrected through training or reassignment; it is the third type that calls for dismissal.

4. If you must fire, fire quickly and cleanly.

In extreme cases, a supervisor might witness behavior warranting instant dismissal, such as physical abuse of clients, distribution of confidential files, drunkenness on the job, or other actions detrimental to health, safety and reputation. Generally, however, one faces instances of tardiness, inattention to detail, gossiping, poor recordkeeping, or failure to work assigned hours.

In calling such deficiencies to a volunteer's attention, the supervisor should try to get the volunteer to agree to correct them by a certain date. When that deadline arrives, the two should review performance together. (One additional trial period might be approved, but it certainly should not exceed one month.) If the inappropriate behavior has not been corrected, the supervisor must then terminate the volunteer directly and firmly, but not maliciously. On such occasion, the supervisor will probably be a bundle of raw nerve endings with a cotton-filled mouth, tearing eyes and shaking hands. A few minutes of such trauma, however, is a small price to pay for agency peace and effectiveness.

Rehearsal of comments often can help lessen the tension. So, too, can a set of written guidelines and performance evaluations. When overall incompetence or unsuitability is the problem, one can sometimes soften the blow with statements such as these used by a Massachusetts personnel officer:

> What we have here is a classic mismatch. On the one hand, we have a dedicated individual with talents in a variety of areas. On the other, we have a position that requires a totally different set of skills. Trying to fit these two together any more can result only in unhappiness, frustration and poor performance. We will all be better off by recognizing the mismatch. Then we can find someone else for this position while we help locate another position that has requirements more closely in line with your skills.

One key consideration is addressing inappropriate behavior as soon as possible after it occurs, before it becomes habitual through silence and tacit approval. Allowing time for improvement is important, but when deadlines arrive, action must be taken. As someone from The Samaritans in England has said, "The quicker the chop, the less the pain." Prolonging a case of misemployment can only worsen morale, increase tension and spread dissatisfaction. It also sends out loud, clear signals that volunteers are second-class staff members not worthy of professional treatment.

Volunteers clearly are very special people whose donation of time and effort warrants extra consideration. It does not warrant treating them like figurines in a glass menagerie, however. On the contrary, they should be encouraged to grow, learn and seek fulfillment as they help an agency—even if this means accepting the reality that not everyone is perfect for every job.

APPLYING PROFESSIONALISM — Julie Washburn

HOW DO YOU FIRE A VOLUNteer? Or do you fire a volunteer? The real question is, Did you hire the volunteer? How was the volunteer interviewed and placed? Was a volunteer agreement or contract drawn up with job title, responsibilities, reporting procedures, expectations, and a review process written in specific terms?

When you approach the recruitment of a volunteer in a professional manner, then you can approach the termination transfer with the same professionalism. Volunteers are really unpaid staff and deserve the same (or better) personnel policies that your organization has for its paid staff.

Julie Washburn is the executive director of the Volunteer Service Bureau of Orlando, Fla. and president of the Florida VAC Directors Association. She also is a national trainer for the Girl Scouts and serves on the board of the Association of Volunteer Bureaus.

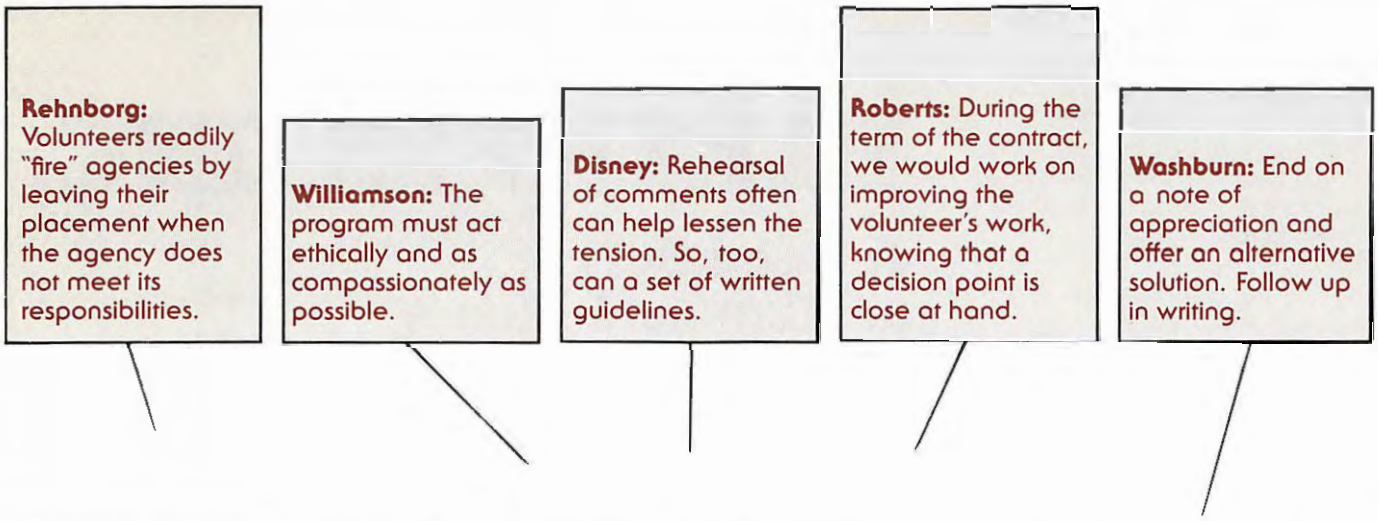
Whether you are developing an effective system to prevent a bad situation from arising or are handling an immediate problem-volunteer, you will have the best results by making an appointment to talk with the volunteer directly. Asking the right questions during the interview or conference can make it possible for you and the volunteer to reach an acceptable agreement. One of the following methods can be utilized depending on the seriousness of the problem:

If trouble is developing . . .

In a personal conference, explain what you perceive to be the situation. Listen to the volunteer on a feeling level. Then suggest alternatives that would fill the volunteer's needs better and relieve him/her of the job he/she has failed to do or is handling poorly. This often gives the volunteer the opportunity to indicate that he/she wants a change or does not understand the organization's expectations. Often a volunteer is waiting for someone to do something.

If a serious problem exists . . .

If time permits, hold two conferences. In the first conference, discuss problem areas. (Be sure to *listen.*) Agree in writing on changes that will be made by



both parties by an agreed time and the consequence if not accomplished.

In the second conference, review what has happened. If results are positive, set new objectives. If the volunteer has failed to comply with the agreement, then initiate action, such as termination.

If the situation is intolerable . . .

Have a face-to-face conference. First affirm what the volunteer has contributed, i.e., time, faithfulness, willingness. Then, state what the volunteer has done that is totally unacceptable. In specific terms explain the termination of his/her placement. Take the responsibility for that decision. Finally, end on a note of appreciation and offer any alternative solution, such as a referral to the local Voluntary Action Center for more appropriate placement. Follow up with a written communication.

As soon as you have handled your problem case successfully, begin to develop interviewing techniques, volunteer job agreements and job reviews. These will reduce greatly the possibility of having to "fire" one of your volunteers again.

A MATTER OF PUBLIC RELATIONS — Laura B. Roberts

AT THE RHODE ISLAND HISTORICal Society, the most common volunteer assignment is that of museum docent, guide or interpreter. A well-informed, helpful guide, who cuts through the barriers—both physical and intellectual—that many of our visitors sense separate them from our exhibits, clearly enriches the value of a museum visit. School programs, for example, that demand a low ratio of students-to-guide depend on volunteers who will interact with students in a constructive way.

Our volunteers are vital to our museum programs, yet face pretty strict standards of performance. When they are interpreting the research and work of professional curators to the general public, those staff curators naturally are concerned about the quality of their presentation. When volunteers are the only interface between the staff "insiders" and the "outsiders" who visit the museum, they represent the institution to the public.

The educators who supervise these volunteers are inevitably caught between the demands of professional staff and loyalty to dedicated but perhaps ineffectual volunteers. In the face of this pressure, a method for firing unsatisfactory volunteers is crucial.

As the Rhode Island Historical Society is a relatively small institution, we are close enough to our volunteers that we have not formalized a firing procedure. As we grow, however, I foresee instituting a contract period for all volunteers. Every four months the commitment between the Society and volunteer would be reviewed and, we hope, renewed. During the term of the contract, we would be able to work on improving the work of the volunteer, knowing that a decision point is close at hand. As with any contract, both sides benefit from clarifying the working relationship. I hesitate, however, from instituting this while my program is still limited, feeling that our staff can monitor the work of twenty-five people individually.

My rule of thumb is never to fire someone and leave him/her without other alternatives. Whenever possible, I try to find another assignment here for them. The volunteer who doesn't give a good tour may be able to write materials for other guides or for teachers.

If for some reason we cannot continue to employ a volunteer, I try to give him/her ideas for other placements. At the Museum of Science, for instance, we frequently find that volunteers with personal problems can not tolerate the hectic pace of such a lively museum. Through the local Voluntary Action Center we are familiar with other agencies, their atmosphere and demands. If we can't give volunteers a name and phone number at another place, we can send them to the VAC itself. It's a policy I have carried here, where the rather small community of museums can keep track of each other's programs pretty successfully.

In the end, it's a matter of public relations. A poor guide is bad PR, but so is an insensitive volunteer coordinator. A public institution has many commitments: to its collection, to its community, and to its supporters. We can't put one of those commitments ahead of any other.

Laura Roberts is curator for education at the Rhode Island Historical Society where 25 volunteers give tours of the John Brown House and Museum of Rhode Island History to adults and children, and a sizable volunteer corps of college students have internships in historical society administration and operations.

PARTNERS, INC.

A Good Return on Time and Money

By Michael C. Ritchey

Under the rarified Colorado night sky, in a dark alley off Denver's Larimer Street, Joey crouches quietly in the protective shadows and waits. He watches as the last employee files out of the market, clunks shut the big padlocks on the side door, and ambles out onto the street.

In about two minutes Joey will make his move, clambering onto an upturned garbage can and hammering the glass out of a rear window. The alarm will sound as he drops to the floor. Dashing through the aisles, he'll rifle the registers for loose change, grab candy and cigarettes from the racks, smash glass bubble gum globes for their nickels, maybe pocket a few steaks or a package of chops.

In about two more minutes Joey will be back out the window and gone into the night.

Joey does not worry as he waits—he has hit this market three times in the past month. Joey doesn't know that police patrols have been beefed up. Tonight he will be caught.

Joey is 13.

Linda is 16. Tonight she is cruising the Denver streets with her boyfriend Carlos and two of his friends. Linda and Carlos sit in the back seat.

Linda's mother sits at home with Linda's four-month-old daughter. Carlos, Linda knows, is her baby's father. But Carlos isn't accepting that too quickly. He remembers when he first met Linda two years ago, she was turning an occasional trick. They argue about the baby a lot. Tonight though, they laugh and get high, passing a joint and a jug of warm wine.

When the patrolman stops the gasping old car, he'll smell the telltale sweetness of the marijuana and take Linda and her companions to the station house. There the police will find Linda's grass and the half-dozen diet pills she has stolen from her mother.

When the call comes from the desk sergeant, Linda's mother will hurt with the rude knowledge that her daughter has stolen from her again. And worry whether the authorities will take the baby ... or not take the baby, leaving her the responsibility.

This will be Linda's third time up on drug charges.

Award Winner Profile

JOEY AND LINDA ARE TYPICAL OF kids riding the brink of an irretrievably bleak future, children locked onto a wavelength of criminality and antisocial behavior. It is likely they never will learn to cope with the rigors of day-to-day living, let alone life's upheavals and disruptions.

Other kids with other problems roam other cities and towns across the country: kids failing in school who have forgotten how to try because they are too desperately behind; kids tattered by neglect, learning life on the mean streets because there is no love or respect at home; kids who couldn't care less for others and little more for themselves. These are the cases the criminal justice and rehabilitation system will probably never really reach, only further alienate.

Denver is no different in that it has its share of these kids; but Denver also has a one-of-a-kind volunteer-based program that is carving an unprecedented record of effectiveness in dealing with them. Known as Partners, it is a unique and independent organization built on

Michael Ritchey, a frequent contributor to VAL, is a free-lance writer in New York City.

the idea of a one-to-one "matching" of healthy adults with juvenile delinquents and predelinquents. The concept is called a Junior/Senior Partnership. In the volunteer arena of criminal justice, where successes are often equalled only by the number of failures, Partners has been called "the number one program of its type in the nation" by the National Information Center on Volunteerism.

The apparent simplicity of the program belies its sophistication. Formalized as Partners, Inc., in 1972, the effort originated in 1968 as a project of Colorado's religion-oriented Young Life program. The annual budget that first tentative year was $1,000; for the 1978-79 fiscal year it exceeds $900,000. Over the course of its first 10 years, Partners has paired some 4,000 youth—youngsters in trouble ranging from truancy to multiple major felonies—with "coping" adults.

Junior Partner referrals come from the police, probation officers, and others who work in criminal justice and social services. "In Partners we have no more talent or dedication than the professionals," says founder and Executive Director Bob Moffitt, "but there have to be alternatives to the traditional system. Probation officers, on a national average, can spend only 30 minutes a month with a youngster in trouble. [Senior Partner volunteers commit themselves to a minimum of three hours a week.] Caseloads are so heavy [averaging 50 youngsters to each counselor], officers of the court can only do firefighting and not much counseling. Without a community-based organization the result is too often institutionalization or no supervision at all."

Moffitt says a Senior Partner is not intended to function as a be-all, but simply a role model. "Not *the* role model," Moffitt emphasizes, "but a real-world example of a coping adult." Partners uses professional counselors, too, but it uses them to work with Senior Partners, not the youth themselves. "The professional works as a catalyst with 50 volunteers," Moffitt explains, "who then spend three to five hours a week with their Junior Partners. The cost is very nearly the same."

The program's prime emphasis is "relationship-building." Activities include river rafting, hiking, skiing, spectator sports, community recreation, plane rides, and other activities designed to broaden cultural experience and build social skills. Backing up the Junior/Senior Partnerships are the Partners School, providing remedial and other special education; a health corps of nearly 200 volunteer doctors, dentists, and other medical talent; plus lawyers, restaurateurs, Senior Partner employers, and "any others that can help show these kids access to the mainstream."

LIKE ANY VOLUNTEER PROGRAM, one of Partner's first and biggest problems was financial stability. To address this problem Moffitt created another kind of match: the Managing Partnership. Managing Partnerships are symbiotic pairings of Partners, Inc. with members of the corporate establishment. Since about half of Partners' cash is raised through private contributions, the sizable donations required by a Managing Partnership are key to the organization's fiscal health.

Moffitt easily speaks the language of business and uses its tools well. He characterizes the areas served as "markets," the children served as "clients." He employs mass media and public appearances to recruit volunteers and heighten awareness. Partners itself is operated on a basis of achievable objectives, return on investment, systematized programs, models and demographics. Partners' central office is overseen by a board of directors, its branches by branch councils. Much of this organizational expertise, as well as money, has been provided through Managing Partnerships.

When Moffitt talks to corporations, he talks of investments and accountability. Under more traditional programs of corporate contribution, Moffitt identifies these problems:

- Contributions are generally too small to have a real impact.
- A recipient feels little accountability toward the donor.
- The corporation cannot get a direct reading on the use of its contribution.

Instead, Partners offers corporations an investment program that will provide the "most return for the company's time and money." And this approach has worked consistently in an era when the big question for much of business is not whether to contribute but how.

Partners responds with a matter-of-fact proposal contoured to the specific corporation. The proposal invariably identifies "three corporate needs":

meaningful giving, accountability by the recipient, and opportunity for employee involvement. These then are tied to "three Partners needs": financial support, efficiently obtained, business leadership, and volunteers.

The average Managing Partnership contribution is $8,500 per year; minimum levels vary from branch to branch. An executive of the contributing corporation serves on the board of directors or a branch council. Access to the company's employees is granted. In practice, the Managing Partnership concept not only solidifies Partners' fiscal base, it provides top business leadership and expertise and a ready source of potential volunteers.

Moffitt hit on the Managing Partners idea in 1972 when Partners lost a major federal grant that was its primary source of funding. Says Moffitt, "We had to ask ourselves, 'where are the resources?' That's when I started thinking in corporate language."

One of the earliest Managing Partners was Denver's Gates Rubber Company, a manufacturer of industrial and automotive products. Moffitt had interested Robert Holwell, executive vice president of the company, in his work. Together they went before the Gates Foundation and presented the Partners proposal. They were rejected. When they went back again, they succeeded. Since then Gates has supported Partners with five-figure contributions and provided two executives each year for board membership.

Asked about his company's involvement as a Managing Partner, Holwell said, "We're involved because this work is healthy for the community and the country. It gets to the source of the problem. It's fundamental in curing the ills of society today.

"Partners is much more efficient [than public agencies] in the use of funds to cure these ills. After all, we live here. We need to do what we can to ensure a healthy community. There are so many people who come to the company looking for a job who don't even know how to apply. And if they can't work, we'll support them with our taxes."

Moffitt gives the Managing Partnership concept a large share of the credit for Partners' consistent and continuing success. In his capacity as president of the National Association of Volunteers in Criminal Justice, Moffitt has seen his share of failed efforts: "Partners has survived for over 10 years in the human service arena, an arena in which more than half of the new criminal justice volunteer programs do not live beyond their second year."

Partners not only has survived but expanded, adding four branch councils in Colorado, plus two new ones far removed: one in Raleigh, North Carolina, and the other in San Mateo County, California.

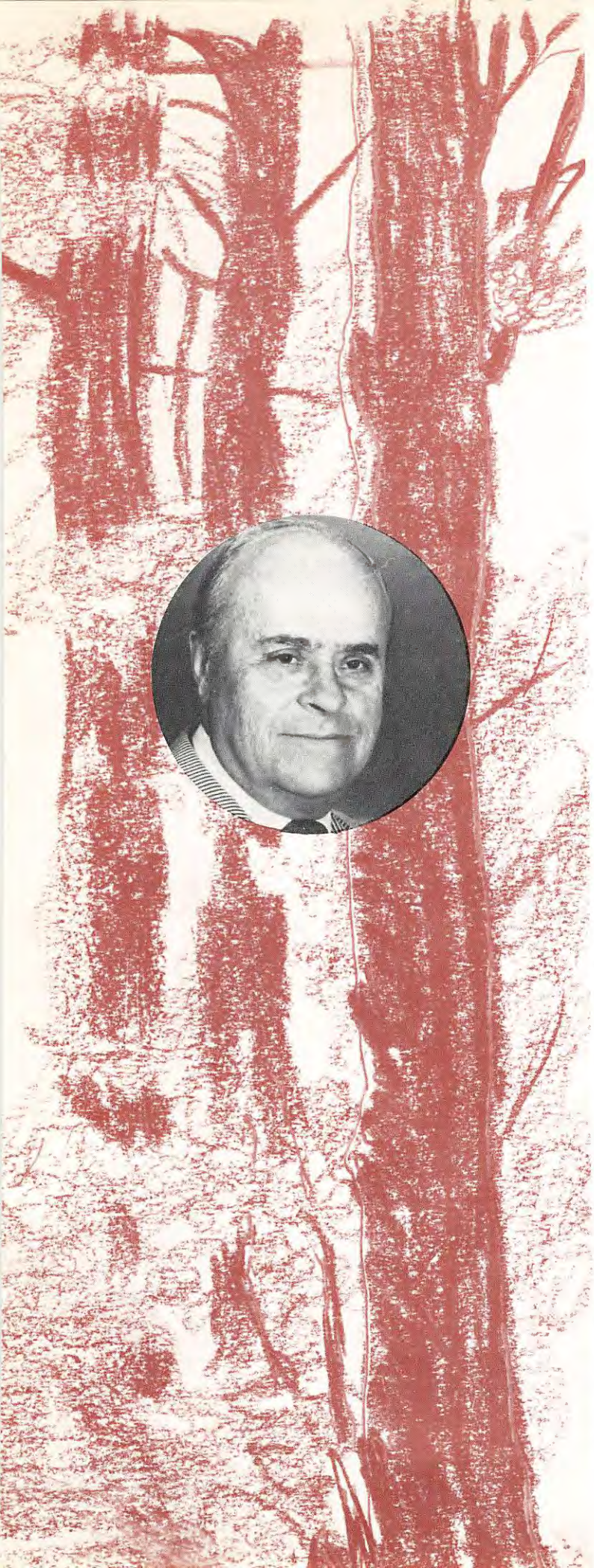
Partners backs the proposals and promotion with solid results:

- Independent statistical verification demonstrating that the organization has consistently reduced recidivism by 20 to 30 percent over comparable groups, and sometimes by as much as 60 percent.
- Established interaction with cultural and recreational operations ranging from major league sports teams to community theatres.
- The Partners School, accredited by the Denver Public School System, where 40 Junior Partners learn basic academic skills while building their self respect.
- The Task Force, a corps of 1,000 volunteers offering practically any support service imaginable.
- A wide mix of secondary services that includes consultation and technical assistance, park and recreation development, drug and alcohol abuse prevention programs, plus assorted seminars, publications, and special projects.

And despite Partners pragmatic approach and quantified analyses of results, Moffitt describes its ultimate impact on the Joeys and Lindas this way:

"We are healing many of the elements which alienate the offender from society. Many of our kids are street-wise, cynical, and abrasive; our primary role is as a catalyst helping to focus the community and marshall its resources to tackle a given problem. We knit together government, business, and the individual citizen. We want people to get out on the front porch, so to speak, instead of watching through their windows. 'Hired others' can't do the job. It takes love for your brother and the understanding that you can be a missionary to your community."

Partners is interested in helping other communities establish or improve similar programs, whether through the formation of a Partners branch or patterning after the Partners' model. Contact Bob Moffitt, Partners, Inc., 1260 West Bayaud, Denver, CO 80223.



A PLACE ON THE MAP FOR RURAL VOLUNTEERISM

The Volunteer Leader Interview with Dr. E. L. V. Shelley, Lake City, Michigan

SEVERAL YEARS AGO, DR. ERNEST L.V. SHELLEY purchased a retirement home in a natural setting on a lake in northern Michigan. It's located in a town called Lake City, the leading community in rural Missaukee County.

"I loved the area for its natural resources of green forests, sparkling lakes and rolling hills," he said. Beneath the county's beautiful facade, however, he soon discovered there were problems. A suspicious attitude toward "outsiders," particularly the large numbers of downstate people retiring there. Few professional resources available to residents. Jealousy among several small towns of the role each played in community and government activities.

So, Dr. Shelley decided to apply his interest in volunteerism to Missaukee County. "I was interested in exploring the possibilities of volunteer programs reaching into every facet of the life of a rural community," he said.

Before he retired he was the director of treatment for the Michigan Department of Corrections. It was there, he said, where he was "introduced to the values of volunteer citizen involvement." Since retiring from that position, he has been active in promoting volunteer programs in juvenile courts throughout Michigan and participating in a number of activities to increase the use of volunteers in the justice system across the country.

His background in volunteerism (which led to membership on the board of the National Information Center on Volunteerism, then VOLUNTEER) was a prime mover in bringing out the volunteer spirit of a rural area. He tells this "tale of a small city" in VAL's second volunteer leader interview.

Why did you get so involved in volunteering in your new community?

My association and friendship with Dr. Ivan Scheier, founder and director of the National Information Center on Volunteerism for many years, had infected me. I admired his creative imagination in approaching volunteer programs in new areas. One of Ivan's concerns and interests was the degree to which volunteerism could be increased and improved in rural areas. NICOV had put on three conferences, but no one else had done much.

I agreed with Ivan that someone should make an extended effort to explore the possibility of volunteerism in a rural setting. And because I came to know several people in this community who had both the interest, ability and the vision to help develop good volunteer programs, I decided to see what could be done to build some effective programs in Missaukee County. Having made this decision, the next step was to implement it.

How did you begin?

Drawing on my experience with volunteer programs generally, I developed a plan which incorporated the best practice I knew. I think the steps we used are especially relevant and important for developing programs in rural settings.

What was your first step?

We took an inventory of existing volunteer programs. As we looked around us, we were impressed with the use of volunteers by the Department of Social Services under the able direction of a paid volunteer coordinator. To my amazement, there were over a hundred volunteers already involved in the various programs for this department. We felt this certainly could be a good base to build on and to serve as a model for other programs. It also indicated that the community had some introduction to volunteerism and that we would not be starting from scratch.

I found that a limited use of volunteers had been made by the school system, which had chiefly used them as unpaid teachers' aides. These volunteers were largely mothers of school-age children.

We also discovered that several men in the community had become involved in a religious ministry to men in the county jail. This was highly oriented toward evangelism, but was functional at least and could serve as another model and as a program which might be expanded.

What was your next step?

We identified the community problems where volunteerism might be applied. In Lake City, we found the usual proliferation of social problems, largely centered in the areas of welfare, help to elderly people, services for handicapped, and protective services for children. There did not seem to be any more problems here, proportionally, than in other communities, nor did the problems seem to be very unusual.

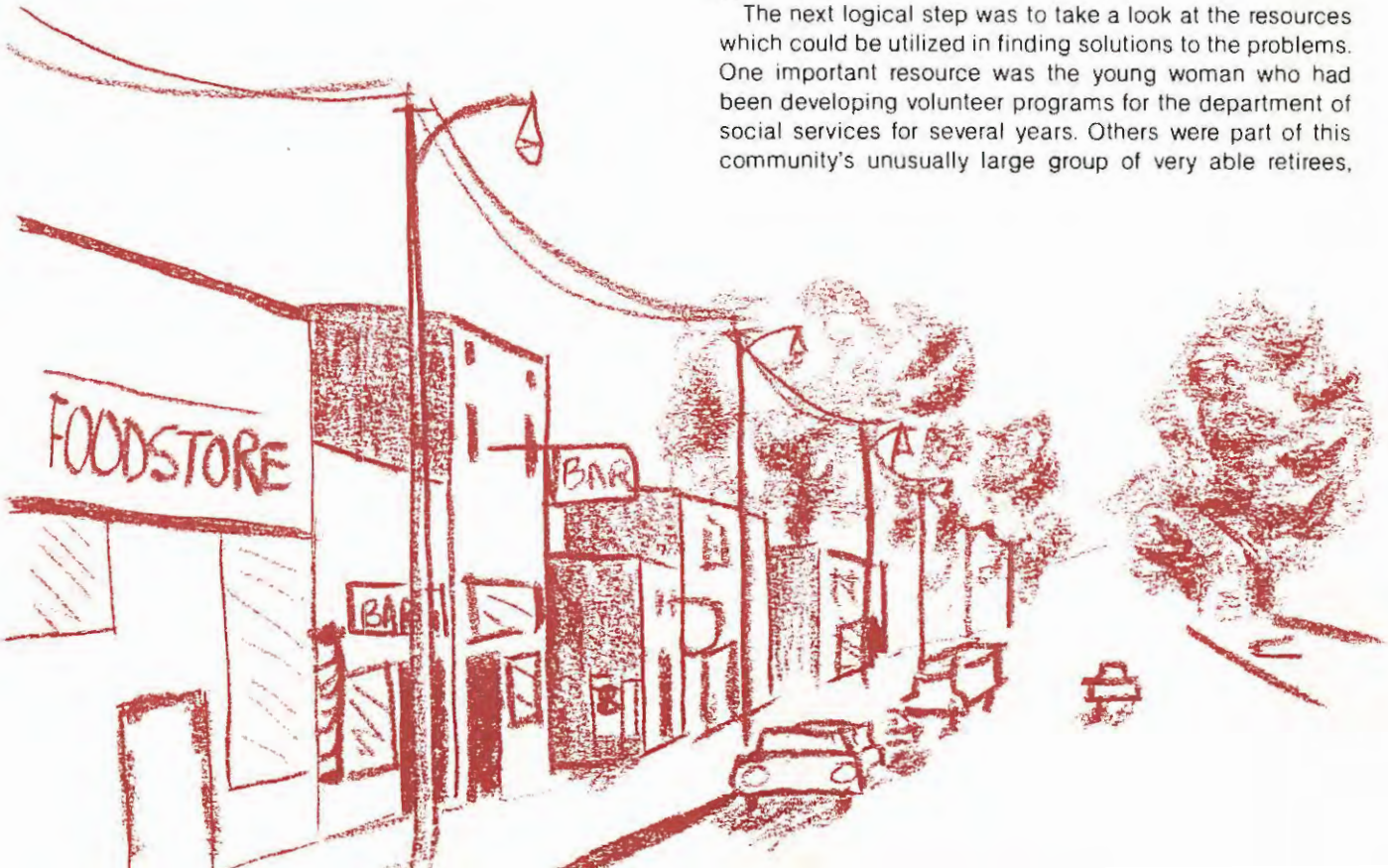
In the school system, we discovered there was a surprising amount of retardation in reading skills in the fifth and sixth grades. This was identified from achievement tests administered toward the end of the school year. I learned by talking with some of the school administrators that they were somewhat concerned as to what might be done about this situation.

We also discovered that the district court judge, whose court handled misdemeanant cases, had no budget for probation services and was limited to imposing sentences of jail, a fine or both. Not to our surprise, we found that the caseload of the adult felony probation/parole officer was quite high and scattered widely across three counties. The staff was good but inadequate in numbers to really give the services required for successful probation or parole.

And, finally, there were the problems that are typical of a resort area, where there are many transients who get into difficulty and soon move on.

So you took inventory of existing volunteer programs in the county and identified your community's major problems. Then what?

The next logical step was to take a look at the resources which could be utilized in finding solutions to the problems. One important resource was the young woman who had been developing volunteer programs for the department of social services for several years. Others were part of this community's unusually large group of very able retirees,



who were attracted to this area as a place to spend their retirement years.

They included the former executive secretary of the Michigan Education Association, a man who had run the probate division of the Wayne County Court in Detroit for 25 years, a retired civil engineer with extensive experience in community planning, an outstanding editorial writer for one of the metropolitan newspapers of Michigan, a former dean of the college of education at Michigan State University, and a former superintendent of public instruction. They do not exhaust the list, but are indicative of the high level of expertise and the skill available in this community.

Then there was a Christian Reformed Church group, which already had embarked on its own programs to serve troubled people in the community. They did not have to be persuaded to help; they were looking for opportunities to serve.

The county sheriff had a very progressive attitude about law enforcement, and also was eager to have citizens involved with his department and activities.

The senior probation and parole agent in the criminal court had worked with me in developing the use of volunteers in a specialized camp just north of this area some years ago. He understood what volunteers could do because he had worked with them as a lay group counselor, and was very happy to involve them in his program.

The probate judge was new, young, progressive and eager to improve services of his court. This meant that he would be very supportive of volunteers at that level.

It was obvious that in these key areas there were excellent human resources that could be very effectively enlisted and used to develop good programs. This is not to say that all these people had a high level of enthusiasm for volunteerism, or a very complete or sophisticated understanding of what good volunteer programs involved.

Which problem did your able group tackle first?

In looking over the problem areas, we decided that several should be attacked simultaneously. None of the problems was overwhelming, and we had an adequate base of interested and able citizens to inaugurate small programs in each area. Also, some of our people were already moving into these areas.

The retired civil engineer was involved with the county planning commission as a volunteer consultant. There had been some interest in planning a new country jail, since the state department, which inspects county jails, had suggested that some enlargement would be advisable.

The retired expert on wills and estates was already in touch with the senior citizens group and was interested in getting them the legal help that many needed.

The concern of the school people regarding their reading program indicated we should also do something here because the end of the school year was approaching, and we had the logical opportunity for a good remedial program during the summer.

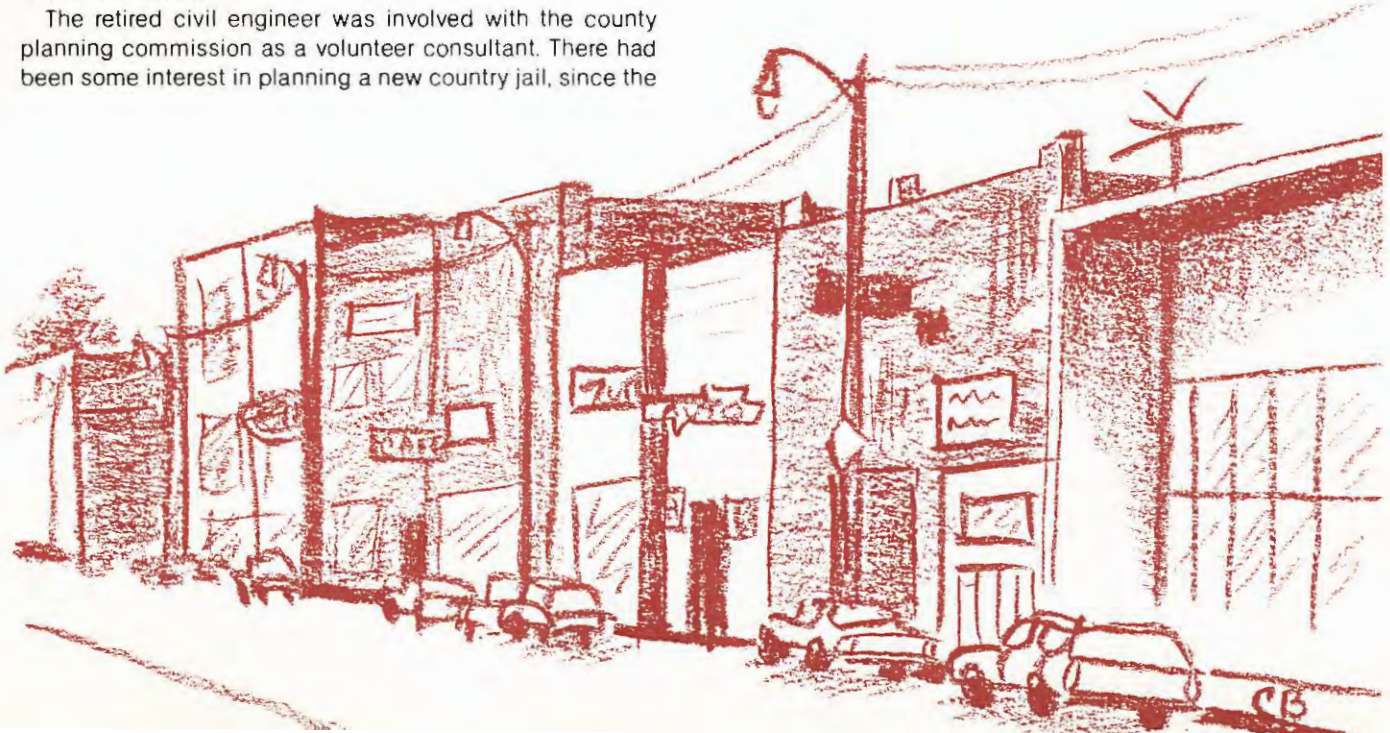
At the same time, we did not want the interest of the juvenile court judge to die from lack of attention, so we decided to work with him to develop a modest program.

So you started the ball rolling in several directions at once. Where did it take you?

Well, the civil engineer asked my help with the planning of the court house and county jail expansion. The county commissioners had already employed a firm of architects to draw up some plans, but realized they really did not know what the community wanted or needed. Therefore, they called a public meeting chaired by the civil engineer. As a result, the commissioners decided to scrap the original plans which the architects had provided. New plans were presented at another public meeting where citizens had a say in the final decision.

As for obtaining legal assistance for senior citizens, the referee from the probate court in Detroit, who had handled wills and estates for years, announced that he would volunteer his services to any senior citizen in the community. This man had additional qualifications in that he was an attorney and a member of the bar.

I took the responsibility of getting some mothers organized to run a remedial reading program during the summer for those fifth and sixth graders who needed this kind of help. A group of four or five children worked with an adult each day for a period of five weeks. Testing at the end of the program indicated that most of the children had increased their reading skills at least one grade. Several had gone beyond this.



In order to help the sheriff, and to begin to lay the groundwork for a volunteer probation or release program, we formed a coalition of church people to plan in this direction. They decided to have one representative—a layman—from each of the churches in the community that wanted to participate and meet once a month to plan activities. At the second meeting, we invited the sheriff to come in and share with us the problems as he saw them and to give us some idea of the kind of help he would like to have. During that session, we planned how to get him the help he felt he needed and wanted. In succeeding months, we invited, in turn, the district judge, the juvenile court judge, the circuit court judge, the juvenile probation officer, the state probation and parole officer, the prosecuting attorney, and the city marshall. The coalition intends to keep in periodic contact with each of these officials to learn more about what new needs are developing, to plan, and to check on progress of the original plans.

Did the citizens of your community "catch on" to this new movement of volunteer activity?

A helpful development was the fact that the local newspaper became our ally when a young man was hired to be editor. He had a very strong interest in what we were doing and was eager to support it. He gave us much needed publicity on what we planned and on what was happening.

At the same time, another group demonstrated impressively the potential in this community. There were citizens living in a certain section around the beautiful Missaukee lake where the road badly needed attention, but there was no public money available to pay for it. There was a section of about a mile that needed some filling and grading, and eventually, some tarring and graveling.

In early May a group of residents recognized the situation and decided to get together and do something about it. They raised $6,000 from landowners and residents to help offset the cost of the project, then went to the road commission with this money. They found that the commission had sufficient funds to add to this so that the job could be done.

This group was not officially related to any of our volunteer programs, but it was a good illustration of the fact that volunteer programs cannot predict everything that might go on in the community. To their surprise, they frequently find that others have been thinking and moving in the same direction as they have.

Will your group continue promoting volunteerism in the future?

This is a very important factor. In our situation, future plans involve expanding into other areas of government in this rural community, such as public health law enforcement, programs for the aging, and extending services in areas which we now serve. We intend to provide this with our present group as a core and by adding additional volunteers as needed.

Eventually, we probably will have to find someone who will coordinate volunteer programs so that recruitment efforts and training can produce a pool from which volunteers can be drawn as needed. Our plan is to have this coordinator be a volunteer, someone who probably would be a retired professional or business executive with some organizational and executive skills. We intend to expand the present volunteer programs by using church groups as core groups, since these are the most available sources of help and seem to have better motivation in general.

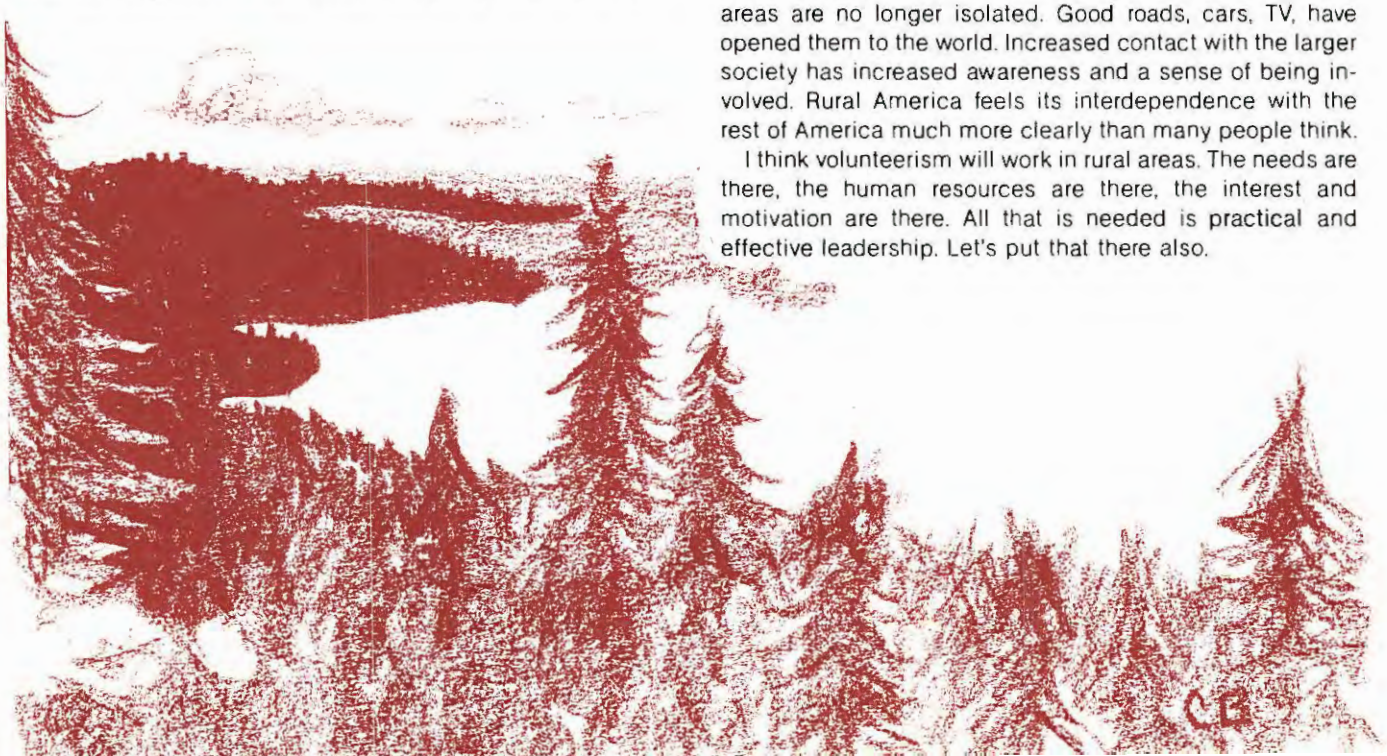
What have you learned from your volunteer involvement in Missaukee County?

I certainly have been convinced from this experience that it is just as easy to develop active volunteer programs in a rural setting as it is in urban ones. In fact, my experience, for what it is worth, is that in many ways, I found the job in a rural setting easier. I think that rural people are much more apt to be concerned about their problems and are willing to get personally involved than people in the more impersonal urban setting. It is harder to shrug off your rural problems and say, "Let George do it," because the problems keep staring you in the face.

This experience has also convinced me that there are ample human resources available in a rural community to meet its needs. Like volunteer programs everywhere, they need to be discovered and recruited.

Another myth which we have discredited is that volunteerism, as we know it, won't work in rural communities because the people are clannish and will only help their own. Rural areas are no longer isolated. Good roads, cars, TV, have opened them to the world. Increased contact with the larger society has increased awareness and a sense of being involved. Rural America feels its interdependence with the rest of America much more clearly than many people think.

I think volunteerism will work in rural areas. The needs are there, the human resources are there, the interest and motivation are there. All that is needed is practical and effective leadership. Let's put that there also.



BOOKS

Concepts, Tools, Implications

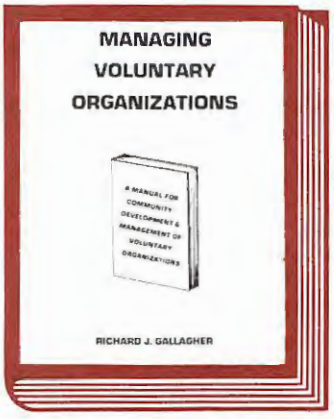
By Richard S. Gibson

TO STATE IT SIMPLY—RARELY HAVE I EXAMINED such a comprehensive and well-organized manual for local voluntary organizations for use outside a seminar or workshop environment.

Prior to reading *Managing Voluntary Organizations*, I noted that the promotional flier promised, "Although it is primarily intended for use in the alcoholism field, the principles and procedures ... will benefit any voluntary organization in operation of their program." Happily, the doubts I entertained at that time about the author's ability to serve both voluntary alcoholism organizations and voluntary organizations in general proved entirely unfounded.

Based upon this reviewer's experience, this work does offer well-constructed guidelines and examples to "facilitate the development of community alcoholism programs." At the same time, this manual also fulfills its stated broader purpose of providing "direction for communities who have not yet begun to establish voluntary organizations, for those who are encountering difficulties in the early stages, and for those who wish to strengthen the operation of existing programs." Since many *VAL* readers may identify with at least one of these categories, aside from the field of alcoholism, the purchase of this manual is clearly worth a personal or organizational investment of $12.95 to order the first copy.

Individuals who will find value in this manual include paid staff and volunteer leaders in all types of voluntary organizations, individuals interested particularly in the field of alcoholism, and educators, trainers and evaluators.



MANAGING VOLUNTARY ORGANIZATIONS: A MANUAL FOR COMMUNITY DEVELOPMENT AND MANAGEMENT OF VOLUNTARY ORGANIZATIONS. Richard J. Gallagher, ACSW. New York State Association of Councils on Alcoholism, Publications Dept., 107 Delaware Ave., Suite 502, Buffalo, NY 14202, 1979. 334 pp. $12.95.

From this reviewer's point-of-view, Gallagher's contribution to voluntary organizations in alcoholism is significant in the following areas:

- There continues to exist an urgency to apply proven principles of effective voluntary organization and management to the still yonng "voluntary alcoholism movement." This need is met in a very thorough manner with examples of how a strong organization can be developed and managed.

Dick Gibson, a former staff member of the Alliance for Volunteerism, is a consultant in organizational development and management, citizen participation techniques, and volunteer management.

● There is a need to impress community and volunteer leaders with the value of locating and using additional resources (individuals and organizations) in volunteerism and alcoholism programs. Extensive name and address resource lists are provided, including national and state organizations promoting volunteerism, sources for funding alcoholism programs, agencies providing free advice and literature, and suggested reading and subscription lits. For the committed community leader and "networker" the author provides many avenues for expansion of horizons beyond *Managing Voluntary Organizations.*

● Community leaders inside and outside the field of alcoholism need to feel that it is possible to address the widespread personal and social problems related to alcoholism in a manner that makes it all seem "do-able." Through a combination of effective management techniques and a strong community awareness program, the author makes it clear that it is indeed possible to obtain community support for these efforts providing there is a commitment to develop and maintain a healthy voluntary organization.

In terms of improved health and effectiveness of voluntary organizations in general, Gallagher's contributions appear to be as follows:

● Formation, development, growth and maintenance of a voluntary organization is discussed in a functional and operational manner. This approach is particularly valuable for the well-intentioned leader with limited experience in voluntary organizations. Such an approach is also helpful for leadership of an established organization desiring to review and evaluate present programs and operations.

● Gallagher's departure point in an organizational development sense is that of a reasonably well-funded organization with a small paid staff. This is a goal worth striving for and maintaining for those who wish to make an effective and sustained impact in their community, regardless of mission. The basic tools of salary plans, personnel policies, contracts, and staff and board relations are discussed in detail. Where relevant, each section provides particularly valuable application of example documents.

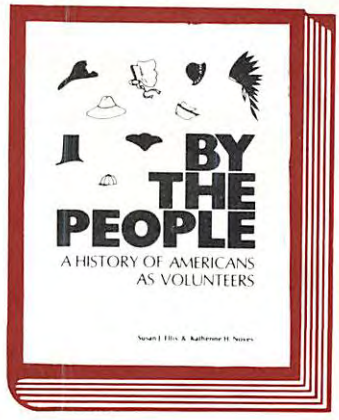
The physical format of this manual has a number of advantages. Although the size of the manual (8 x 11-1/2) and its full inch thickness gives a very formidable appearance, a quick examination reflects the author's commitment to make this a fully functional manual. Plenty of room is provided for extensive note-taking. The pages can be separated easily from the binding and divided for punching and insertion into a three-ring binder.

One of the outstanding features of the manual is the author's extensive application of evaluation techniques. He urges that meaningful performance evaluations be performed on board members and directors, staff and program. Comprehensive "checklists" are provided for this purpose. Given the persistent intention of many voluntary organizations to determine ways to offer programs and services presently planned, funded and implemented by government agencies, self-evaluation is a critical element of any successful program. It is an element easily overlooked in both new and established programs.

In addition, a section on the needs and tools of "recognition" would he appropriate for inclusion in the next edition. This includes recognition policies and programs not only for board members and volunteers, but for staff as well. Evaluation, however, is certainly the first step. Planned recognition programs are a vital next step.

The only concern I have regarding this manual is clearly the responsibility of local leaders. A well-intentioned leader could easily adopt the concepts and tools in this manual without giving careful thought to the implications—the whys and wherefores of the author's thinking and examples. Therefore, it is important that leaders, in addition to utilizing the tools provided by the author, communicate an informed understanding of why certain tasks can be done one way instead of another, or even undertaken at all. Careful planning and implementation discnssions are necessary if these tools are to be applied in a manner appropriately tailored to local needs and leadership styles.

Managing Voluntary Organizations is indeed a "management tool for ensuring effective and responsible voluntarism in each commnnity where that spirit lives." For those individuals who do obtain a copy of this manual and concur with this reviewer's evalnation, it will be their responsibility to ensure that Gallagher's suggestions are put into action to foster that spirit and are not relegated to becoming simply another addition to a home or office library.



BY THE PEOPLE: A HISTORY OF AMERICANS AS VOLUNTEERS. Susan J. Ellis and Katherine H. Noyes. ENERGIZE, 6507 North 12th St., Philadelphia, PA 19126, 1978. 308 pp. $8.95 cloth, $5.75 paper, bulk discounts available.

By Ralph B. Wright, Jr.

Based on the contention that "at one time or another, every person in this country volunteers in some way," By *The People—A History of Americans As Volunteers* argues for the role of volunteers in shaping the destiny of America.

The historical chapters of the book present an overview of the involvement of volunteers in every area of American life and trace the effect of this involvement in American institutions, professions, and social events that are usually presented as history. Written as an apologetic for the volunteer, the authors strive to overcome the contemporary view or stereotype of volunteering as "women's work" or as work done by unskilled people. For with the proper crediting of historical volunteer contributions, modern volunteering is also made visible and given a 'raison d'etre' that far surpasses that of being a Candy Striper, a Big Brother, or a member of the P.T.A.

America is a nation of volunteers. Whether volunteers built America or America was built by people shaped by socio, economic, religious and political forces of the day, who at certain times felt so concerned that they gave of their

Ralph Wright is the director of the office of public relations of the American Red Cross, Southern California Division, in Los Angeles.

own time as volunteers, is a question that remains unanswered. Obviously those involved in voluntarism will point, and justifiably with pride, at the role certain citizen volunteers played in shaping America's destiny. Abigail Van Buren, Dorothea Dix, Clara Barton, Edger Allen, Louis Brandeis, Mary Richmond, Jeanette Rankin, and Frank Conrad were all volunteers that affected our American way of life.

But the main premise of *By The People* is not the effect of key individuals but the great contributions of millions of volunteers as individual citizens joined together in various groups, clubs, organizations, associations, auxiliaries, agencies, forums and other such social structures. From the Massachusetts Bay Colony "Social Compact" of 1620 to the Retired Senior Volunteer Program of ACTION, Americans have given of their time.

The United States was founded and continues to grow as a nation of volunteers in a participating democracy. At different times voluntarism manifested itself in different ways. The highly individualistic puritan ethic of colonial America showed itself through very personal actions, as there was an absence of organized charity. But as the population increased, such an individualized system proved inadequate. Organizations began forming—Boston as early as 1662 with its Almshouse and Philadelphia in 1736 with its volunteer fire company organized by Benjamin Franklin. The book's forgotten names of a bygone era of America are both fascinating and an indicator of the concerns of the times, i.e., The Society for the Diffusion of Useful Knowledge in 1829, the Order of the Star Spangled Banner in 1850, the U.S. Sanitary Commission in 1861, the Church Organization for the Advancement of the Interests of Labor in 1887.

Equally important are the volunteer organizations that began early in American history and continued on in various ways providing service to all America: the churches and synagogues and their social service arms, Chambers of Commerce, fraternal organizations, the Grange, Rotary International, Kiwanis International, Lions International, the American Red Cross, the United Way, and Camp Fire Girls, to name a few.

The frustration of *By the People* is that by design only fleeting mention of such organizations is possible when painting the historical diorama of American volunteerism. A two- or three-volume work would be necessary to cover adequately the material present.

Of considerable import to the history of voluntarism is an understanding of the concept of volunteering. The authors quite rightly state that most definitions of volunteering are too simplistic, dealing only with the issue of payment. But volunteering cannot be limited to "serving without pay." The boy who scrawls graffiti on a wall is considered by most a vandal, not a volunteer. Likewise, a Peace Corps member who receives a stipend ought not to be excluded from the volunteer category.

By the People's working definition of "volunteering" is "to choose to act in recognition of a need, with an attitude of social responsibility and without concern for monetary profit, going beyond what is necessary to one's physical well being." Many long winter nights can be spent discussing this all inclusive definition, for members of the Ku Klux Klan and the Black Panthers can be "labeled" volunteers as well as a draft resister and a volunteer soldier.

The last section of the book dealing with volunteer trends and issues today as well as the outlook for tomorrow, creatively stimulates the reader to consider the issues of women's liberation and its disdain for direct service volunteering, the role of organized labor as it supports as well denies voluntary activities, the increase in government-sponsored and supported volunteer programs coupled with the decline of volunteer leadership in top governmental decision-making bodies, and the professionalism of volunteerism as best exampled by the salaried directors of volunteers and the development of national associations, such as the Association of Volunteer Bureaus and the National Center for Voluntary Action.

In essence, the authors speak for Volunteer Liberation. History teaches that Americans care enough to get involved. As volunteers they identify problems, seek solutions and above all, act. As such, citizen volunteers are "social capital," perhaps the most valuable resource the country has. The challenge is to use this resource fully, mobilizing the human energy of volunteering to shape our collective future.

Footnotes, appendices, cross references and indices are generally excellent, though an index of proper names would have been most helpful.

THE TOOL BOX

Compiled by Martin Miller

Citizen Participation, Philosophical and Practical Guidelines of Volunteer Services. Dorothy S. Wojno. Department of Mental Health. 90 Washington St., Hartford, CT 06115, Attn: Anne Marie Prendergast. 1979. 53 pp. $1.00.

This book offers guidelines for volunteers in human service agencies and possible solutions for an agency with a problem with a volunteer. Also contains a complete outline of all the financial considerations involved with volunteering or utilizing volunteers, instructions for "professionalizing" volunteers, and hints on how to be "assertive".

Management by Objectives: A Pilot Project. William J. Murray. Utah State Department of Social Services, Management Support Services/DFS, PO Box 2500, Rm. 356, Salt Lake City, UT 84110. December 1977. 80 pp. $3.00.

The final report detailing the results, conclusions, and recommendations of the Management by Objectives pilot project carried out in the Salt Lake District. The child welfare workers functioned as the experimental group that was exposed to MBO training.

Bookstore at Your Door. Galloway Publications, 2940 N.W. Circle Blvd., Corvallis, OR 97330. 1979. Free.

The 1979 catalog of selected books for "people who work with people." It contains publications in the areas of program activities, fundraising, management methods, mental health, and many more.

Job Hunter's Kit. Sales Office, American Association of University Women, 2401 Virginia Ave., NW, Washington, DC 20037. 1979. $10.00.

A series of brochures designed specifically for women who are seeking employment. They take a step-by-step approach from "finding out what you're good at," through resume writing, how to obtain support during the job search, interviewing, and negotiating job conditions and salary. Additional information on job sharing, employment by the federal government and using volunteer experience in developing a career plan.

The Zip/Area Code Directory. Compiled by Ruthie Marks. Pilot Books, 347 Fifth Ave., New York, NY 10016. 1979. 42 pp. $2.95.

This booklet correlates Postal Zip Codes with the telephone system Area Codes to save time for heavy telephone users. To use the directory, all you need is the zip code of the person or business you want to call. The directory also includes assigned zip and area codes by state plus a numerical listing of area codes.

1979 Index/Directory of Women's Media. Women's Institute for Freedom of the Press, 3306 Ross Place, NW, Washington, DC 20008. 1979. 82 pp. $8.00.

An annotated listing of over 500 women's media groups, including periodicals, presses/publishers, news services, columns, radio and TV, art/graphics/theater groups, and dozens of others. Addresses, phone numbers and contact people are included as well as a listing of over 800 women working in or concerned with media.

Women in Media: A Documentary Source Book. Maurine Beasley and Sheila Gibbons. Women's Institute for Freedom of the Press, 3306 Ross Place, NW, Washington, DC 20008. 200 pp. $5.95.

An overview of women's role in the media, from printing the Declaration of Independence to challenging television licenses. This collection of 30 documents provides an historical survey of the progress of women in media as told by themselves.

The Foundation Center Annual Report, 1978. The Foundation Center, 888 Seventh Ave., New York, NY 10019. 1979. 25 pp. Free.

The report describes the Center's publications, the working tools of grant seekers, and its library services program, encompassing four libraries operated by the Center and over 70 cooperating collections covering every state in the country.

Self-Help Housing 1978. Rural America, 1346 Connecticut Ave., NW, Washington, DC 20036. 4 pp. 1978. Free.

This brochure describes the poor conditions of rural workers' dwellings, how they can be improved substantially through organized cooperation, and how they are financed. It also includes a listing of self-help projects and their addresses as of March 1978.

1978 Survey—Self-Help Housing Projects. Rural America, 1346 Connecticut Ave., NW, Washington, DC 20036, Attn: Linda Rule. August 1979. 62 pp. $1.00.

In the self-help housing program, small groups of families work together to build houses. This publication is the result of a survey of the 57 mutual self-help projects active during 1978. Contains information on family labor, family statistics, loan statistics, lot size and development, miscellaneous costs, price of building materials, production, staffing, standards and regulations, etc. Photographs.

Resource Guide for Rural Development. National Rural Center, 1828 L St., NW, Washington, DC 20036. 1978. 150 pp. $5.00.

"A Handbook for Accessing Government and Private Funding Sources" is the subtitle of this guide. Provides information on federal and state financial assistance programs, private sector financial resources, such as foundations, churches, businesses, and unions, and sources of technical assistance.

Lend a Hand Series. Citizens Committee for New York City, Inc., 3 West 29th St., New York, NY 10001. 1979. 25 pp. Booklets are $.25 each.

This series is geared to New York City residents, but the principles are easily adaptable for any city in the country. Titles include "Lend a Hand for a Safer New York," "Lend a Hand and Improve Your Block," "Lend a Hand and Clean Your Block," "Lend a Hand and Have a Block Party," and "Lend a Hand in Your Community Board."

A Place Of Our Own: Tips for Mentally Retarded People Living in the Community. The President's Committee on Employment of the Handicapped, Washington, DC 20210. 12 pp. Free.

An easy to read, photographically illustrated brochure designed to show mentally retarded people how to establish a "home" outside of an institution. It illustrates the pleasures, responsibilities and skills involved in such a venture.

Hire the Handicapped?. McDonald's Corporation, McDonald's Plaza, Oakbrook, IL 60521. 1978. Free.

The hamburger people have produced this booklet of profiles of persons who are handicapped and functioning successfully throughout their chain of restaurants. It includes interviewing tips and where to find potential handicapped workers.

Spouse Abuse. National Criminal Justice Reference Service, Department F, Box 6000, Rockville, MD 20850. 1978. 61 pp. Free.

A selected bibliography of publications dealing with violence in the family, its causes, and suggestions for change, as well as the role of the law enforcement system.

The Female Offender: A Selected Bibliography. Compiled by David M. Horton and Marjorie Kravitz. National Criminal Justice Reference Service, Department F, Box 6000, Rockville, MD 20850. January 1979. 50 pp. Free.

A collection of bibliographic citations and abstracts of 82 selections published between 1965 and 1978, including both practical and theoretical works about adult female offenders and their treatment in the criminal justice system. Topic studies of the rise of female criminality, sexual segregation and discrimination in American prisons, and recidivism among women parolees.

Crime Prevention Cartoon Series. National Retired Teachers Association, Crime Prevention Section, Code CPS, 1909 K St., NW, Washington, DC 20049. 25 four-frame strips. Free.

This cartoon series depicts crime prevention techniques and messages. Its continuing characters are Thelma Thwartum, an alert, civic-minded retired woman who motivates her community to practice crime prevention through tips provided by Sgt. "Tip" O'Leary, of her local law enforcement agency. The strips are camera-ready for easy reproduction.

Scared Straight: A Second Look. National Center on Institutions and Alternatives, 1337 22nd St., NW, Washington, DC 20037. 16 pp. Free.

Another look at the film, "Scared Straight," which depicted the lifers' program, Juvenile Awareness Project Help, at Rahway, N.J., State Prison. The booklet outlines in detail the solid research findings on the program.

A Mutual Concern: Older Americans and the Criminal Justice System. National Criminal Justice Reference Service, GIP Program, Box 6000, Rockville, MD 20850. 1979. 14 pp. Free.

This pamphlet, illustrated with photographs and facts about crime and the elderly, examines older Americans' interaction with the criminal justice system from various perspectives. Lists of suggested readings and resource agencies included.

Honest Answers to Questions Teenagers Ask About Drinking. Preferred Risk Insurance Companies, 1111 Ashworth Road, West Des Moines, IA 50265. 14 pp. Free.

An excellent aid for persons who want honest, concise answers to the questions teenagers ask about drinking. This pamphlet goes beyond the common "you're too young to drink" responses and deals with facts and figures concerning teenage drinking and its effects.

READERS' ADVISOR

Readers Respond

On maintaining Cub Scout leadership (summer 1979, p. 44)

You raise an interesting point.

The maximum time a young man can be in Cub Scouts is three years. Many volunteer adult leaders come into the program at this point with their sons, then go on into Scouting, and later Exploring, with them. Thus, while their tenure in Cub Scouting may be limited, their overall service to the Scout movement is often substantial as Scout Masters, committee men and women, commissioners, merit badge counselors, council board members, post advisors, etc. We believe our track record in this regard is a solid one.

The Boy Scouts of America encourages adult volunteers to earn the appropriate training award for their registered position. The Scouters' Progress Card for these awards is aimed particularly toward encouraging tenure. In order for a volunteer to earn the Scouters' Key or the Scouters' Award, certain criteria must be met pertaining to courses attended, performance demonstrated, and tenure maintained. We believe these elements increase a volunteer's job satisfaction and, correspondingly, tend to lengthen tenure.

A new volunteer training division and a national volunteer training committee was established recently by the BSA to further strengthen this important aspect of Scouting and leadership. In addition, in 1976 the BSA introduced a new Cub Scout Leader Basic Training Plan (Catalog No. 6405) and a new Boy Scout Leader Basic Training Plan (Catalog No. 6552). In fact, we even wrote and introduced a new "Train the Trainers" manual (Catalog No. 3613).

If you have not done so, you should encourage use of this material among your fellow leaders; and volunteers should check with their local Scout Councils to ascertain when training opportunities leading to one of the two awards mentioned earlier are available. Most are given through the school year in all 416 local Scout Councils.—**Barclay Bollas, National News Editor, Boy Scouts of America, Irving, Texas.**

Another women-in-transition program (fall 1978, p. 42):

For women over 35 who suddenly become single and must find a paying job after years of working full-time at home, everyday life can be overwhelming.

On February 25, 1979, the Council on Volunteers for Erie (COVE) began offering an innovative service to ten of these women in transition. It is called the Homemaker Volunteer-to-Career program. From 36-year-old Kathy, recently divorced with a seven-year-old son, to 56-year-old Ester, widowed for several years with grown children, the women in this pilot project learn from each other and from the volunteer-to-career staff as they prepare to enter the working world.

Because volunteering is a common experience for most homemakers, this program builds on that familiar experience using volunteer placements to give each participant on-the-job skill training. In exchange for 15 to 20 hours of regularly contributed volunteer time, local agencies train each individual and provide her with a reference and letter of recommendation when the training is completed. The enrollees in the pilot program are currently involved in various community nonprofit agencies as volunteer bookkeepers, secretaries, intake counselors, hospital workers and nutrition aides.

In preparation for the volunteer on-the-job training, the program provides 30 hours of personal awareness training and 24 hours of work strategy sessions.

The personal awareness sessions are held three mornings a week and are taught by local professionals who volunteer their time to the program. Topics discussed are Phases of Adult Growth, Aloneness vs. Loneliness, Relating to Family and Friends, Money Management, Goal Setting, Procrastination and Assertiveness Training. The work strategy sessions prepare each participant for her job search by teaching resume writing, interview skills and job finding techniques. These sessions are also conducted by social service professionals and personnel directors from private industry who act as volunteer instructors. In addition, each participant visits a variety of volunteer worksites before choosing her training location.

Volunteering pervades every level of this project—from participants to workshop facilitators to the volunteer program coordinator (a former homemaker) to the ten-member advisory council.

For further information, particularly if your group is interested in starting a similar program, please contact me—**Susan Black-Keim, Director, Council on Volunteers for Erie County, 110 W. 10th St., Erie, PA 16501.**

Readers Need Your Help

Active Listening Training

I'm interested in offering listening training to volunteer coordinators. Could use specific information on the Active Listening Scale as well as ideas from others who have conducted listening courses for their volunteers.—**Phi Fleer, administrator of Nassau County, N.Y.'s office of volunteer services.**

AS I SEE IT

(Continued from p. 2)

Nearly every school has some faculty members who would welcome the opportunity to explore new educational approaches in methodology. But even with a desire for experimentation, certain basic changes in curriculum and learning methodology are necessary. An ACTION advisor on planning grants, such as the one suggested above, could have been extremely helpful in this area.

● **Requirement that participants be full-time students as well as full-time volunteers.** According to ACTION terminology, UYA participants were to serve as "agents of change" in local communities. Further, this was to be a *full-time* effort, even to the extent of being "on call" 24 hours a day. In addition, UYA participants were also expected to be *full-time* students so they could receive "credit" for their *full-time* involvement in the community.

Service-learning or experiential learning requires a sophisticated mixture of classroom theory, independent study and research, and applied testing of concepts. The potential uniqueness of the UYA approach was that limited energies and resources could have been integrated to maximize the total impact. To do this, students needed legitimate, meaningful, transferable credit. They also needed the direction and wisdom of instructors and peers found in the "safety" of classroom settings to theorize on the ways to become effective "change agents." And they needed the opportunities to apply those theories, and at the same time become a valuable resource in helping to solve and overcome the social and human problems of the communities.

● **Dependence on stipend money for continuation of program.** Stipend money for UYA participants (usually called living allowance) was a multi-edged sword. Participants were warned of dire consequences if any other income was earned while they were in the program. Yet, the maximum amount available would have eliminated nearly every participant, had they been forced to live on that amount.

An even greater problem, however, was that UYA stipend money became the cornerstone for continuation of the local program. If the student support money had been withdrawn, most programs would have died overnight. The reason, of course, goes back to the problems associated with failure to develop programs that were truly valuable to the students (beyond money), academically sound, and fulfilling to both the purpose of higher education and the needs of the communities.

● **Institutionalization of UYA programs.** One of the major expectations by ACTION was that a local UYA program would be "institutionalized" into the permanent hierarchy of the sponsoring college or university. Such assimilation rarely occurred because ACTION guidelines did not allow for the kind of flexibility necessary to phase out a local program and permit it to be integrated into the regular curriculum. The most obvious reason for this was the full-time student/full-time volunteer requirement.

● **Nonexistent evaluations of UYA programs by ACTION.** Most of the above topics were of common concern and widely discussed among directors and staffs of UYA programs throughout the nation. In addition, state program officers and national administrators of ACTION's UYA programs were equally aware of the reasons UYA programs were not succeeding.

No serious effort was ever made to use the experiences, successes and even mistakes of the past to convert the UYA concept into the powerful force it could have been. Instead, regional offices sought information that was expected in quarterly reports and the Educational Testing Service produced annual charts on the numbers of volunteers, minority participation, agencies serviced.

When Sam Brown became director of ACTION, he initiated a citizens' study to determine whether or not various ACTION programs should be terminated or continued on the basis of meeting community needs. According to this "localized needs assessment," it was determined that the UYA program would be terminated. In a sort of dying effort, thirteen UYA directors met in 1978 in San Diego with Frank Rey of the national ACTION staff to see if there was any possibility of saving the concept. Ray stated that the local evaluations simply did not warrant the continuation of the program. Among the thirteen directors present, however, not one had been visited or had had personal discussions with local evaluation teams.

Stipend money became the cornerstone for continuation of the local UYA program. If the student support money had been withdrawn, most programs would have died overnight.

This nation is not going to revert suddenly to a 19th century attitude toward the solution and responsibility of our social problems. Drug and alcohol misuse is obvious. Juvenile delinquency is a fact. Illiteracy increases. The aging process continues. Poverty is real. Wishing these things didn't exist will not make them go away. The primary question remaining is what will be the most effective and least costly way of providing prevention, treatment and positive improvement to those social conditions that drain our emotional and physical energies as a city, a state and a nation.

I believe the concept of service-learning as it is developed through higher education will play an increasingly critical role in answering this question. In order to do so, however, better ways must be found to integrate and maximize the resources of the community with those of institutions of higher education. UYA could have been a national model in this effort. It was an idea whose time "should have" come.

LETTERS

For a Distinct Management Model

David Mason ("As I See It," *VAL* spring 1979) has made a valuable contribution to the literature of management of volunteer systems. Interestingly, he refers to the business model and Peter Drucker's recent recognition of the long existing "third (non-profit) sector."

Yet there is a long way to go before appropriate and workable models of management will be available to volunteer management practitioners.

The problem is one of definition. Dr. Mason refers to the "voluntary enterprise;" Dr. Drucker to the "third sector." Still other terms crop up in the ever expanding literature: volunteerism, voluntarism and voluntaryism.

Let's try some definitions.

Volunteerism is, perhaps, the newest phenomenon. It refers to the individual acting on some personal belief and requires a management system that focuses on the individual.

Voluntarism is the oldest phenomenon. It finds its basis in the specific action and requires a management system that supports and enhances specific behaviors.

Voluntaryism is the best known phenomenon and is, probably, what Mason and Drucker had in mind. A better descriptive phrase might be "voluntary association"—i.e., joining a group essentially to support a good cause, to be with friends, or to experience fellowship. It is this phenomenon to which the business model might apply as a management system.

There are, then, at least three distinct entities within the "voluntary enterprise" or "third sector," each requiring a different management system. For this reason, the term "voluntary community" makes the most sense because it implies differences, complexity and varying values and norms, in addition to all the other components of community.

The first task for the manager, whether paid staff or volunteer, is to define where in the volunteer community the organization, agency or group falls. Complicating this task, there is often definitional cross-over. An inventory of the total organization, agency or group may prove helpful in defining which parts need a volunteerism management system, a voluntarism management system and/or a voluntaryism management system.

No one system can or will work for all the principal elements of the volunteer community. The theory and skills associated with MBA programs might be most appropriate for the voluntary association, where paid staff frequently perform most of the essential maintenance functions. The same theories and skills would probably prove dysfunctional in the management of voluntarism.

The management of service or action, the usual and expected results of voluntarism, might better find its home in social work or community organization programs. But the MSW, with its essential goal orientation and accountability requirements, may not work for agencies engaged in volunteerism.

It is volunteerism—the acting out of one's own belief system, usually in order to improve the status quo—that is growing and in desperate need of a distinct management model.

Just as the term "social worker" might have sounded odd when it was first coined a half-century ago, so must this proposal for a new professional designation: "volunteer worker."

New professions and their academic preparation programs appear on the scene from time to time. The need for the volunteer worker to manage volunteerism systems is here to stay. The combined theories of business administration, public administration and social work can and should be part of the model. Yet there is reason to conclude that new formal training programs are needed at both the graduate and baccalaureate levels. For example, a bachelor's degree for a volunteer worker could prepare what we now call the "volunteer coordinator." A graduate program in volunteer work conld fill the void of appropriate training for executive directors of agencies in the volunteer community, especially those agencies exhibiting definitional cross-over.

Ken Allen, executive vice president of VOLUNTEER, has stated, "There is no school for an executive director." No particular discipline (even in those programs with some volunteeristic components) is designed to address the unique attributes of the volunteer community and its necessary management systems.

While many in business administration and social work would probably disagree with Mr. Allen, his assessment is correct. One only need look at the rapid rate of staff turnover, the dissolution of numerous agencies, and most important, the growing number of articles in sundry periodicals which attempt to fit volunteer management into some existing management system.

The next step is for educators and competent practitioners to come together, not only to create the "new" profession but its preparation program as well. Perhaps a dialogue in the pages of this publication or a conference sponsored by VOLUNTEER would help to clarify definitions and launch a uniquely designed preparation program for a unique professional—the volunteer worker.

—*Steven H. Morrison*
Director of Leadership
B'nai B'rith International
Washington, D.C.

VAL's Sexist Language

Re page 2 of the summer 1979 issue: Joyce M. Black may be all the good things you say about her in the introduction to her As I See It article, but she lost me in the second line of her definition of "voluntarism": "Organized voluntary effort for the common good, the development of man's . . . ."

Man's?

No thanks.

People's. Human. Humanity's. The. Our. The country's. A.

Maybe I'll get back to Ms. Black's article one day. Meanwhile, I suggest that *Voluntary Action Leadership* and its contributors adopt a policy of using nonsexist language.

—*Nancy S. Prichard*
Executive Director
Unitarian Universalist
Women's Federation
Boston, Mass.

Poster

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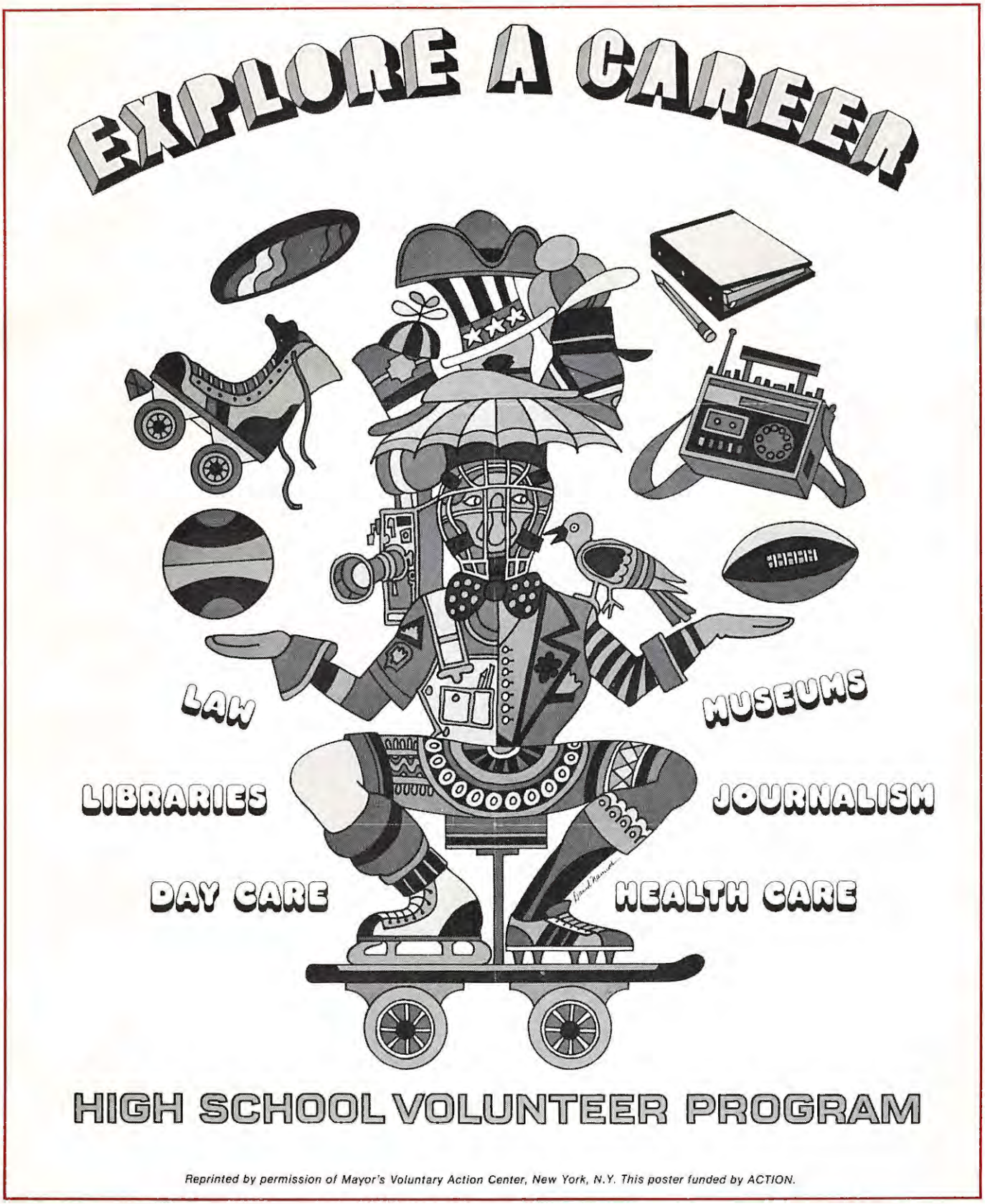

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CALENDAR

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

Jan. 20-23 **Tacoma,Wash.:** *National Center for Service-Learning Community Impact Seminar*
For coordinators of service-learning and student volunteer programs at colleges and high schools who wish to increase their programs' responsiveness to community needs. NCSL, formerly the National Student Volunteer Program, is part of ACTION, the federal volunteer service agency.
Fee: Free
Contact: Levon Buller, (800) 424-8580, ext. 89 nationwide, except in Washington, D.C., call 254-8370, or in Alaska or Hawaii, call (900) 424-9704.

March 17-19 **Gulfport, Miss.:** *Frontiers Gulf Coast*
One of the Regional Frontiers series bringing workshops of the caliber of the national New Frontiers for volunteer leaders to cooperating regions of the country. Workshops on management of volunteers, impact of volunteer programs, current trends.
Contact: Nita Kincaid, National Leadership Development Program, VOLUNTEER, PO Box 4179, Boulder, CO 80306, (303) 447-0492.

March 23-26 **Warwick, R.I.:** *National Center for Service-Learning Community Impact Seminar*
See description for January 20-23.

April 1-3 **Kalamazoo, Mich.:** *Frontiers Midwest*
See description for Frontiers Gulf Coast, March 17-19.

May 3-18 **Great Britain:** *Study Tour for Volunteers and Volunteer Administrators*
A two-week study tour sponsored by the Nebraska Organization of Volunteer Leaders and the University of Nebraska-Lincoln, Division of Continuing Studies, focusing on four areas: health and social services, mental health and retardation services, courts and correctional programs, and youth and educational programs. Participants will select an area of interest and will tour specific, representative programs and agencies in Great Britain. Tour is an optional offering of the Volunteer Leadership Certificate Program.
Contact: Marion Kaple, Dept. of Conferences and Institutes, Division of Continuing Studies, University of Nebraska-Lincoln, 205 Nebraska Center, Lincoln, NB 68583. (402) 472-2844.

May 28-31 ***Estes Park, Colo.:*** *National Volunteer Conference*
A national conference for volunteer leaders in every discipline to examine citizen involvement and the role of volunteerism in the 1980s. A National Leadership Development Program event.
Contact: Nita Kincaid, VOLUNTEER, PO Box 4179, Boulder, CO 80306, (303) 447-0492.

June 19-24 **Syracuse, N.Y.:** *National Affiliation for Literacy Advance Biennial Conference*
Workshops, seminars, displays and group action for volunteers and professional leaders in the field of literacy training.
Contact: Adelaide Silvia, Executive Secretary, National Affiliation for Literacy Advance, Box 131, Syracuse, NY 13210, (315) 422-9121.

VOLUNTEER
The National Center for Citizen Involvement
1214 16th Street, NW, Washington, DC 20036