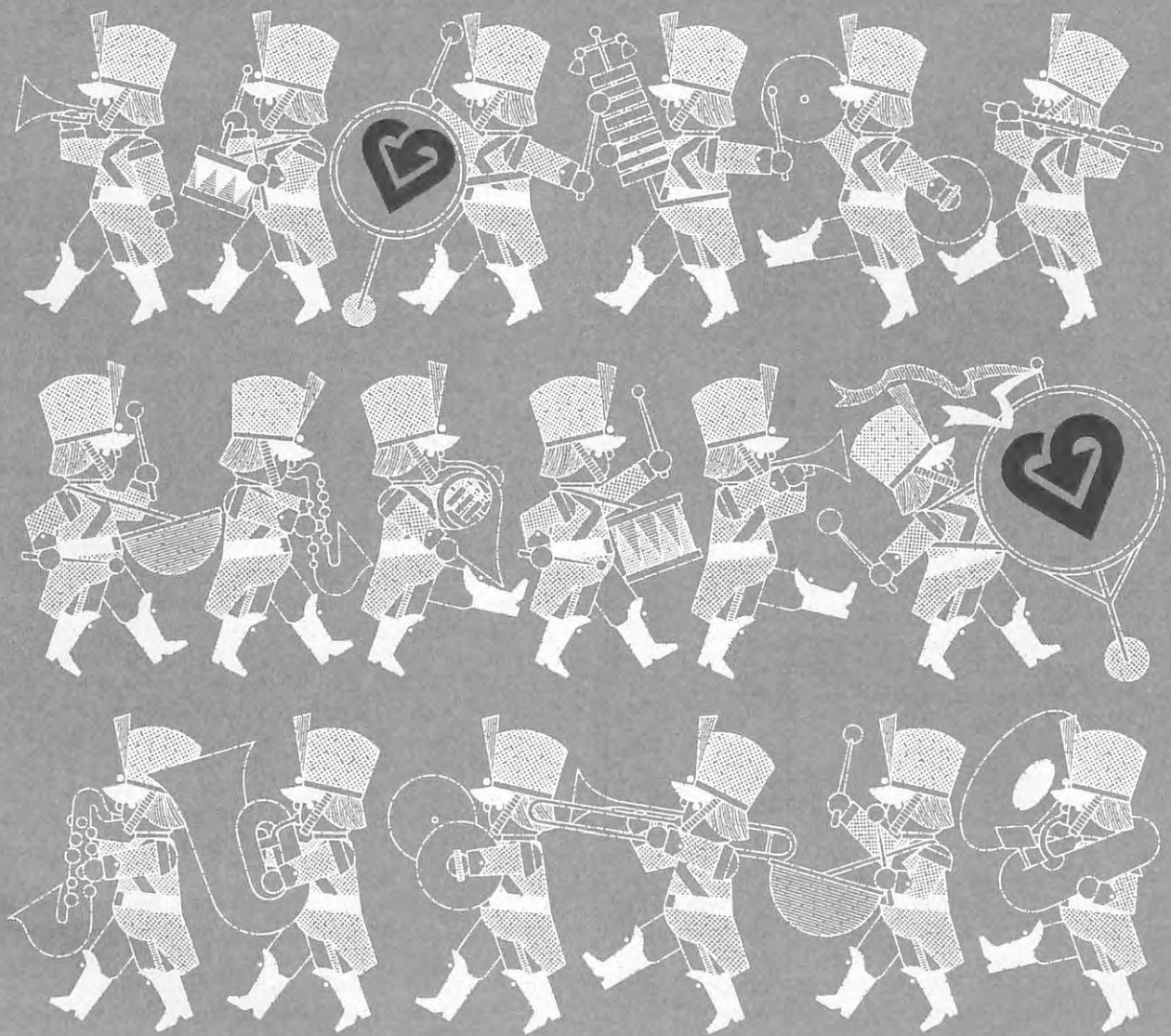
Voluntary Action Leadership

SPRING 1989



LEADERS AND FOLLOWERS

As I See It

Co-ops . . . The Wave of the Future (Again)!

By Sue Vineyard

Sue Vineyard, a highly recognized trainer/consultant in the volunteer field, is the managing partner of VMSystems and heads Heritage Arts Publishing. She recently published her tenth book, a comprehensive resource directory for the field, and introduced her first video on basic volunteer management as well as two audio tapes on wellness. In 1986, she was awarded the Distinguished Service Award by the Association for Volunteer Administration.

Barn raising . . . potluck suppers . . . thrashing parties . . . church workdays . . . settlers' cooperatives . . . babysitting clubs . . . neighborhood clean-ups . . . .

As far back as you want to reach into the history of America, you'll find creative expressions of cooperative efforts by people believing that working hand in hand with others to benefit all involved was the best way to get things done.

Often without even realizing it, they were forming co-ops—partnerships of mutual benefit, surrounding issues of health, safety, welfare, efficient work, monetary gain and enlightenment.

Thousands of churches, associations, organizations, companies, services and programs were first founded by a few people's joint efforts to accomplish a mntual goal or meet a need.

In these efforts, the premise was simple: "Together we can all do better than any of us alone." The beauty of combined efforts spun off to also bring benefits of support, pooled expertise, broadened perspective, extended contact, and a sense of community.

United Way, credit unions and Mothers Against Drunk Drivers are examples of that same idea replaying itself in modern times as are many groups (home owners, self-help, retirement communities, condominium associations, child safety, blood banks, etc.) that depend on shared efforts from members.

As we approach the 1990s, with a new century just around the hend, we need to examine this idea again to see how we might take this new/old concept and creatively adapt it to the needs we face for ourselves and our citizenry.

In the last year, I have personally been involved in two co-op arrangements designed to aid the field of volunteering in the belief that we need a longer list of competent, experienced and skilled trainers and consultants who can offer expertise all across North America, as well as enlightened, practical and innovative written materials.

In the publishing co-op, trainers who need a product to market their services (and add some income to their fledgling businesses) share expenses of printing and mailing a sales catalog to 15,000 leaders in the field.

In this arrangement, everyone benefits—the author-trainers who have a tangible product that markets to folks and tells them what they have to offer; the reader, who has a wider, more current array of products and trainers to choose from; and our company, which acquires a widening reputation for offering top quality products and services.

The second co-op consists of tbe 20 trainers and consultants in the U.S. and Canada who have banded together to do joint marketing and provide each other with support.

The reason I share all this with you is to try to stimulate your thinking concerning needs and creative ways to meet those needs through cooperative efforts of interested parties.

I am convinced that if human and public service programs are to survive the onslaught of increased demands and decreased funding, their leaders will have to turn to shared efforts. This does not suggest total merger, but rather, seeking opportunities to interact on specific efforts that mutually benefit participants.

I can see, for instance, nonprofit (and even profit) groups who share an office complex, creating a well-supervised babysitting co-op on the premises for children of workers, both paid and volunteer.

I see several small agencies joining together to purchase a computer and laser printer and then assigning proportionate time so that all can produce top quality products and information systems. Obviously this calls for a high level of cooperation, flexibility and sharing, but I believe the benefits will make such efforts worthwhile.

I see groups and individuals doing joint mailings, swapping "product-stuffer" opportunities, sharing transportation vehicles, physical settings, newspaper advertising, fund-raisers, equipment and even personnel. All such endeavors are simply variations on the basic co-op theme.

If all of this sounds familiar to those of you who have either read my books or heard me train on marketing, you're right. It is just a new package for marketing's definition of "the caring trade of value for valne" to benefit everyone involved.

I really don't care how you define it or what label you give

(Continued on page 31)

Voluntary Action Leadership

Published by VOLUNTEER—The National Center

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Voluntary Action Leadership is published quarterly by VOLUNTEER—The National Center. Bulk postage paid at Washington, D.C. **Subscriptions:** $20 one year; $38 two years; $56 three years. Outside U.S.: Canada add $2; foreign add $4. **Change of address:** Send both old and new addresses, including zip code, to: CIRCULATION, Voluntary Action Leadership, 1111 N. 19th St., Suite 500, Arlington, VA 22209. Allow at least six weeks for change to take effect. **All other correspondence** should be directed to the editor, c/o VOLUNTEER, 1111 N. 19th St., Suite 500, Arlington, VA 22209, (703) 276-0542.

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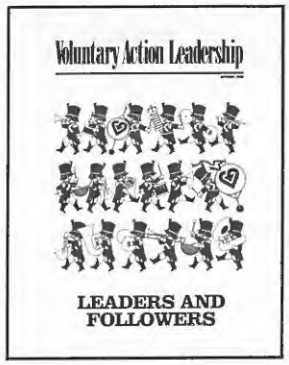
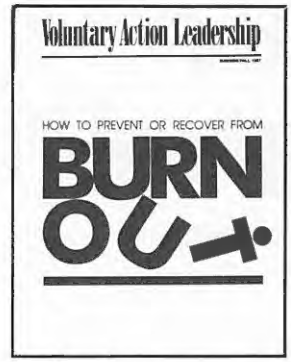
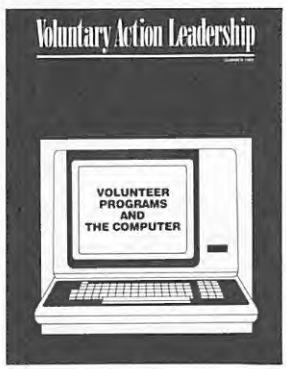
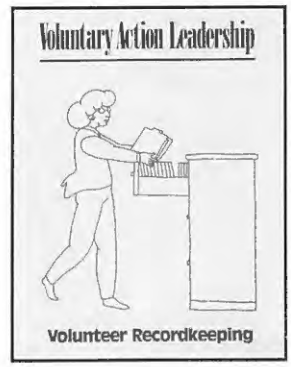




A Tool for Administrators of Volunteer Programs





Voluntary Action Leadership

- News of innovative volunteer programs and leaders
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Voluntary Action NEWS

Bush Honors Outstanding Individual Volunteers/Groups

By Richard Mock

"From now on, any definition of a successful life must include serving others . . . . Prosperity without purpose means nothing. Instead, you revere what matters: simple, fundamental values like decency, goodness, self-discipline, compassion, caring."

With these words of appreciation, President George Bush welcomed the 18 recipients of the 1989 President's Volunteer Action Awards to the White House for the presentation of the eighth annual awards. The April 11 event was the highlight of the White House's National Volunteer Week activities.

The emphasis that the new Administration has placed on volunteering was reflected in the guest list. In addition to the President and Mrs. Bush and the Vice President and Mrs. Quayle, other top administration officials included Secretary of Defense Richard Cheney, Secretary of Agriculture Clayton Yeutter, Secretary of Commerce Robert Mosbacher, Secretary of Health and Human Services Louis Sullivan, Secretary of Energy, Admiral James Watkins, Secretary of Veterans Affairs Edward Derwinski, White House Chief of Staff John Sununu, and Environmental Protection Agency Administrator William Reilly.

Just prior to the White House luncheon in their honor, two of the award winners, Chessie Harris and Peigin Barrett of the California Marine Mammal Center, joined VOLUNTEER board member Sally Stewart in a live broadcast on the White House lawn for ABC's "The Home Show." Harris and Stewart appeared on the show again on April 14 in its Los Angeles studios. The broadcasts were part of the show's week-long emphasis on National Volunteer Week.

Inner City volunteers come from all over the city and country to get involved with neighborhood children and programs.

Richard Mock is VOLUNTEER's deputy executive director for communications.

The President's Volunteer Action Awards were created in 1982 to call public attention to the contributions of our nation's volunteers and to demonstrate what can be accomplished through voluntary action. The program is cosponsored by VOLUNTEER—The National Center and ACTION, the federal agency for volunteer service, in cooperation with the White House Office of National Service.

The 1989 President's Volunteer Action Award Winners

Inner City Development, Inc.
San Antonio, TX

Inner City Development, Inc., founded in 1968, has been directed by Rod and Patti Radle since 1970. Inner City sponsors programs to meet emergency, educational and recreation needs for the neighborhood surrounding the Alazan-Apache Courts public housing project. It is the largest all-volunteer community agency in San Antonio.

Inner City is located in the city's West Side, a densely populated area comprising mostly Mexican-American families whose median income is under $6,000. Half of the families are headed by a single parent. Its large school-age population has a high drop-out rate and low education achievement scores. Many of the older people in the community live in homes without hot water or adequate

plumbing. Alcohol and drug abuse as well as glue and paint inhalation are major problems in the community.

Inner City operates a food program and a clothing/shoe distribution program. Through a soup kitchen, it provides hot meals for the homeless and unemployed. The family tutorial program assists children with low grades to increase their skills and remain in school. The Inner City recreation program, directed by the Radles, has over 600 participants with an average daily attendance of 250 during the summer. The Christmas Toy Sale helps families give their children gifts at Christmas by offering toys at a low cost.

Compeer Inc.
Rochester, NY

Compeer, Inc. has introduced the simple premise of friendship into the complex field of mental health. A nonprofit organization, Compeer matches caring, trained volunteers with mental health clients in one-to-one friendship relationships as an adjunct to therapy.

Compeer volunteers represent all segments of society and most are employed either full or part-time. They are retirees, students, homemakers and former mental health clients who want to participate in a volunteer experience where they can have a direct impact on the lives of others.

Volunteers complete an extensive application form and supply character references. Every volunteer is interviewed, trained and matched with a client of his or her choice. Training focuses on good communications and provides both support and information.

Volunteers agree to spend a minimum of one hour each week for at least a year building a one-to-one friendship with their client friend. Two-thirds of the volunteers continue their relationships beyond the one-year commitment.

Mental health clients are referred by their therapists from mental health facilities, community agencies and private practitioners. Therapists meet with the volunteer to discuss the proposed match and to determine whether the volunteer is appropriate for their client. Clients range in age from three to 100 and can be inpatients in a mental health facility or transitional living facility or people living independently in the community.

Evaluations completed by referring therapists cite improvement in the social, communication and living skills of their clients, as well as significant increases in self-esteem. The volunteer serves as a positive role model for the client while reducing the loneliness and isolation that often accompany mental illness.

Senior Master Sergeant Apolonio E. (Ed) Garcia
Enid, OK

Sr. Master Sergeant Ed Garcia has worked for several years with the immigrant Hispanic community in Enid, Oklahoma, a community near Oklahoma City. Stationed at Vance Air Force Base, he began his involvement by teaching English classes to Spanish-speaking adults in his home.

Much of his work in the past year has been in helping immigrants obtain resident status. He has assisted local organizations with their publicity, outreach and followup efforts, and in cooperation with Catholic Social Ministries and St. Francis Xavier Catholic Church, he has helped over 50 Hispanics get temporary residency papers. In many cases, this meant visiting with their employers to obtain the necessary documentation.

SMSgt. Ed Garcia also prepares and serves meals once a month in his church's soup kitchen.

Most of the workers with whom he works are either laborers, migrant farm workers or domestic workers earning less than $10,000 a year. They live very simply and still manage to send money back to their families in Central and South America. Because he speaks Spanish fluently, Sgt. Garcia provides much of the direct contact with these people. At one point, he took personal leave from the Air Force to work with the immigrants.

Sgt. Garcia also has helped to expand the English classes out of Enid to the communities where the workers are. He teaches English as a second language through a Catholic Social Ministries program, which pays all tutors a small stipend. Sgt. Garcia contributes his stipend to Catholic Social Ministries to be used for their programming.

California Marine Mammal Center
Sausalito, CA

The California Marine Mammal Center (CMMC) was founded in 1975 to rescue and rehabilitate sick, injured or distressed marine mammals. Since mammals are wild animals, the center believes they should be treated that way in captivity so they can survive when returned to their natural habitat.

The animals may be orphaned pups, have shark bites, bullet wounds, injuries from fish nets, propeller cuts, or parasitic and bacterial infections. When admitted, the animal undergoes a physical examination including x-rays if necessary. The Center's veterinarian develops the treatment procedure.

Of the center's 350 staff members, over 330 are volunteers who are active in all aspects of the organization, from staffing visitors' desks to feeding animals and cleaning holding areas. Each volunteer works eight to ten hours a week.

Volunteers include attorneys, carpenters, x-ray technicians, homemakers, educators, secretaries and scientists and range in age from 18 to 80. They staff the gift shop and information hut, maintain the facilities and rescue equipment, assist in data processing and membership, and handle public relations. Volunteers are also involved in

Volunteering at the California Marine Mammal Center.

the leadership of the organization. In addition to board members, 12 volunteers head departments and 14 others lead hospital care crews on a 24-hour basis.

United Auto Workers Local #31
Kansas City, KS

The Kansas City, Kansas, Rebound Center, Inc. was created to help homeless people find a permanent solution to their housing problems by providing a variety of services to give them access to resources and to develop the necessary coping skills to function somewhat normally in our society.

The idea for the Center originated after General Motors built a new assembly plant in Kansas City and the United Auto Workers Local #31 built a new union hall closer to the plant. In deciding what to do with their old union hall, the local elected to use it as a center for the homeless, rather than sell it. It would be a gift to the community that had worked so hard to bring the new plant to Kansas City.

The UAW, General Motors and the City Council joined forces to make the idea a reality. Local #31 raised more than $100,000 in donations, including contributions from other local unions to remodel the Center. Local member volunteers helped plan the year-long renovation as well as the services the Center would provide.

Since its opening, seven UAW retirees have volunteered as mentors for three to nine hours a week. Seven union member volunteers work in shifts at the Center; eight act as in-plant coordinators for collections of food and other donations for the Center. Others raise funds or serve on the Center's board of directors. The union also provides ongoing group volunteer opportunities such as holiday parties.

Chessie Harris
Huntsville, AL

Chessie Harris founded the Harris Home for Children in Huntsville, Alabama, in 1958 to provide a home for homeless and abandoned children. She had grown up on a farm in rural Alabama, but had lived for many years in the North with her husband and five children. When they returned to Alabama, she decided to do something to help the numerous black street children.

She began by taking several children into her two-bedroom home. In 1954, the welfare department required that she obtain a boarding license to house the children in their home.

To expand the home, the Harrises and other volunteers salvaged materials from demolished buildings and built a house on land purchased with money from the sale of the family farm in Ohio.

When the state authorities were very hesitant to believe that there was a need for a home for black children, Harris used photographs of children living on the streets to convince them. She was granted a license to open the Harris Home for Children in 1958.

Since its opening more than 30 years ago, Harris Home has provided a home to more than 900 children, some of whom have gone on to become doctors, farmers, business people, social workers and homemakers.

Three of Harris's children now have master's degrees in social work and one works at the Harris Home for Children. Mr. Harris died in 1988 at the age of 93.

At 83, Mrs. Harris serves as the volunteer director of a transportation service for the elderly.

Rose Tichy
Middleburg Heights, OH

Rose Tichy began volunteering as a tutor for Project: LEARN, a literacy group sponsored by the Interchurch Council of Greater Cleveland, in January 1978. Project: LEARN uses the Laubach Literacy materials and method of tutoring illiterate adults.

Shortly after Tichy began volunteering, she joined with other volunteers to form the Project: LEARN Writers Group to fill the void of books that are both pleasurable and of local interest for the adult students. Since she began her writing ten years ago, Tichy has written 32 books.

She also has edited and typed the final copy of all of the 100-plus books developed by the Writers Group. The task is made more difficult by the need to check each written word to determine that it is on the list learned by the readers. If not, it must be introduced as a new word or replaced with one already on the list. When the writers' word list was revised, Tichy updated, revised and retyped over 50 books.

Tichy's books include those of special interest to Ohio residents, such as biographies of locally famous people, as well as a book on AIDS and two on preparing for the Ohio driver's license test. The Writers Group also has produced novels, travel books on Niagara Falls and the Grand Canyon, a book on three football heroes, information for expectant mothers, books on raising plants, food shopping, basic cooking terms and many more subjects.

Alison Stieglitz
Miami, Florida

When Alison Stieglitz was 13 years old, she decided she wanted to help the needy in her community. Using money given to her for her Bat Mitzvah and other donations, she assembled 15 baskets of food complete with turkeys and distributed them to elderly homebound for Thanksgiving Day.

From that beginning, Stieglitz organized the "Thanksgiving Basket Fund" by writing letters to family and friends requesting money and supplies. She also approached local supermarkets and stores for donated food and special prices on purchased items.

The program has grown each year,

with 50 baskets in 1987 and 75 baskets delivered to two local agencies, United Home Care and the Family Counseling Center in 1988. Each year, Stieglitz has sent more letters requesting funds and has recruited more volunteers to help.

While continuing to organize the now incorporated Thanksgiving Basket Fund, she became one of the original organizers of the Hungry and Homeless Committees of her temple and another local temple, whicb established a breakfast and bag lunch program for the homeless on Sundays when regular soup kitchens are frequently closed. Begun in the summer of 1988, this program now serves up to 250 people every Sunday morning.

Covenant House Volunteers
New York, NY

Covenant House was founded in 1968 by Father Bruce Ritter to provide a shelter for abandoned and runaway children in New York. Father Ritter had moved to the East Village in New York to work with the urban poor and in February, six children appeared at his door asking for a place to stay. Word spread and every night young people came to his small apartment. With little funding and mainly volunteer support, Father Ritter obtained the license to operate Covenant House as a home for children in 1972. In 1977, the first crisis center was opened in Times Square.

Today, Covenant House offers shelter to 25,000 kids every year and provides food, clothing, a shower and medical attention when necessary. The program also offers important structure to the lives of the children and the opportunity to make a choice about their own future.

Covenant House involves volunteers in direct child care and non-child care. Non-child care volunteers do clerical and program support work and are eligible for work following the completion of a volunteer job application form, an interview and reference check.

Those volunteers who work directly with the kids must be at least 23 years old, have their references checked, and spend time observing with experienced volunteers. They assist counselors on the floor, serve meals and snacks, work in the gymnasium recreation program, staff the lounge, tutor in the library, and provide escorts.

Habitat For Humanity International, Inc.
Americus, GA

Habitat for Humanity International, an ecumenical nonprofit housing ministry that provides simple, decent affordable housing for low-income families, was founded 12 years ago in Americus, Georgia, by Millard and Linda Fuller. Habitat volunteers secure land, seek building material donations and financial contributions, and then build in partnership with the homeowner families. Money received from the no-interest mortgages plus new money raised replenishes the building fund.

Habitat now has 324 affiliates in the United States that involve more than 35,000 volunteers. Since its founding, the organization has built or rehabilitated more than 2,000 homes in the United States. The typical Habitat home is a no-frills, 1,000 square foot, three-bedroom residence that sells for about $28,000. Habitat homeowners usually make monthly mortgage payments of approximately $150—frequently less than they were paying to rent substandard housing.

National centers for Habitat's international operations are located in Canada and Australia. There are also Habitat sponsored projects in 25 developing countries, assisted by volunteers from the United States.

Walter Maddocks
Lancaster, KY

In 1986, Walter Maddocks, a former judge and horse farm owner, accepted the invitation of Rotary International to oversee the PolioPlus fundraising campaign. He then spent the next two-and-a-half years as a full-time volunteer directing the program from Rotary's headquarters in Evanston, Illinois.

With nearly 24,000 autonomous clubs in 164 countries, Rotary International never had undertaken an organization-wide fund drive on such a scale. The immediate goal was to raise $120 million; the long-term goal was to eradicate polio from the world. If Rotary was to achieve those targets, it would have to motivate its clubs and members everywhere to help.

To take on this challenge, Maddocks gave up the management of his Kentucky farm to his son, and with his wife moved to an apartment in Illinois. Serving as unpaid chief executive, he was responsible for managing the campaign, motivating the individuals responsible for various regions of the world and building support through speaking engagements.

To date, $168 million in cash has been collected. As a result, Rotary has been able to commit to providing polio vaccine for the children of 79 countries so far. More than 168 million children

Listening is an important role for Covenant House volunteers.

have been immunized, and the number will exceed 450 million when present commitments are met. Others are made each year.

The Association of Junior Leagues, Inc.

New York, NY

The first Junior League was founded in 1901 to provide a way for women to serve their communities as volunteers. In 1921, the Association of Junior Leagues (AJL) was formed to promote community involvement through the effective action and leadership of trained volunteers. Today, there are 273 Junior Leagues throughout the U.S., Canada, Great Britain and Mexico with a combined total membership of 182,000. Through AJL, the Leagues have become leaders in battles against homelessness, domestic violence and child abuse, adolescent pregnancy and alcohol abuse.

The average League member is over 31 years old and is employed. For the past ten years, membership diversification has been a top priority of AJL and the individual Leagues, and the Association works closely with local Leagues to support their diversification efforts.

AJL provides a wide range of support and assistance to individual Leagues through training, communications, research, model program development, public policy initiatives and linkage with other organizations and government. Training, a hallmark of the organization since its founding, contributes to the personal development of members as leaders and managers and prepares them to address community issues. AJL's current program emphasis is on teen pregnancy prevention, alcohol awareness among women, and middle school improvement.

Great American First Savings Bank's Miss School-Miss Out Program

San Diego, CA

The Miss School-Miss Out program is designed to increase school attendance and foster a growing sense of pride among seventh and eighth grade students who achieve excellent attendance records. Created by Great American in 1986, the program is administered by the bank's employees in California, Arizona, Washington, Montana and Colorado.

Students wave their perfect attendance awards.

Each student with two or fewer excused absences during the school year is automatically eligible for a special drawing of U.S. Savings Bonds of $50 to $5,000. In addition to this financial incentive, students are offered encouragement by Great American volunteers who often "adopt" middle schools in their area. The bank sponsors poster, essay, photo and poetry contests around the theme of the program. Students with outstanding attendance have been honored as "branch managers" for a day and given tours of Great American facilities.

Teachers play an important role in the program's success. Bank volunteers discuss Miss School-Miss Out at faculty meetings and recognize school administrators for their efforts to promote the program. Volunteers also meet with student council leaders to solicit their help in maintaining enthusiasm for attaining perfect attendance.

Judeo Christian Health Clinic

Tampa, FL

The Judeo Christian Health Clinic was begun in 1972 to provide free medical help to people who do not qualify for public assistance but who cannot afford private health care insurance. The clinic was a dream of the Reverend James Holmes of St. John's Presbyterian Church. The clinic now involves other churches of different faiths whose representatives serve on the board of directors and assist in the fundraising.

With only one paid staff person and a part-time cleaning person, the clinic relies almost totally on the volunteer assistance of more than 400 physicians, dentists, optometrists, ophthalmologists, opticians, nurses, lab technicians, pharmacists, dietitians and lay persons.

Today, the clinic consists of eight examining rooms, a laboratory, a licensed pharmacy, three complete dental labs, two optometrists' examination rooms and an optician's dispensing laboratory. It operates seven medical clinics, two dental clinics, and one eye clinic weekly. A pediatric clinic offers specialized care for children up to 16 years of age.

Patients who cannot be treated at the clinic are referred to cooperating professionals who see the patients at a reduced cost or no fee in their private practices.

The clinic relies solely upon the private sector and its own fundraising efforts to meet its financial obligations. The buildings that house the clinic have been paid for by contributions.

REACH (Responsible Educated Adolescents Can Help)

Scottsbluff, NB

REACH was formed eight years ago to provide a mechanism through which older responsible teenagers can educate elementary school students about the problems of drug and alcohol abuse. The program operates in Scottsbluff's only public senior high school. Although there are school staff supervisors, the students carry most of the responsibility for the program.

REACH involves middle and senior high school students through STEPUP (Students Together Educating Peers Using Prevention). The younger students assist with logistics and facilitating the program; the older, more experienced students work with the elementary stu-

dents. During the year, the older students help train the younger students in the program.

Students conduct the programs in teams of seven during their lunch hours in area elementary schools. A team spends one hour a day over a period of five consecutive days at the school. The teens provide introductions and ice-breaking sessions and conduct quizzes geared to the students' grade level on their knowledge of drugs. Team members also present skits designed to help the students build refusal skills and conduct workshops on building self esteem. They show several brief films. The program ends when the students are brought together on Friday for a final film.

The program involves 25 high school and 30 middle school students.

Samuel E. and Nanette A. Evans
Arlington, VA

Samuel Evans formed the Patriots of Northern Virginia, a 450-member marching band, in 1965 to provide an opportunity for area young people to be part of a marching unit and to fulfill his lifelong personal dream of heading a marching band. As a child, Evans suffered from polio and part of his therapy was marching.

Since its founding, the prize-winning Patriots has grown into one of the largest marching units in the United States. The band is a year-round activity for the Evanses, since the Patriots either practice or perform at least once a month. The band has performed at many of the country's major parade events, including the Orange and Cotton Bowls and three Presidential Inaugurations.

All of the marchers appear in colonial garb. Mrs. Evans has done much of the research for the clothing and flags and has made many of the band uniforms and flags. Band members are responsible for purchasing their own white shirts, black trousers and black shoes. The Evanses supply waistcoats, tri-cornered hats, buckles for the shoes and the majority of the percussion instruments.

Many of the performers join the band in grade school and continue through high school. Some performers return from college to participate in a parade. With the exception of travel costs, there is no charge to band members to join or perform. So that young people may participate, the Evanses allow the children to pay small amounts over a year. Trips may include as many as 260 marchers and 60 adult parent chaperones.

Virginia Power/North Carolina Power Volunteer Program
Richmond, VA

The Volunteer Program at Virginia Power and North Carolina Power provides an organized avenue for more than 13,000 employees and retirees to meet community needs in their service area. In 1984, the company began implementing the program to acknowledge the community service efforts of its employees. By the first quarter of 1986, all company locations had begun accomplishing tasks through 60 volunteer teams.

Each team is administered by an employee team council, which identifies projects that local employees want to support. The councils also form partnerships with such organizations as Stop Child Abuse Now. Volunteers are recruited through the councils with the help of brochures, pamphlets and posters.

The employee volunteers are involved in a variety of programs. They help victims of domestic violence by printing literature, staffing "crisis lines" and painting shelters. They collect and deliver firewood for cooking and heating to those who need it. They hold fundraising drives for a variety of substance abuse prevention and national health and human service organizations. They help build and repair housing for low-income senior citizens, and they work with food banks on renovation and relocation projects allowing uninterrupted service to the organizations they serve.

Virginia Power employee volunteers stock food bank shelves.

CLOTHING BANK: New Clothes for the Homeless
New York, NY

CLOTHING BANK: New Clothes for the Homeless was established in 1986 by the New York Mayor's Voluntary Action Center (MVAC) to provide donated new clothing to agencies serving the homeless in New York City. The first donation was a load of Van Heusen shirts and 4,000 Misty Harbor raincoats. A grant from the J.M. Kaplan Fund helped start the program as an extension of the Corporate Resources Service of the MVAC. Now more than 600 companies contribute to the CLOTHING BANK.

The program accepts only new clothing. It can be seconds, irregulars or dated merchandise. Contributions are tax deductible through the New York City Voluntary Action Corporation, the special program funding arm of the MVAC. The clothes are distributed to the homeless through a network of 250 nonprofit agencies and city shelters, soup kitchens, welfare hotels, churches, synagogues and other agencies in all five boroughs.

The volunteer staff operate out of offices of the MVAC. The City also has donated nearby work/storage space. The budget for the first three years of the program remained under $25,000. In 1988, funding provided by foundations, individuals and manufacturers allowed the CLOTHING BANK to expand its services and handle more effectively the volume of donations while providing stipends and job experience to homeless persons.

In 1988, nearly 1.25 million items of clothing were distributed through the program. Since its inception, the CLOTHING BANK: New Clothes for the Homeless has distributed over $6 million worth of new clothing.

Saginaw Develops 'Blueprint' for Minority Board Participation

By Cindy Vizza

Does your board of directors need an infusion of new leadership? Are the same people—especially minorities—called upon again and again for service with numerous boards? If so, pay close attention to a new initiative to increase minority involvement in the United Way system and other human service organizations called "Project Blueprint."

Created by the United Way of Saginaw County, Michigan, with an $8,000 grant from the W.K. Kellogg Foundation of Battle Creek, Project Blueprint is a program to recruit, train and place highly motivated minorities on local decision-making boards.

Twenty people are participating in the first round of training. Twelve two-hour sessions make up the program, which covers a variety of topics from the role and responsibility of a board member to fundraising.

Civic leader and project co-chair Ruben Daniels said, "Project Blueprint is a definite asset to the minority community. It not only provides an avenue for minorities to be trained but also provides a placement mechanism for service on boards and committees." The United Way will work with local agencies to place project graduates.

Cindy Vizza, a former VOLUNTEER staff member, is a communications specialist in Alexandria, Virginia.

According to Ricardo Verdoni, also co-chair of Project Blueprint, "This type of program is overdue. The training volunteers will receive is invaluable. This project should make a difference in minority representation on boards in our community."

While agencies benefit from greater minority participation on their boards, project volunteers also benefit. "Many minorities wanted to be involved but didn't know how," says Program Director George Pollitt. "This project gives them general information on the community, its needs and its agencies, and provides good board training skills. It's a good way to get involved."

Interest in the project in Saginaw is high—after a brief article in the newspaper appeared, more than 20 requests to participate in the project next year were received. According to Pollitt, participation in the training will be more competitive next year.

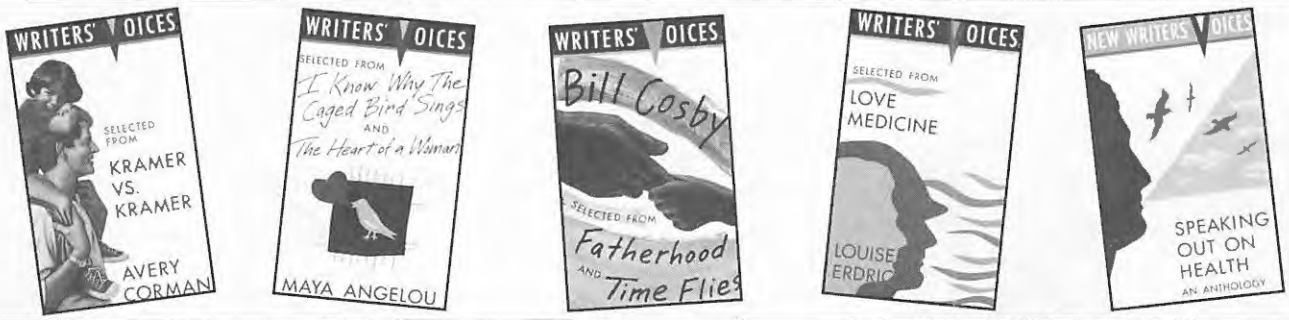
The first training program ends in April with a reception for the participants and the board presidents of Saginaw agencies.

Literacy Volunteers of N.Y.C. Publishes Works of Prominent Authors

The first books in a unique and ambitious publishing program aimed at teaching literacy skills to adult new readers have just been published by Literacy Volunteers of New York City (LVNYC). LVNYC designed the program to fill the need for high-quality, high-interest books to motivate new readers.

"There are more than 27 million functionally illiterate adults in this country and too few learning materials that reflect their mature interests and concerns or inspire them to read for pleasure and information," said Nancy McCord, LVNYC publishing director.

The books appear under two new imprints, "Writers' Voices" and "New Writers' Voices." The first series offers fiction and nonfiction by well-known and admired American authors. The



works of Rudolpho A. Anaya, Maya Angelou, Carol Burnett, Avery Corman, Bill Cosby and Louise Erdrich make up the initial six titles of this series.

Each title in this series features one or more selections from the author's work, chosen to reflect experiences and issues of interest to all readers. An author biography and background materials provide a framework for understanding the excerpts.

Each volume begins with an introduction to the series and a note to the reader describing how to use the book. Open-ended questions and activities at the end of the book are meant to heighten the reader's comprehension, appreciation and enjoyment as well as help to develop and reinforce reading skills. Reading levels vary from grades three to six. Interest levels, however, are higher—from seventh grade to adult.

"This series was inspired by authors who participated in our annual Evening of Readings benefits and their enthusiasm for LVNYC's work," said McCord.

The "New Writers' Voices" series features books written by adult literacy students who want to share their experiences and knowledge to encourage and motivate other students to write for themselves. They either will be theme-oriented anthologies or single-author volumes, according to McCord.

The first book in this series, *Speaking Out on Health*, is a collection of 13 pieces written by adults from the LVNYC program who said they were interested in reading and writing about health. The book is about getting well, staying well and learning to help one's self and one's family. Each article relates a health problem the author had and describes how he or she coped with it. The book also contains a letter to the reader describing how the book came to be and a listing of helpful health agencies.

Each book in both series is published in paperback and priced at $2.95. They will be marketed to literacy programs across the U.S.

"The sales are a supplement to donations meant to sustain a rapid expansion of the program for adult new readers," said McCord, who previously was vice president in charge of developing new markets at Warner Books.

LVNYC plans to publish 12 more books in December 1989 and 12 books a year (six in each series) thereafter. Books may be ordered from book wholesalers, such as Ingram's or Baker and Taylor, or directly from LVNYC at 666 Broadway, Suite 520, New York, NY 10012, (212) 475-5757. Call or write for further information.

Peace Museum Appeals to Volunteers

By Judy Haberek

What volunteer project went straight from the Boston Museum of Art to a senior citizens center in Skokie, Illinois? The answer: Just one of 14 exhibits circulating this year from the Peace Museum in Chicago. The only museum dedicated to peace in this country, it exists to provide peace education through the arts and humanities.

"The museum presents a series of exhibits each year," explained Marianne Sullivan, museum director and one of 10 paid staff. "They originate at the museum in Chicago and then are taken on the road—literally from Anchorage to Dublin—for small rental fees."

The exhibit that appeared at the Boston Museum of Art, for instance, is a photo montage by John Heartfield, a German who invented the concept in the 1930s. "The montage includes many originals, plus some copies that have been blown up to poster size," Sullivan said.

Working in the early 1930s, Heartfield unmasked the forces of Hitler's rise to power. His "sardonic portrayals," Sullivan noted, came about long before anyone else was paying attention to Hitler. Heartfield's work, of course, got him run out of Germany, she added. At $800 for two months, the rental fee for that exhibit is one of the museum's highest, although Sullivan adds that the Heartfield exhibit would usually rent for thousands.

"It's important to make the exhibits available to anyone who wants them," she said.

Started in 1981, the museum is "incredibly dependent on volunteers," Sullivan said. From its origins, which included two staffers and about 40 volunteers, the project now has about 250 volunteers. "The walls here were built by volunteers," she exclaimed. Volunteers range from people to paint those walls to highly skilled professionals. They include graphic designers, electricians and computer programmers, for instance.

"The first press release was done by volunteers," Sullivan said. A recent project needing volunteers: The Museum of Modern Art in New York, which has invited the Peace Museum to host a

Judy Haberek is a reporter in Takoma Park, Maryland and a frequent contributor to VAL.

Visitors at Peace Museum, the only one of its kind in this country.

major exhibit, "Committed to Print," which includes work by 100 contemporary artists on social and political themes. "We must remodel our space for that," she said, "so now we even have volunteer architects."

Given the nature of the museum's work and the urgency of the issues the Peace Museum deals with, people get the opportunity to contribute their own skills and work for peace in a way that's nontraditional, Sullivan noted. "So we're able to attract many volunteers."

Future projects will deal with Central America and human rights. For now, those 14 exhibitions have gone to 90 cities. There is one on the life of Martin Luther King, Jr. and an exhibit for children that is installed in schools and teaches peacemaking and conflict resolution. That venture includes a "peace post office," where kids can write letters to the president or kids in other countries. There's also an imaginary talk show called "Speak Your Peace," that has a little desk and microphone.

"Projects like this reach about 100,000 people a year," Sullivan said.

Another Peace Museum concept is how popular music has been used through history as a force for change. Central to it is music from such singer/musicians as Woody Guthrie, Bob Dylan and U2 and how their works have helped inspire public action.

Examples of works exhibited at Peace Museum. At left, "Adolph the Superman: Swallows Gold and Spouts Junk," by John Heartfield (1932). Famous Martin Luther King, Jr. portrait at right.

Also circulating this year are drawings from survivors of Hiroshima and Nagasaki. Entitled "Unforgettable Fire," the exhibit's drawings were not done by professionals, but by ordinary people who survived that day.

"These people are compelled to show that experience to serve as a warning," Sullivan explained. "It is a personal tes-

timony for them and a very difficult exhibit for people to see." That show is rented most frequently in August—the anniversary of the bombing. It rents for $300 and the children's exhibit is $500.

A bargain at $200 is an exhibit dubbed "The Ribbon," a celebration of life that features banners from what was an 18-mile long ribbon for peace created by thousands of people in 1985. The original project contained 27,000 individual banners and was tied around the Pentagon in Washington as part of a peace protest. The Peace Museum winnowed the banners down to 500—10 from each state.

The idea behind the banners was to ask people what they cherish most in life and therefore why they want peace. Many were very sobering, but some were whimsical. One woman did her banner on pizza, because she could not envision a world without them. The Peace Museum was cited last May by the Beatrice Company for its expertise in management and received a $25,000 Award for Excellence from the firm. In making the award, the company noted that the traveling shows "collectively are attracting five times as many viewers as the gallery exhibits in Chicago, thus helping to expand the museum's national membership."

Sullivan explained that the museum has been the beneficiary of a good deal of publicity since it opened. Also, however, it has 4,000 members nationwide, a majority of them not in Illinois.

"Why would someone in Kansas join a Chicago museum?" she asked. "Because people recognize the value of supporting the museum even as a symbol of peace."

There are hundreds of war monuments, but one Peace Museum. Consequently, it does some direct mailing, although there was no heavy marketing until this year. The museum also has a network with teachers concerned with developing teaching programs on peace issues called Educators for Social Responsibility. It has 25,000 members, which makes it a big source of local publicity about the museum.

Most placements of exhibits are by word of mouth from people such as the teachers' group. Also, many out-of-towners visit the gallery when they are in Chicago. They are impressed and go home and spread the word.

1989 Year of the Volunteer in South Dakota

By Cindy Vizza

In South Dakota, Governor George S. Mickelson and First Lady Linda Mickelson have proclaimed 1989 "The Year of the Volunteer." The couple not only firmly believes in the contributions of volunteers to their state and the nation, but also recognizes the value of volunteers in organizing the state's centennial celebration this year.

Both volunteer for numerous organizations, including the United Way, Boy Scouts, Chamber of Commerce, Children's Home Society, Association for Retarded Citizens, South Dakota Mother's March Campaign, PTA and church. As public servants, their time is limited, but both believe it's important to schedule time for community and state volunteer activities, especially ones related to the family.

In recognition of their significant contributions to volunteering, the Mickelsons received a national award from AAL, a nonprofit, fraternal benefit society known for its volunteer activities. The AAL National Public Service Award was presented to the Mickelsons at the Governor's Neighbor Helping Neighbor Recognition Banquet on January 6 in Pierre. The award, created in 1987 to recognize leadership and acts of personal generosity in public service, consists of a sculpture and a $5,000 charitable contribution.

The Neighbor Helping Neighbor banquet honored 200 volunteers throughout South Dakota in 18 different categories. The event was sponsored by AAL and kicked off the year-long celebration of the volunteer.

In applauding their volunteer efforts, Governor Mickelson said, "I hope organizations will take the time to honor the thousands of volunteers who have provided millions of dollars of service to their community and their state. Your contributions are greatly appreciated."

Volunteers accept gold medallions from Linda Mickelson as Governor George Mickelson reads the citations.

Research

Task Force Issues Nonprofit Risk Management Recommendations

The Nonprofit Sector Risk and Insurance Task Force

After a year of studying the legal liability and insurance problems of nonprofit organizations and volunteers, the Nonprofit Sector Risk and Insurance Task Force has issued findings and recommendations. At its April 7 meeting, the Task Force recommended that nonprofit organizations improve their risk management practices, increase their control over insurance data, work together to meet their insurance needs, and support equitable legal liability rules and claims procedures.

These recommendations are intended to balance the needs of the nonprofit human service providers with the legitimate interests of injured parties. Although the risk of lawsuits in the face of inadequate and sporadically unaffordable insurance has not brought the nonprofit sector to a standstill, it has adversely affected the delivery of human services. To avoid a repeat of the soaring premiums and unavailability of coverage that threatened nonprofit organizations' activities in the mid-1980s, the Task Force urges leaders in the nonprofit community to take action while conditions are relatively favorable.

The single greatest problem the Task Force identified is that the insurance industry treats nonprofit organizations like commercial businesses for most purposes. Consequently, when businesses' insurance claims increase, so do nonprofits' insurance premiums.

Although insurers understandably concentrate on serving the commercial businesses that buy most liability insurance policies, this preoccupation generally results in services for human service providers being inadequate and inappropriate. To correct this problem, the Task Force encourages nonprofits' to work together through group insurance purchasing and risk pooling arrangements that will provide satisfactory services and contribute to developing a database for nonprofits' insurance information.

In reaching its conclusions, the Task Force drew upon the results of the Nonprofit Sector Risk Management Project. The project was a joint undertaking of the Yale Program on Nonprofit Organizations and the University of Nebraska Law College, with financial support from the Ford Foundation.

Single copies of the booklet containing the full text of the Task Force recommendations and findings (excerpted here) are available without charge from the National Center for Nonprofit Boards, 1225 19th St., N.W., Suite 340, Washington, DC 20036.

Information collected during this project is now available in a book for nonprofit organization administrators, lawyers, insurance executives, and risk managers. Written by project director Charles Tremper, *Reconsidering Legal Liability and Insurance for Nonprofit Organizations* provides in-depth analyses of the issues and offers practical suggestions beyond the Task Force recommendations. It may be obtained from the Society for Nonprofit Organizations, 6314 Odana Road, Madison, WI 53719, for $9.95 plus $2.50 shipping and handling.

NONPROFIT SECTOR RISK AND INSURANCE TASK FORCE MEMBERSHIP

California Association of Nonprofits
Council on Foundations
First Nonprofit Risk Pooling Trust
INDEPENDENT SECTOR
National Association of Social Workers
National Center for Nonprofit Boards
National Organization of Child Care Worker Associations
Nonprofit Coordinating Committee
United Way of America

Recommendations

1. Nonprofit organizations should improve the full range of their risk management practices.

In recognition of the myriad benefits nonprofit organizations provide, they enjoy a special status in society. To preserve the trust the community places in them, these organizations must strive to avoid accidents and comply with applicable laws so that valid claims against them are kept to a minimum.

Accordingly, nonprofit organizations' primary response to the threat of legal liability must be preventing losses, not avoiding responsibility. Choosing the orientation does not end debate on appropriate conditions for the imposition of liability upon an organization or volunteer. It does, however, require that nonprofits focus on the one strategy uniquely within their own control: implementing risk management programs so as to reduce losses, improve responses to losses when they do occur, and minimize the amount the organization must pay to insure against the possibility of loss.

While accident prevention is a common concern among nonprofit organization administrators, physical safety alone is not enough. Claims against nonprofits often stem from actions rather than conditions. For example, many claims allege wrongful dismissal, discrimination, or other violations of employment-related laws. The nonprofit sector needs to develop procedures that will identify loss potentials like these and then adequately train staff to meet their responsibilities under the law. Organizations also need to increase their sophistication in pnrchasing insurance or making alternative arrangements to spread the risk of loss.

The training needed to achieve these

goals will be especially difficult, but perhaps most beneficial for smaller nonprofit organizations with high staff turnover, poorly paid employees, many volunteers, work overloads, or other factors that hamper effective administration. Innovative training approaches including the use of videotape and computer-assisted instruction may be necessary to meet these challenges. Nonprofit organizations' board members and employees, professional risk managers, and insurance personnel share a responsibility to fill these needs.

2. Nonprofit organizations should act collectively to meet their risk management needs.

Many insurers are not familiar with nonprofits and, largely as a result, are wary of insuring them. The unfamiliarity owes to differences between nonprofits and the for-profit enterprises that account for most insurance business. Nonprofit organizations differ from for-profits in their organizational objectives, accounting practices, and numerous other matters that confound application of standard insurance procedures. This handicap is compounded by the meagerness of the revenue most individual nonprofits represent to insurance agents, brokers and carriers. Some nonprofits pose such small risks that their calculated premium is less than the minimum a company is willing to accept.

To offset these handicaps, nonprofits need to act collectively and regulatory impediments to such collective action need to be minimized. By sponsoring insurance programs or forming purchasing groups, nonprofits can make themselves more attractive to commercial providers or avail themselves of alternatives to the commercial market.

Another advantage of collective action is that nonprofits are better able to obtain meaningful access to insurance data documenting their claims experience.

Beyond group purchasing, cooperation among nonprofits may lead to the formation of risk sharing mechanisms, such as statewide insurance pools, captives, and risk retention groups, that serve only nonprofit organizations.

Such mechanisms can assess the desirability of coverage restrictions, exclusions, deductibles and other terms from the perspective of what nonprofit organizations need rather than what would produce the largest return on capital.

Perhaps most importantly, nonprofits-

NONPROFIT SECTOR LEGAL LIABILITY, INSURANCE AND RISK MANAGEMENT PROJECT

Events of the past decade have substantially heightened awareness that nonprofit organizations may be held financially responsible for losses suffered by others. Fortunately, the "liability insurance crisis" that caused so much distress during the mid-1980s diminished as a result of a softening insurance market and a barrage of Congressional and state legislation designed to constrict liability and increase risk management options. This improvement in conditions created an opportunity to undertake a careful examination of fundamental liability exposure problems and to propose more satisfactory arrangements.

In the interest of achieving these objectives, the Ford Foundation funded the Nonprofit Sector Risk Management Project. In cooperation with the Yale University Program on Nonprofit Organizations and the University of Nebraska College of Law, the following activities were undertaken.

- **Task force creation:** The Nonprofit Sector Risk and Insurance Task Force brought together interested individuals from some of the nation's largest coalitions of nonprofit organizations and human service providers to focus attention on the legal liability and insurance problems of nonprofits. During its year-long existence, the task force studied the issues extensively and then issued findings and recommendations in an effort to stimulate action.
- **Policy forum sponsorship:** A policy forum was held in Chicago, November 11-12, 1988 to foster dialogue among experts from various disciplines who could offer a range of perspectives on the causes of and potential remedies from nonprofits' liability and insurance problems. Approximately one hundred individuals from 23 states attended. They included nonprofit organization administrators, insurance executives, lawyers, state insurance regulators, legislative staffers, professors, and consultants.
- **Policy formulation and critique:** Dozens of policy options were analyzed from legal, economic, political, philosophical, and pragmatic perspectives. Included were measures requiring legislation (e.g., expanding immunity or otherwise limiting liability), and actions nonprofit organizations might take within the existing legal framework (e.g., purchasing insurance collectively and forming mutual risk pools).
- **Data compilation:** Information previously collected by nonprofit associations and researchers throughout the country was identified, assembled and reviewed. The information collection effort focused on quantitative and anecdotal data pertaining to the following matters: (1) nonprofit organizations' loss experiences; (2) lawsuits filed against nonprofits or affiliated individuals; (3) nonprofits' experiences with risk retention groups and other nontraditional methods of managing risk; (4) the insurance industry's perceptions of and procedures for rating nonprofit organizations; (5) effects of liability exposure on nonprofit operations. Gaps in the research base were noted and suggestions for improving the quality and quantity of data were offered.
- **Legal analysis:** To assess the current exposure of nonprofits and volunteers, and to identify exemplary legislative models, an analysis of legislation, court decisions, and administrative regulations dealing with various aspects of nonprofit organizations' liability exposure was conducted. Recently enacted statutes designed to limit liability received special scrutiny.
- **Historical review:** The history of charitable immunity and the insurance cycle as it affects nonprofits were examined to increase understanding of the evolution of liability, immunity and insurance in the nonprofit sector. The review was used as a basis for anticipating future developments.
- **Release of recommendations:** Upon completing its inquiry, the Nonprofit Sector Risk and Insurance Task Force released eight recommendations to balance the needs of nonprofit human service providers with the legitimate interests of injured parties. These recommendations encourage nonprofit organizations to improve their risk management practices, increase their control over insurance data, work together to meet their insurance needs, and support equitable legal liability rules and claims procedures.

only risk sharing mechanisms can provide a source of insurance capacity dedicated to the nonprofit sector.

3. A national center should be established to assist nonprofit organizations in meeting their risk management needs.

To conduct risk management effectively, nonprofit organizations need expert assistance. Specialized expertise is an invaluable aid to nonprofit organization administrators seeking to evaluate insurance policies or institute risk management programs. In addition, the nonprofit sector as a whole needs a source of reasoned guidance in assessing the desirability of liability limitations and other proposals affecting risk management.

To accomplish these objectives most effectively and economically, the task force proposes establishing a national center. The center would be empowered to undertake activities in each of the following areas:

- Information clearinghouse
- Training
- Technical assistance
- Policy analysis

4. Insurance industry data collection and reporting practices should be modified to facilitate analysis of premium and loss statistics specifically for nonprofit organizations.

Until insurers adopt standard procedures that enable them to analyze data for nonprofits separately, no one can determine whether nonprofits' premiums are too high or too low.

Past experience has clearly demonstrated insurers' tendency to adjust nonprofits premiums based on the loss experiences of for-profit businesses. Most strikingly, insurers sharply increased nonprofits' D&O rates based on multimillion dollar shareholder claims against directors of for-profit corporations. Separating data for nonprofit organizations could better insulate them from the loss experiences of for-profit organizations and support the creation of more homogeneous categories of nonprofits.

5. Nonprofit organizations should increase their control over their insurance premium and loss data.

Nonprofit organizations need access to concrete data regarding the amounts they pay for insurance and the causes and costs of claims insurers pay on their behalf. Currently such information is not available in a systematic form because all existing insurance data services are under the control of insurers and naturally serve their interests.

Nonprofits need access to data that is now hidden behind insurers' claims of proprietary interest. As a first step, nonprofits need to work together with actuaries to identify data they can use most efficiently. In addition, state insurance regulations should clearly grant nonprofit organizations a right of access to their own insurance data.

6. Expedited methods should be available to improve the claims resolution process.

The filing of a legal claim against an organization or volunteer creates an immediate need to defend. If the cost of settlement would be less than a full defense, the claim may result in a settlement even if it is groundless. To reduce the settlement value of a weak suit and to protect nonprofit organizations and volunteers against unnecessary defense costs, summary dismissal of groundless suits should be more readily available. For meritorious claims, dispute resolution mechanisms that avoid the full costs of extended litigation are desirable.

7. Tort liability standards should be modified to reduce the magnitude of awards for noneconomic damages while providing for greater certainty that injured parties will receive some compensation for loss.

Regardless of whether separate liability standards should govern recovery from charitable human service providers or any other organizations, changes in the liability system would improve the legal environment in which nonprofits operate. The current system has been characterized as a "lottery" in which a few individuals receive very large awards while many others who have suffered similar injuries receive nothing. The costs of maintaining this lottery approach to victim compensation are enormous and unnecessarily divert resources from more worthwhile endeavors.

In recognition of interstate differences in tort liability and the complexity of this area, the task force has not attempted to delineate the full specifications of a suitable law nor has it expressed an absolute preference for only one approach. Among the more suitable alternatives to the present system would be a system of rules that provide for compensating victims for their economic losses plus reasonable attorney fees, perhaps in exchange for a reduced liability standard or other liability modification that would clarify the obligation to pay. Economic loss in most cases would consist of such out-of-pocket costs as medical and rehabilitative expenses together with lost wages minus monetary benefits the victim receives from other sources because of the loss. The inclusion of attorney fees is necessary to offset victims' customary use of pain and suffering awards under the current system to cover this expense.

8. Volunteers should be protected in most instances from personal liability for monetary awards, provided the organizations they assist assume financial responsibility for claims that otherwise could be filed against volunteers.

From the perspective of a volunteer or potential volunteer, the prospect of being sued is a frightening peril that several studies have found diminishes willingness to become involved in nonprofits' activities. Allowing suits to be filed against volunteers also exposes them to a risk they may not recognize and, at least in the case of frivolous litigation, can do nothing to protect against. While these facts create a strong need to protect volunteers from personal financial liability, important countervailing considerations weight heavily against granting volunteers immunity from suit. Simple immunity could leave victims with no compensation for their injuries and eliminate an important incentive to exercise due care in conducting all activities.

To steer between unsatisfactory extremes, the task force recommends allowing nonprofit organizations to free their volunteers from most risks of personal liability to third parties by meeting prescribed financial responsibility standards. The purpose of the financial responsibility standards would be to provide insured parties with a source of recovery and to preserve the legal system's financial incentives to act with due care in accord with the law. An example of such a financial responsibility standard would be that an organization maintain a liability insurance policy or make alternative arrangements to pay losses up to a specified amount. For automobile insurance, the standard might be the same as the financial responsibility law applying to all motorists in the state.

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Volunteer Leadership Deve

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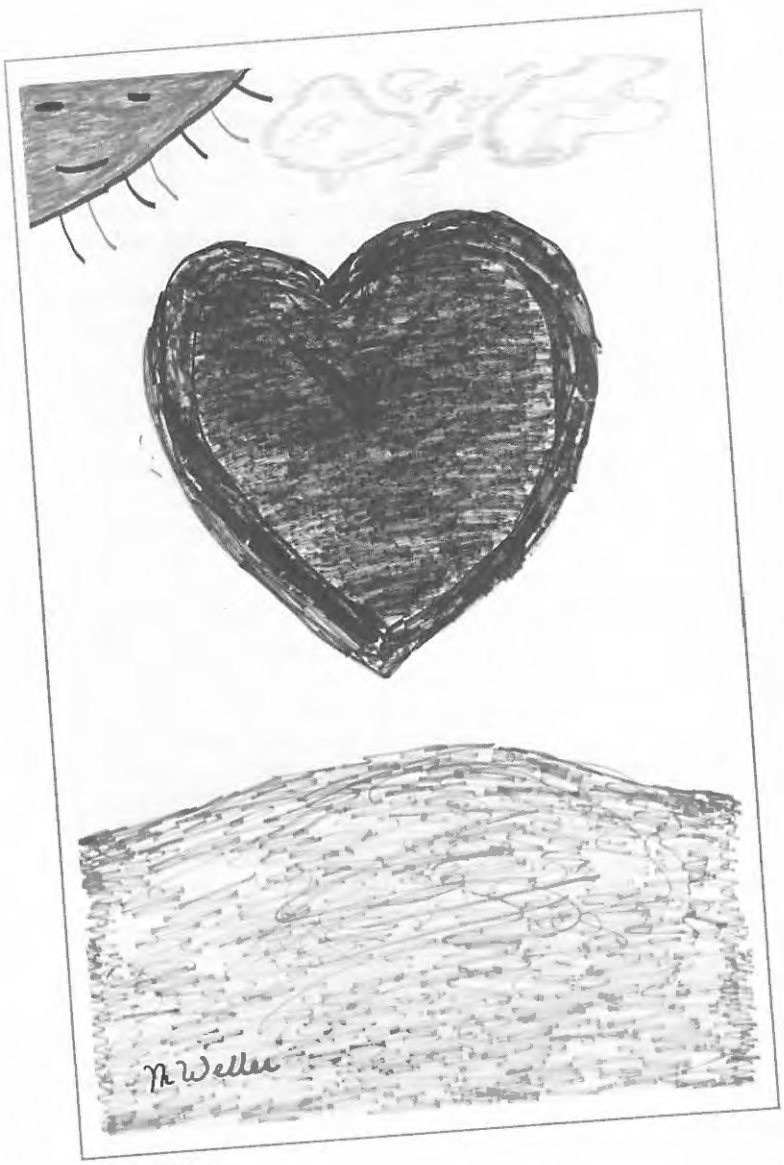

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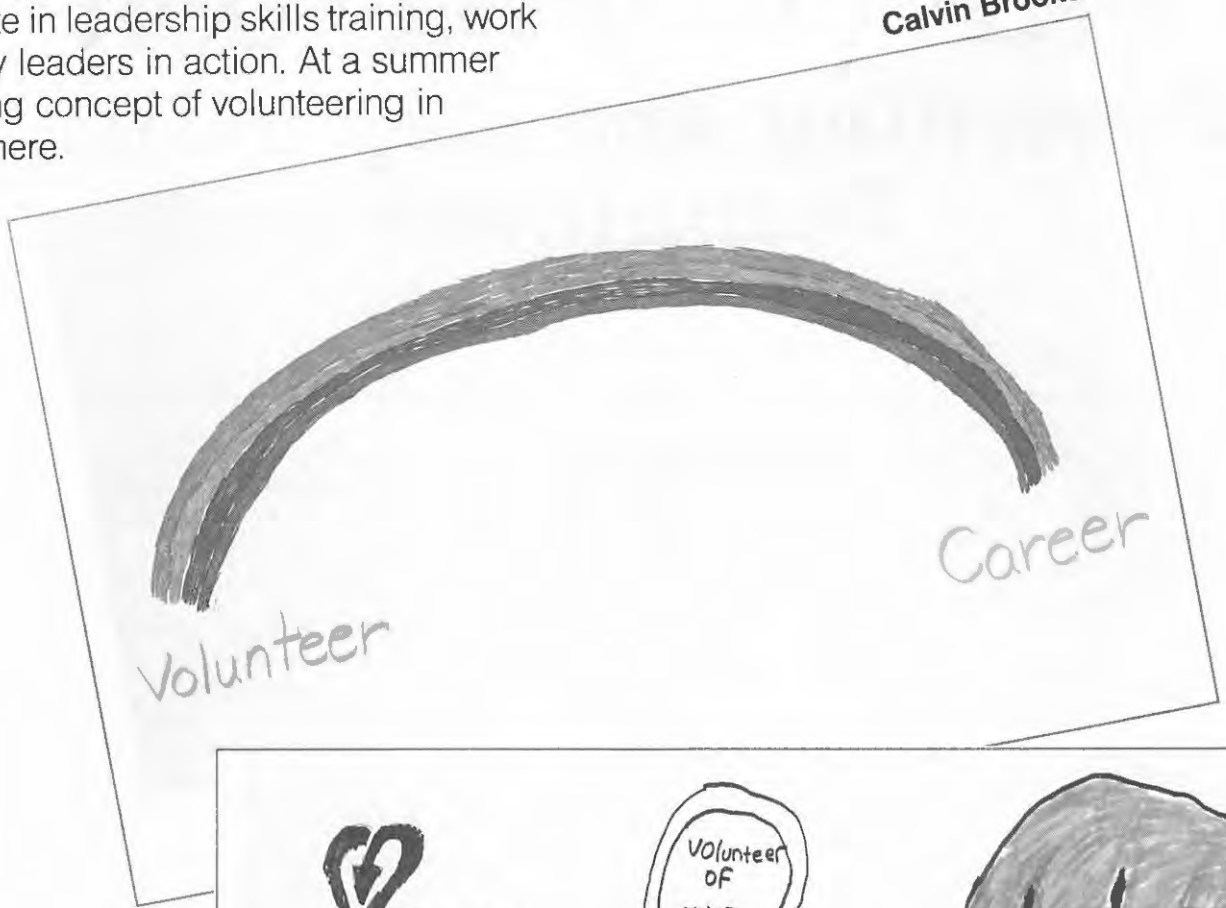

Mike Blizman

Volunteer Record-Keeping, Part 2

DOCUMENTING VOLUNTEER PARTICIPATION:

Recording and Reporting Techniques

As a volunteer administrator, when you document the participation of volunteers in your agency, you perform a vital service that benefits everyone involved. Utilized as a management function, the record-keeping of volunteer service provides information that can be used to evaluate individuals, to assess programming, to plan for agency development and to provide feedback to the community about the value of services. (See "For the Record: Effective Volunteer Management Through Documentation," fall 1988 *VAL*.)

Understanding the merits of this function is a step in the right direction. To turn theory into practice, however, you must adopt a method of documenting participation that is useable, practical and efficient. If it's not, your efforts will end in frustration.

There are four major steps to follow when developing a system for documenting the services of volunteers:

1. **Define** what to document.
2. **Record** volunteer participation.
3. **Collect** the data.
4. **Report** volunteer services.

Peggy Sissel is the director of volunteer services for the Galveston County Health District in Galveston, Texas. Part I of this article on record-keeping appeared in the fall 1988 VAL *("For The Record: Effective Volunteer Management Through Documentation").*

Defining Documentation

Documenting the participation of volunteers can mean different things. This term generally implies that an accurate record is kept of what volunteers do in an agency and how often they do it. Exactly what kinds of information are documented about volunteers vary by agency and individual. Records of volunteer service are sometimes based solely on numbers of hours contributed.

Your efforts at managing information about volunteers can involve a more thoughtful, systematic approach to record-keeping, however, which includes important demographic information, the types of jobs that the volunteers perform, how often they volunteer and the economic and organizational value that their contribution makes to the agency.

This larger definition of volunteer documentation is needed to use record-keeping as a management function. It can mean the difference between a successful volunteer program and one that is stagnant and unresponsive to the agency, the volunteer and the entire community. The time you invest in the establishment of your volunteer documentation system will reward you again and again as you are able to ascertain an accurate picture of what volunteers do for your organization.

One of the most important components of any information management system for volunteers is the individual personnel file. The creation of this file, and the determination of what it should contain, is one of the first steps toward setting up your documentation system. Minimally, the volunteer's personnel file should provide important information about what services they perform, what department or service they participate in, who their supervisor is and when they began service.

The file may also contain a number of different documents and forms, including a completed volunteer application, letters of reference, an agreement of confidentiality, emergency contact names and numbers, pertinent medical information, evaluation forms, supervisory records, award and recognition information, as well as an up-to-date record of the total number of hours contributed to the agency. Keep in mind that you want to have information in the file that is useful to you and to the volunteer. If it is not, you are simply pushing paper.

Not to be overlooked in each volunteer's file is the job description—one of the most important components of the volunteer personnel file. It is the qualitative record of what the volunteer has done and continues to do for your agency. A volunteer job description should contain all of the same information that would be found in job descriptions for paid staff, including the volunteer's title, department, supervisor, schedule, description of duties, specific tasks and responsibilities, qualifications, and the length of commitment required for the position.

Beyond being informative, the job description also provides liability protection for you and your agency. It clearly documents the tasks, duties or functions that you have assigned to the volunteer, and that the volunteer has agreed to perform as a representative of your organization.

The merit of the job description in documenting volunteer participation will also be apparent when you prepare your reports. Without it, your records of the number of hours contributed will tell only part of the story about what volunteers do for your agency.

Finally, the personnel file and job description should, according to accepted legal counsel, be kept by your office for a period of three years after the volunteer leaves your agency. This ensures that pertinent information about them will be available should they request a reference or otherwise require some information. You should consider using the guideline of handling volunteer files as you would files for paid staff, keeping them confidential, protected and up to date.

Recording Volunteer Services

An important distinction needs to be made between the "recording" and "reporting" of volunteer participation. "Recording" pertains to the act of writing down the time or service contributed by each volunteer on a day-to-day basis. On the other hand, "reporting" volunteer participation is an administrative task that involves compiling information about the number of service hours and the duties of all of the volunteers involved in your agency, cumulatively and individually. This information is then presented in a written or oral form to the management of the agency, its board of directors and administrators.

Three important issues must be considered when devising a system for recording volunteer hours: ease, utility and accessibility. Whether it is you or the volunteer who is responsible for doing the day-to-day recording of hours, it won't get done if it isn't easy to understand and use.

The medium used to record the participation of volunteers may be simple in format or very sophisticated. Some options might include the use of post-it notes, a loose-leaf sign-in sheet, a clipboard, a blackboard, personal time cards, a three-ring binder with individualized pages, notebooks or diaries, mileage forms, client service forms, a tape recorder or message machine, a personal computer, or anything else you may find suitable.

Although each type of system has its own merits, the use of individual cards or forms which you can then place into each personnel file will save you the additional step of re-recording the information to insert it into each volunteer's file. Whatever method you choose, the pertinent information that you want volunteers to record should fit into the space you provided. Also be sure to provide a format that will minimize reporting errors. As long as you get the information, your system doesn't have to be fancy, it just has to be usable.

Regardless of the method you use to record volunteer services, unless you have a tremendous amount of time on your hands, the day-to-day users of the recording method should be volunteers themselves. However, you will want to make sure that your format is self-explanatory. If lengthy training time is required, chances are that the system won't be easy for the volunteers. In addition, it won't be easy for you to get data from your system if it is so sophisticated that errors continually plague the reports. Beware of using methods that have the potential to provide you with a lot of information at the expense of clarity and ease. You can almost guarantee that the resultant data will be incomplete, and therefore, not usable.

Utilized as a management function, the record-keeping of volunteer service provides information that can be used to evaluate individuals, to assess programming, to plan for agency development and to provide feedback to the community about the value of services.

Utility is another major factor to be considered. Your system must not only be usable by you and the volunteers, it must also provide all of the data you need. You will want to be able to retrieve the information in a way that suits how you want to report it. In other words, you need to envision the documentation system as a whole, and brainstorm the types of information that might be useful to your program before you take the step of determining how you will ask volunteers to record their hours.

For example, if it is important for you to assess the days of the week that are particularly underserved by volunteers, you may want to create separate recording forms for each day of the week. This will help you directly assess a need for scheduling changes. If you need to know the number of clients that are served by each volunteer, during their shift as well as cumulatively for the month, you might choose to leave a space on the volunteer's time sheet for this tally, rather than doing a time-consuming review of client records.

Accessibility to the system is also critical. Even if the method you designed is understandable and easy to use, if the volunteers can't get to it, it won't be efficient. How you choose to have volunteers record their time will vary greatly depending upon whether they do tasks out of their homes, at various offices, or congregate at a central location. For those volunteers doing work in the field or outside of a traditional office setting, this might mean that the recording forms will have to be kept with them, perhaps in their cars, or at their homes or offices.

If your agency has one or more buildings where volunteers serve, it is essential to designate a specific space in each building or department where all volunteers could sign in and keep their records. This room or desk where volunteers record their hours should be in an area that is easily accessible without interrupting staff or clients. Safety of the records is imperative, as is privacy, since these records document how much service is being given to your agency, and by whom.

You will want to make sure that the general public cannot peruse the records, as some volunteers may not want anyone outside of the program to know that they are involved. You owe it to them to protect their privacy. Also, be sure that the records are protected from clients and small children and that they will not be disturbed, lost or stolen by mischievous or careless individuals. An additional safeguard is to have the recording system be clearly marked as service records for volunteers, in order to prevent coworkers from mistaking it for something else.

Collecting the Information

Once you have decided on a system of recording volunteer services, determining the method for gathering the data on a periodic basis is not as easy as it may seem. Some creative thinking may be required, depending upon the specific conditions existing at your agency.

This task should not be too difficult if your organization is housed in one building in which all of the volunteers work. On the other hand, if you have multiple locations at which volunteers are placed, or if some of your volunteers do all of their service in the field, you will have a harder time collecting their records. In this case, self-addressed, stamped envelopes distributed on a regular basis to the volunteers will help them maintain the responsibility of sending in their forms. However, the cost involved in this method may prevent you from adopting this approach in your agency. Another tactic might be to coalesce volunteers for weekly, monthly or quarterly organizational or educational meetings, at which time you could collect their records. Alternatively, you might consider enlisting the services of a fellow staff member or volunteer to gather the information for you.

Of course, it is also possible for you to collect each volunteer's record of services by telephone. However, this time-consuming method of gathering information requires that you do it on a regular basis, and it is not particularly efficient unless you are able to incorporate this task into your management routine successfully.

Reporting Volunteer Participation

There are a multitude of ways to report volunteer services. The number of volunteers in your program and the total number of hours contributed by them are an obvious starting point, but you can also focus on the number of clients served by volunteers, the dollar value of these services to your agency, as well as the number of volunteers in each specific task or duty. Keep in mind that you won't be able to report the latter figure without a job description for each person. Also, if you wish to track volunteer services by task or function, the job description for each volunteer must be assessable. This means that it not only must be placed in their personnel file, but preferably noted on their sign-in forms as well. This will eliminate the continual need to refer back to another source of information when compiling data about each volunteer.

Volunteer services can be further broken down into the different departments where volunteers work, their schedule and the average number of hours that each volunteer provides to the agency per week, month and year. The length of time that volunteers are active with the agency can also provide a meaningful picture of their satisfaction with their roles as volunteers, and is a critical statistic for program planning, evaluation and development.

Data can also be generated about the number of volunteers who serve in more than one department, project or job, as well as the number of volunteers who regularly agree to fill in during unusual circumstances or in emergencies. Not to be overlooked is the wealth of demographic information that can be reported about your volunteers, such as age, sex, race, education, current work status, residence, geographic service location, previous volunteer experience, and their reasons for volunteering. This collective data can provide pertinent information to help you plan and assess your program's breadth in terms of community accountability and involvement.

This larger definition of volunteer documentation can mean the difference between a successful volunteer program and one that is stagnant and unresponsive to the agency, the volunteer and the entire community. The time you invest will reward you again and again.

Perhaps the most tangible way to document the importance of volunteer services to your organization is by reporting the value of their donations of time and talent. By applying a dollar figure to what these unpaid staff do for your agency, you concretely illustrate their importance to the organization and to the community. As an administrator, you are then able to report that your staff of volunteers has generated a specific dollar amount of services during any one year. After all, most agencies must consider the bottom line in any service provided, whether they be nonprofit or private enterprise. Therefore, it is important that you be able to respond to that issue when advocating for finances and resources for your program.

There is no best way to calculate and present the economic value of volunteers. As in all other aspects of documenting volunteer participation, each program administrator needs to assess what will work best for them and for the agency. The main issues to keep in mind are that any method for equating an economic value to volunteer efforts must be fair, accountable and adjustable.

Now, we all know one or two volunteers who are worth a "million bucks," but that figure is neither fair nor accountable. It is certainly adjustable, however! How you determine a dollar figure per volunteer hour or function can depend on your agency standards for similar paid positions, on standards for paid labor in your community, or on an average number of other factors. For example, an agency that has a volunteer dentist and a host of volunteer nurses, along with a variety of volunteers that provide clerical services, must decide if the dollar value of the services should be separated by job description or averaged together. The choices might be to assign the dentist a volunteer value of $50 per hour, the nurses a rate of $15 per hour and the clerical help $5 per hour, or to calculate all three of the volunteer positions at a simple rate of $10 per hour.

Summary

The four steps of defining, recording, collecting and reporting volunteer participation are critical to any program, large or small, urban or rural. However, this discussion should only be considered a starting point, since each agency and program which uses volunteers will have different circumstances to be considered. If you are not already doing so, it is time to chart out what you want to "record" and what you what you want to "report" about your volunteer program. Keeping in mind the important points of practicality, efficiency and ease, you can become better organized, more knowledgeable about your volunteers and better equipped to deal with the long term needs of your program.

REQUIRED VOLUNTEERING:

Contradiction or Congruity?

By Joy Peters

Joe is caught shoplifting. It's his first offense, and he has no other police record. Rather than serving time in jail, he is sentenced to 100 hours of community service.

Susan attends a parochial high school and must complete 30 hours of community service to graduate.

Beth is working towards a degree in special education. She is required to participate in a student internship program in which she must volunteer in the community to gain firsthand experience.

More and more, these thumbnail sketches depict the eager "volunteer" who calls for a placement. In fact, as high as 30 percent of the individuals who are volunteering in my agency at any given time are motivated by other than altruistic sentiments.

Webster defines a volunteer as "one who enters into or offers himself for any service of his own free will." The graduation requirement and court-ordered sentence stretch the concept of free will and throw an additional ingredient into the volunteer pot—that of external motivation. In light of these examples, where the motivation is somewhat reflective of the mother who "volunteers" her son to do the dishes, the question is whether this external factor detracts from the essence of volunteerism. Does the requirement contradict the traditional spirit of the action, or can a broader definition of volunteerism bring the requirement into congruence with the concept of giving of self to help another?

The changing motivations of volunteers certainly require a change in use in terms of how we manage our non-paid staff. It is reassuring to recognize that in spite of the transition in volunteerism, the results are often the same. Many times, a court ordered volunteer who finds fulfillment in completing a graduation requirement frequently feels good because he has helped a child improve his sports skills. Because of this underlying reality—that regardless of whether the volunteer is internally or externally motivated, he can and does receive personal satisfaction—the goals of volunteerism are achieved. It is still people helping people. Individuals are offering their skills to other individuals or agencies without attaching a price tag, and the dividends remain high.

So how should we respond? As managers of volunteers, should we react in a slightly cynical manner when a prospective volunteer admits to other than the purest motives? Should we throw up our hands in horror and lament the passing of the true spirit of volunteerism?

Perhaps a better approach is to accept these changes. Recognize that there will be fewer volunteers operating out of purely selfless motives. The trend is definitely moving in the direction of people seeking volunteer positions as a means to an end, rather than an end in itself. Rather than viewing this as a contradiction to the essence of volunteerism, let's broaden our perspective and expand the definition of the volunteer. Let's include not only those who provide a service of their own free will but also those who are guided by other reasons to seek service placement. Regardless of the initial motivation, the remuneration is the same: personal satisfaction. By capitalizing on this trend and turning it into a positive factor, we have the opportunity of tapping the potential of many individuals who otherwise we would have little chance of enlisting.

Broadening our definition of volunteerism does not mean changing our goals, however. The goal of a good volunteer program must still be to "man the trenches" and meet the needs of the agency. While this goal must continue to be uppermost, because of the changing motivation of volunteers, we must also seek to fulfill their specific needs if we are to retain them.

As a first step, probing the individual's motivation and perception is essential. A relaxed interview provides the best atmosphere for uncovering the "hidden agenda" that indicates a volunteer's true motivation. The interview is also an appropriate time to determine the individual's attitude towards volunteering. Discovering these feelings is particularly critical when placing a volunteer with a requirement attached. Does the volunteer see the obligatory placement as an imposition on his or her time? Or is he/she fulfilling the requirement with a sense of anticipation?

The second step is obvious: making a suitable placement that meets the needs of the volunteer *and* the agency. If we only consider the needs of our agency, we will find ourselves mechanically fitting people into slots, and the results will be disappointing. Just as a young child becomes frustrated by attempting to force the wrong puzzle piece into a space, our goals will be hindered by a lower level of productivity and a higher incidence of absenteeism among our volunteers if we drop them into the first available vacancy without considering their needs. People contribute their best when they feel in tune with what they are expected to do, and this means careful placement.

As managers of volunteers, we must expand our vision and accept the age of the "required" volunteer. It offers us a dynamic volunteer force whose requirement poses no threat to the very essence of volunteerism—that of reaching out in service to others.

Joy Peters is the volunteer coordinator for the Montgomery County (Maryland) Department of Recreation, Therapeutics Section.

EFFECTIVE VOLUNTEER GROUP LEADERSHIP

Eight steps to ensure that program objectives are achieved and group members find their experience maximally rewarding

By Michael J. Marx, Ph.D.

Being a volunteer leader is potentially a very important job. It can also be a personally rewarding job if done effectively. Of course, that raises the question: "How does one effectively lead other volunteers?" Admittedly, the answer is: "It depends upon the leader's style, the situation and the type of volunteers." But there are eight steps which have proven to be effective leadership techniques.

Step 1. Build a Good Rapport Among Group Members.

When two people meet for the first time, they will usually explore the fruitfulness of meeting again or developing the relationship further. If their first impressions are good ones, they may end their conversation by arranging to meet again. If their first impressions are bad ones, they probably will leave the meeting to chance, if not take steps to avoid it altogether.

When volunteers become members of a group, they do the same thing—test to see whether their membership will be rewarding. And, just as in a personal relationship, first impressions are crucial. That is why it is so important to build a good personal rapport among team members from the very beginning. They all must be made to feel comfortable and needed or they might not return.

A good leader will discover which results volunteer group members value most and give them assignments from which these results can be realized.

How do you build rapport among team members? One of the best ways is to begin with a brief "getting acquainted" session. Group members each give a brief description of their background and reasons for volunteering for this committee. After each introduction, other members are invited to ask casual questions and explore areas of common interest. It is this question-and-answer exchange between each person and the rest of the group that helps build rapport.

When everyone has introduced him/herself, the leader can turn members' attention to a discussion of their expectations for the group. How do individual members want the group to operate in the process of achieving its goals? What problems have they witnessed in other groups they hope this one can avoid? This discussion clarifies member expectations for the leader and vice versa. It also invites members to be open and honest about their interests. When this stage is reached, the group is ready to get down to business.

Step 2. Understand Different Motivations for Helping.

Volunteers are motivated by their expectation that they will achieve certain valued results. Some of these results are personal and some are altruistic. A good leader will discover which results volunteer group members value most and give them assignments from which these results can be realized.

Personal results are the positive things a person feels or learns about him/herself from doing a particular type of volunteer

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job. For example, some volunteers want tasks that challenge them to use their existing skills or to develop new skills. Other volunteers want tasks that let them interact with enjoyable people. (A volunteer desiring to run a stop smoking clinic probably values the former more. A volunteer happily stuffing envelopes or answering telephones probably values the latter more.) Usually personal rewards fall into either the achievement or affiliation categories.

Altruistic results are the positive things persons see happen to others as a result of what they do as a volunteer. For example, some volunteers want to offer positive help to cancer patients. Others want to do the same with healthy population groups. Still others want to make the organization run more smoothly. (A volunteer in Service and Rehabilitation is probably in the first category. A volunteer in Public Education is probably in the second. A volunteer in Fund Raising is probably in the third.)

Problems arise when volunteers are assigned to or choose the wrong tasks—those that do not offer the personal or altruistic results they value most. It is important for volunteer leaders to question committee members to find out what personal and altruistic results they want most to achieve. They then try to avoid appointing volunteers to jobs in which they are needed but unmotivated.

Step 3. Make Sure the Group Has or Sets Clear Objectives.

This is extremely important! A team must have specific objectives for which to shoot. The leader's job is to make sure these goals are established and clearly understood by everyone involved. The leader's job is also to get team members committed to these goals so they will exert the amount of effort required for success.

How should groups go about setting objectives? The best way is for the leader to initiate a discussion around the question: "What specific results do we want to achieve in this program, project or activity?" Sometimes these results are already specified, as in the case of smoking clinics, and sometimes they are not. If they are, then the next question for the group is: "What level of results should we try to achieve?" Should we try to get 15 or 25 participants per clinic? Should we get 10 or 15 schools K-6 to adopt our "Early Start to Good Health" program as part of their regular curriculum?

Whenever possible, the committee should set objectives that are results-oriented, specific, quantifiable and challenging. With these kinds of objectives, a group knows exactly when it is victorious and members can take a personal pleasure from accomplishing a challenging objective.

Step 4. Identifying the Activities Required to Achieve Each Objective.

Once a group knows what it wants to accomplish, then it can decide how to accomplish this. If the objectives are clearly stated in terms of results, the group can conduct brainstorming and discussion sessions to get a list of the different activities required of them. Involving the whole group in this step is very important. Members usually have different backgrounds or experiences so they can suggest all kinds of activities or strategies that a leader might not think of alone. In addition, they will often identify activities or strategies they are more interested in pursuing. If there is more than one way to reach a goal, let team members reach it in the way they find most enjoyable or rewarding—as long as it will work.

It is impossible to coordinate a team effort unless the leader knows what has been accomplished, has yet to be accomplished, and cannot be accomplished unless there is a change in plans. Inevitably, circumstances change, things go wrong, or expectations are incorrect.

During a planning meeting, the leader can write a program objective(s) at the top of a flip chart or blackboard and ask group members to list all the different ways this objective could be reached. Then each approach can be taken separately and group members asked to list all the activities that must be performed if each approach is taken. Following this, the group can be asked to establish criteria for selecting the best approach. Then, using this criteria, the group can choose the best alternative. Voting is not recommended. Mutual agreement or consensus is. If the group votes, someone may "lose" instead of being persuaded. And if this happens, s/he may not be as committed to the group's final plan of action.

Step 5. Defining Group Members' Roles

When group members have identified what activities must be carried out to achieve objectives, they can begin to define individual roles. It is usually best to let group members decide for themselves what activities they will take responsibility for. They know their own capabilities and what results they value most. Obviously, then, they are best able to choose the tasks that motivate them most and to avoid the tasks they find unmotivating. If the leader needs to suggest or even "assign" tasks or roles to a volunteer, the information gained in Step 2, "Understanding different motivations for helping," can be used to identify what might satisfy the volunteer most. Occasionally there will be tasks two people want or no one wants. It is the job of the leader to work out acceptable solutions in these instances. Usually the solution in both cases is to divide up the activity so two or more people share responsibility for it.

Once group members have accepted various responsibilities, the next step is for members to indicate what type of support they need from other group members. For example, I may agree to give a presentation to the bank president, but I may need to have arrangements made by the committee member who knows this person. I may agree to do a task if the member who did it last year will meet with me to explain the procedure in advance. Some tasks may even require support from two or more group members. But this is the principle of a team effort. Members have a primary role on some activities and a supportive role on others. But everyone works together.

The final step is to set deadlines for these activities to be performed. Once this is done, all group members have defined the primary and support responsibilities which comprise their role. They also know when their assignments are to be completed. All that is left is for the leader to have this information typed and distributed to all members. This way everyone knows what everyone else is supposed to do and can refer to the role descriptions if questions arise.

Step 6. Monitoring Group Progress by Getting Feedback.

It is impossible to coordinate a team effort unless the leader knows what has been accomplished, has yet to be accomplished, and cannot be accomplished unless there is a change in plans. Inevitably, circumstances change, things go wrong, or expectations are incorrect. When these happen, the strategy has to be changed. To assume that members will report these problems immediately is usually folly. People do not like to admit they are having problems. That is why it is important to establish in advance a procedure to provide regular feedback to the coordinator on what has been accomplished, what changes have occurred, and what problems need to be handled.

This system does not have to be elaborate. A telephone call, memo or postcard may be sufficient. *But members of the group should agree on when and how they will communicate what to whom.* Will they give bimonthly feedback or monthly feedback? Will they always call or just write a note on a pre-stamped, addressed postcard? What should they be sure to mention in their feedback? Should feedback summaries be distributed to everyone at the next meeting or mailed out?

The added advantage of this system is that the leader can provide recognition to volunteers as they progress toward the goal. It takes seconds to send them a memo of congratulations or appreciation. But this small act has a strong positive effect on members' commitment to the group and its objectives. Besides, they earned some recognition, so why wait until the project is over?

Step 7. Redefining Members' Roles When Necessary.

What do you do when certain volunteers are not making the progress the group needs to achieve its objectives? Do you fire them? Do you give them a pep talk? Do you perform their duties yourself? These are all relatively unpleasant solutions for you and for the volunteers. And they are all methods of last resort. Long before you reach this point, try a different solution.

Ask the volunteer if s/he has run into some unexpected barriers or problems and needs team support to overcome them? It is very common for volunteers to experience difficulties they lack (or believe they lack) the ability to solve. If this is the case, perhaps the solution is to get some additional support from other team members who possess the necessary abilities.

If the person does not really want support, then the problem may be a loss of interest or motivation for their particular role. In this case, you can ask the volunteer to look over the role responsibilities of other group members and see where a trade might be possible. Then you can mediate the trade. If this does not work, you can ask the volunteer to redefine his or her role in a way that would be acceptable or enjoyable. Perhaps they can achieve the desired results in a different way.

Always be willing to let group members redefine their roles if this will enhance their involvement and performance and not cause other problems. But ask them to define the changes they need in their role definition; do not do it for them. When changes are defined, then work from there.

The goal of volunteer leadership is to facilitate the exchange between the organization and its volunteers. The organization must achieve its mission, and its volunteers must value their experience. With good leadership, everyone can win!

Step 8. Recognize Group Members' Contributions.

Some people seem to believe that a leader should withhold recognition of others' performance to increase the value of his or her praise when it is given. While they may have some basis in truth, for the most part this theory is both manipulative and unsound leadership practice. It is true that volunteers do not need to be recognized every time they do something. But they should *always* sense that their efforts are recognized and appreciated. And a volunteer leader's occasional praise can communicate this, especially if it is done properly.

Although it is important to recognize volunteers' effort and contributions, it is not always easy to do this correctly. In fact, one authoritative source found that 65 percent of all praise or compliments made the recipients embarrassed, uneasy, defensive or created suspicions of an ulterior motive. So if you are going to give group members praise, make sure to follow some simple rules:

1. *Be specific* in your praise. Rather than saying, "Good job, Marsha!" it is better to say, "Marsha, the way you handled that situation showed real tactfulness and a good understanding of the problem."
2. *Praise the act,* not the person. Instead of saying, "You are a great volunteer, Jack," which praises the person, it is better to say, "Jack, the approach you suggested we use worked beautifully."
3. *Be discriminating* with your praise. When some volunteers do more than others due to greater effort, recognize both contributions, but subtly give greater recognition to the greater achievement.
4. *Recognize accomplishments* soon after they happen. Do not necessarily wait until the next time you meet. Telephone or send a note to recognize a volunteer's achievement. If you wait, you could forget or the comment could lose its value.
5. *Be totally sincere.* If you do not believe what you are about to say—do not say it. People are well trained to detect deception and when receiving praise from a leader, they can be particularly sensitive to ulterior motives.
6. The best reward for many volunteers would be a "promotion." Provide rewards that volunteers value. Some volunteers are satisfied with the verbal recognition they receive for doing a good job. Other volunteers are best rewarded by a "promotion" or opportunity to assume a more challenging assignment. Look around your organization for opportunities suitable to members of your team or group.

In summary, being a leader of a group of volunteers can be a very rewarding experience, especially if done properly. The eight steps which have been described in this article are generally sound principles of group leadership.

Take a moment before your group meets to visualize the type of team relationship you want to foster. Then use the suggestions in this article to help you create this relationship. Remember, the goal of volunteer leadership is to facilitate the exchange between the organization and its volunteers. The organization must achieve its mission, and its volunteers must value their experience. With good leadership, everyone can win!

CREATIVE FOLLOWERSHIP

The time has come to focus our attention where it really belongs.

By Marilyn MacKenzie

A great deal of attention has been lavished on leadership—its style, its development, its methods and its future. Probably more articles, books, tapes and lectures have been dedicated to this issue than any other in management or volunteerism. Much of our celebration of National Volunteer Week focuses on outstanding leaders. They seem destined for glory.

A book by Rick Lynch, *Developing Your Leadership Potential,* came across my desk recently. In it he defines leader as a "person with a following"—leadership is "the act of influencing others to follow you."

This got me thinking. There are a whole lot more of us "followers" than there are leaders. Who is writing about us? You'll have to admit that everyone of us has spent time as a follower. Sometimes, following can be darned difficult. I suspect people who believe that following is a passive act are wrong.

You have to be able to deal with confusion, ambiguity and uncertainty to be a good follower. We are more than a nation of sheep! In fact, our understanding of teamwork suggests that we all have an equally important part to play in the creation and achievement of goals and objectives, in the accomplishment of tasks grand or small. Lynch's definition of leadership makes it clear that there is a contract, perhaps unstated but implied: This is my job—leader; this is your job—follower.

The time has come to focus our attention where it really belongs. Let's stop our elitist navel gazing and turn to a more fruitful pursuit: "creative followership." Let us study the roles and responsibilities of a truly creative and committed follower.

There are three principles of creative followership:

1. A creative follower participates wholeheartedly in all phases of the enterprise.
2. A creative follower displays a willingness to listen to reason, to open oneself to new possibilities.
3. A creative follower is genuinely committed to work with the group to develop solutions, plans and programs that result from group effort.

Let's explore the implications of each of these principles.

1. A creative follower participates wholeheartedly in all phases of the enterprise.

This means:

- When meetings are called you show up. If you say you will serve on a committee, you come to meetings. You answer the R.S.V.P. How many times have you struggled to attend a meeting that had to be cancelled because it failed to meet quorum? It ain't right and it isn't responsible followership.
- You come prepared to discuss issues that are on the agenda. You are expected to read precirculated materials. This is greatly facilitated if the precirculated materials are short, concise and to the point. It is easy to presume that some precirculated materials are deliberately sent out to confuse and bewilder you so that you'll bow to wiser heads than your own.
- You voice your concerns when you have them, not later when you phone to complain to the chair about the wrong decision "they" made. You, as a full member of the committee, are there to register your concern. If you fail to share your point of view, you haven't done your duty. That's what you are there for!
- You share responsibility for decisions by the group. Once the decision is made, it must become your decision. No subtle sabotage allowed. No "well, it wasn't my idea." This goes double if you didn't show up in the first place. Please don't revisit decisions made in your absence. Be prepared to live with it.

2. A creative follower is willing to listen, to be open to new possibilities.

This isn't easy. Followers are often asked to join a committee because they have "history"—experience and knowledge about the past that may make them useful, but the understanding of how things were should not prevent you from recognizing how things are now. Keep those grey cells working, rather than drifting in neutral.

The creative follower functions rather like an expensive camera with both a wide angle and a zoom lens. You must be able to grasp both the big picture and the de-

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tailed local scene. You need to understand which lens to be looking through to get the best shot—to function most effectively on behalf of the committee.

3. A creative follower is genuinely committed to working with the group. Ideas are offered readily. The opinions and suggestions of others are welcomed and acknowledged. There is evidence of building on the contributions of others. This is the essence of the enterprise. You work with others, not because you are the boss or you are in charge, but because you value collective effort and together you create a superior product.

Good followers are made, not born. Powerful tools shaping their emergence are clearly written expectations, frequent feedback and encouragement and the presence of visible role models. Everyone can have a hand in "birthing" creative followers, be they staff, leaders or other followers. Their training is a shared responsibility. Everyone of us involved in the enterprise has the privilege and the obligation of training with GRACE—G = guidance; R = respect; A = accountability; C = creativity; E = excellence.

Followers need *guidance*, not rules or smothering. They need a chance to reflect on how to accomplish their work. Guidance is gentle, pointing the direction, being available to comment or correct when needed, being available to encourage when the follower has made a mistake.

Followers deserve *respect*. There is a very wrongheaded notion that only leaders have opinions of value. Not so. The opinions, beliefs, suggestions of followers should be heeded. I think we could all benefit from a large dose of courtesy training—really trying to apply the golden rule in our work with followers.

Followers are *accountable*. They may not know this. They need to be reminded that there are expectations and standards. They are explicit and mutually agreed upon upfront. If you promise to contact someone, you do it and report back. Committee work is shared, not just by the chair and the staff, but by all.

Followers need to be encouraged to be *creative*, to be the best they can, not to do things because that's the way they have always been done. Organizations lose so much by failing to allow room or time for creative solutions. One strategy that opens up creativity is to problem solve as if we had all the money in the world. What is the ideal situation? How can we now adapt it to the real world?

Finally, followers need to make a commitment to *excellence*. Making do is not enough. How can we be better, best? What additional service should we offer? I am reminded of the quote Robert Kennedy kept on his desk: "Some see things as they are and say why. I see things as they might be and say why not." This is a grand banner under which to march, especially for those of us in human service. When GRACE—guidance, respect, accountability, creativity and excellence—is directed towards the preparation of creative followers, I suspect that:

1. Creative followers blossom in unexpected and rewarding ways.
2. The program involves benefits because it gains the best effort of all involved.
3. It makes better leaders. My goodness, how did we arrive back at leadership? This is the stuff of Harvard Business School. Perhaps I have a new definition for Rick Lynch. Leadership: the ability to develop, encourage and inspire creative followers.

The VAL Index for 1988

This index to Voluntary Action Leadership *lists every article that appeared in each quarterly issue of 1988. The index is organized by title (then author, department, issue and page number) in chronological order by category. Book reviews are listed by book title in italics.*

Back copies of VAL *are available for $4 each from Voluntary Action Leadership, 1111 N. 19th St., Suite 500, Arlington, VA 22209.*

This index is usually published annually in the spring issue.

ADMINISTRATION

The Junto: Filling a Need Beyond the "How-To." Nancy Macduff, SPRING 1988, p. 22.

Middle Management Volunteers Fill Needed Roles, Gain Skills, Satisfaction. William E. Caldwell, Ph.D., SPRING 1988, p. 18.

Volunteer Recognition: The Touch of Care That Makes a Difference. Pat Sims, SPRING 1988, p. 24.

Evaluating Volunteers, Programs and Events. Sue Vineyard, SUMMER 1988, p. 25.

Total Performance Enhancement: Winning the Organizational Performance Race. Charles V. Sords and Curtis K. Bayer, SUMMER 1988, p. 27.

A New Twist: Staff Recognition. Claudia Mausner, Letters, FALL 1988, p. 34.

For the Record: Effective Volunteer Management Through Documentation. Peggy A. Sissel, M.A., FALL 1988, p. 21.

Training Tips. Nancy Macduff and Janie Millgard, FALL 1988, p. 26.

Effective Delegation Techniques. Gene Sharratt, Ph.D., WINTER 1988, p. 8.

Recruiting Tips: Taking Notes from the Grassroots. Kenneth B. Perkins, Ph.D., WINTER 1988, p. 34.

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The Impact of the Liability Crisis on Nonprofit Organizations. Gallup Organization/ASAE Foundation, Advocacy, SPRING 1988, p. 13.

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City Programs Tap Local Environment to Teach Kids about Volunteering. Judy Haberek, News, SPRING 1988, p. 8.

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Unique Michigan Partnership Benefits Seniors, Disabled. Candy Salazar, News, FALL 1988, p. 11.

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The Euro-American Elderly: What Service Providers Should Know About This Special Group. Christopher L. Hayes, Ph.D., David Guttmann, D.S.W., Theodora Ooms, M.S.W., and Pauline Mahon-Stetson, M.A., SPRING 1988, p. 26.

Unique Michigan Partnership Benefits Seniors, Disabled. Candy Salazar, News, FALL 1988, p. 11.

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One Person Making a Difference. News, FALL 1988, p. 8.
A University Effort in Auburn, Alabama. Ann Marcus, LCSW and Dick Pivetz, News, FALL 1988, p. 5.
"We Can" Offers Self-Help for Homeless in NYC. Judy Haberek, News, FALL 1988, p. 7.

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The Impact of the Liability Crisis on Nonprofit Organizations. Gallup Organization/ASAE Foundation, Advocacy, SPRING 1988, p. 13.

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International Trends in Volunteering. Foster Murphy, As I See It, SPRING 1988, p. 34.
LIVE88. Report on the Tenth Biennial Conference of the International Association for Volunteer Effort. WINTER 1988, pp. 9-32.

LEGISLATION
H.R. 2156: Community Service Could Reduce Student Loans. Kay Drake-Smith, Advocacy, SUMMER 1988, p. 17.

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Having a "Heart-to-Heart" about Volunteering in Virginia. Carrie Smoot, News, FALL 1988, p. 9.

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"Gentle Teaching" Introduced to Midlands ARC. News, SUMMER 1988, p. 13.

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Cambodian Assn. of Illinois Reaches Out to Immigrants. Judy Haberek, News, FALL 1988, p. 8.

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Seventh Annual President's Volunteer Awards Program Honors 18 Outstanding Individuals, Groups. News, SUMMER 1988, p. 5.

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Having a "Heart-to-Heart" about Volunteering in Virginia. Carrie Smoot, News, FALL 1988, p. 9.

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IS/Gallup Survey Reveals Churches Are Primary Source of Voluntary Aid. Gallup Organization/INDEPENDENT SECTOR, Research, WINTER 1988, p. 5.

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Lives of Service: Portraits of Two Outstanding Volunteers. William N. Stephens, Ed.D., SPRING 1988, p. 15.
Social Characteristics and Role Commitment of Volunteer Firefighters in the U.S. Kenneth B. Perkins, Ph.D., Research, SUMMER 1988, p. 19.
New Survey Reveals 45 Percent of Americans Volunteer. Gallup Organization/INDEPENDENT SECTOR, FALL 1988, p. 13.
IS/Gallup Survey Reveals Churches Are Primary Source of Voluntary Aid. Gallup Organization/INDEPENDENT SECTOR, Research, WINTER 1988, p. 5.

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California Establishes "Human Corps" with 100,000+ Volunteer Potential. Theo Steele, News, SPRING 1988, p. 5.
Strategies for On-Campus Volunteer Management. Follow-Up, SPRING 1988, p. 12.

TAXES (DEDUCTIONS/VOLUNTEERS)
Tax Deductions for Volunteers in 1989. VOLUNTEER—The National Center, WINTER 1988, p. 33.

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Guidelines for Interviewing Victims as Volunteers. The National Victim Center, FALL 1988, p. 28.

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Lives of Service: Portraits of Two Outstanding Volunteers. William N. Stephens, Ed.D., SPRING 1988, p. 15.
What Makes for Heroism? By Bill Berkowitz. Reviewed by Kenn Allen, Books, SPRING 1988, p. 31.
Can Self-interest Volunteering Also Serve the Most Needy? Patrick Saccomandi, As I See It, SUMMER 1988, p. 2.
The Fork in the Road—Which Way Will We Go? Henry Cisneros, As I See It, FALL 1988, p. 2.
New Survey Reveals 45 Percent of Americans Volunteer. Gallup Organization/INDEPENDENT SECTOR, FALL 1988, p. 13.
Do Women Need a Paycheck to Feel Their Work is Worthwhile? Jeanne Bradner, As I See It, WINTER 1988, p. 2.

YOUTHS
Boy Scouts Tackle "Five Unacceptables." Barclay M. Bollas, News, SUMMER 1988, p. 12.
Disabled Youth Cite Recognition, Increased Self-confidence as Volunteering Benefits. Ruth Thaler, SUMMER 1988, p. 15.
Adolescent Suicide Rate Triples. Janine Jagger, M.P.H., Ph.D., FALL 1988, p. 25.
Help Teens Choose Life. Hildy Baldwin, FALL 1988, p. 24.

As I See It

Continued from page 2

it as long as you spend time exploring co-op possibilities for your organization or program.

Look at the needs you have today. Project into the future the needs you will have in the next 10 years and the resources you feel you will have to meet those needs. If you see a shortfall of resources in relation to needs, I urge you to call together your most creative thinkers from paid staff, volunteers, supporters, board members and possibly even clients and brainstorm creative ways to co-op with others to meet shared needs.

Be constantly on the lookout for ongoing opportunities to link arms with others in joint efforts that cut costs, share energies, expand your reach and produce desired results.

As you choose co-op partners, look closely at their goals. Are they ones you share or are compatible with, or are they so divergent that they will clash? Avoid groups and people with a high need for absolute control; co-ops demand joint control and a high degree of trust in leadership. They require participants with maturity, good communication skills, timely follow-through, honesty and flexibility. They need to avoid people who keep score, play games or demand special favors.

Also avoid unrealistic expectations. Share all the information you have with participants that they need to make the decision to join the co-op venture, especially any past track record you have. If, after starting, a participant becomes unhappy, release them quickly even though this will affect all other participants (i.e., costs now shared with fewer people; less people to do the work; fewer outlets of support, etc.) so that it will not contaminate the entire co-op or cause participants to have a negative energy drain.

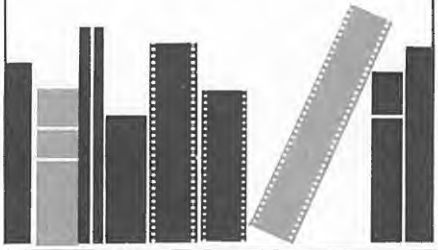
Look around for similar co-op arrangements and talk in depth with their leadership to gather tips on operations, effectiveness, energy demands, etc.

To sum it up, I urge you to do your homework, choose potential co-op partners carefully, invite those with compatible goals and philosophies, manage it democratically, keep it simple and enjoy the combined benefits of your collaborative efforts.

I am firmly convinced that those groups and individuals who begin looking forward to co-operative ventures today are the ones that will not only survive but lead the way during the '90s and into the next century.

Thus, the barn raising of yesteryear becomes the "care raising" of tomorrow!

Tool Box



To have your resource listed, send information to VAL Tool Box Editor at VOLUNTEER.

From Belief to Commitment: The Activities and Finances of Religious Congregations in the United States. INDEPENDENT SECTOR, 1828 L Street, NW, Washington, DC 20036, (202) 223-8100, 1988. 52 pp. $25.

A study undertaken by The Gallup Organization for INDEPENDENT SECTOR that looks at religious congregations and the significant role they play in the voluntary sector.

How Much Is Really Tax Deductible? A User's Guide to IRS Publication 1391. INDEPENDENT SECTOR, 1828 L Street, NW, Washington, DC 20036, (202) 223-8100, 1988. 12 pp. $2.

INDEPENDENT SECTOR has prepared this booklet in response to considerable confusion among many nonprofit organizations, as well as individual donors and contributors, as to what really is tax deductible. It answers such questions as "What portion of a charitable contribution is deductible?" "What are the penalties for not complying?" and "Does the size of the contribution relative to the value of the item or benefit received by the donor affect the amount deductible as a charitable contribution?"

Dimensions of the Independent Sector: A Statistical Profile. INDEPENDENT SECTOR, 1828 L Street, NW, Washington, DC 20036, (202) 223-8100, Interim Update, Fall 1988. 40 pp. $8.

An update of major national tables covering the size, scope and dimensions of the nonprofit sector through 1986. Includes summary tables on giving and volunteering and grants made by foundations and corporations.

Accent on Humor. A Look at the Lighter Side of Philanthropy. Philanthropic Service for Institutions, 12501 Old Columbia Pike, Silver Spring, MD 20904, (202) 722-6131, 1988. 78 pp. $6 prepaid.

A collection of jokes, cartoons and folk wisdom, all related to giving and volunteering. Examples: "No rich man is ugly."—Zsa Zsa Gabor; "Give what you have. To someone it may be better than you dare to think."—Henry Wadsworth Longfellow; "Volunteers are an organization's biggest fans and best critics."—Mary Lawrence.

The Neighborhood Works. Center for Neighborhood Technology, 2125 W. North Ave, Chicago, IL 60647, (312) 278-4800. Bimonthly. $25/year. (Make check payable to: The Neighborhood Works.)

Replacing *Conserve Neighborhoods* published by the National Trust for Historic Preservation, *The Neighborhood Works* presents a mix of news and features on affordable housing, historic preservation, neighborhood economic development, energy and environmental issues affecting the quality of life in city neighborhoods.

Pathways to Work. Martin Kimeldorf. Meridian Education Corporation, 236 East Front St., Bloomington, IL 61701, (309) 827-5455, 1988. Item No. 3310, $9.95.

A workbook for students who can learn what employers look for and how to make applications stand out; how to prepare questions; how to describe skills and interest; and how to conduct a professional job search.

Planning: An Orientation for Social Agencies. Dr. Eleanor Hannon Judah. Catholic Charities USA, Communications Dept., 1319 F Street, NW, Washington, DC 20004. 60 pp. $7.00 prepaid.

The author relates the planning process to Catholic Charities agencies, and especially to accreditation, the code of ethics and the Cadre Report. She discusses planning and the planning process and reviews resources. The book includes a bibliography and planning worksheets for nonprofits.

The Nonprofit Drucker. Leadership Network, 15000 Paluxy, PO Box 9090, Tyler, TX 75711, 1-800-447-7770, ext. 90. Audio-cassette series. Complete set: $279.95; single volumes: $69.95. Call for details.

Five volumes of 25 audio cassettes with companion action guides, this series features interviews with executives of leading nonprofit and business organizations and other experts on the nonprofit sector. Management scholar Peter Drucker and his guests address such topics as identifying the organizational mission, providing leadership, managing relationships with board members, volunteers and other key constituencies. Participants include Frances Hesselbein, national executive director of Girl Scouts of the U.S.A.; Dudley Hafner, executive vice president and CEO of the American Heart Association; and Philip Kotler, professor of international marketing at the J.L. Kellogg Graduate School of Management, Northwestern University.

The Forgotten Half: Pathways to Success for America's Youth and Young Families. Youth and America's Future, 1001 Connecticut Ave, NW, Suite 301, Washington, DC 20036-5541. 208 pp. 1988. $5.00 prepaid.

Researched and produced by The William T. Grant Foundation Commission on Work, Family and Citizenship (Youth and America's Future), this report is based on a two-year study of 16-24-year-olds—"the young people who build our homes, drive our buses, repair our automobiles, fix our televisions, maintain and serve our offices, schools and hospitals, and keep the production lines of our mills and factories moving." Presents profiles, analysis and recommendations.

The 1,2,3 of Evaluation. National Charities Information Bureau, 19 Union Square West, New York, NY 10003-3395, (212) 929-6300. $10.00 prepaid.

A guidebook containing three tools to establish better controls, plan more realistically and tell your organization's story more effectively (and therefore, raise more money). NCIB developed and tested these tools over a 10-year period. For nonprofit organization leaders, fundraisers and planners.

1988 Management Compensation Report of Voluntary Health and Human Service Organizations. National Assembly of National Voluntary Health and Social Welfare Organizations and The National Health Council, 1989. $25.00 prepaid. (Order from: The National Assembly, 1319 F St., NW, Suite 601, Washington, DC 20004, (202) 347-2080.)

This report is a comprehensive overview of management compensation practices exclusive to nonprofit health and social welfare organizations. It tracks compensation levels, compensation practices and supplemental benefits and perquisites on 56 selected management positions.

Career Action Plan. William Bloomfield. Meridian Education Corporation, 236 East Front St., Bloomington, IL 61701, (309) 827-5455, 1988. 160 pp. Item No. 3300, $7.95.

A book that helps young people develop the critical life skills necessary to plan for and find work while creating a realistic career plan. Self-analysis, decision-making, goal setting, self-control, communication and responsibility are emphasized throughout.

How to Receive a Delegated Assignment. Some Useful Guidelines. Dennis LaMountain. ODT, Inc., PO Box 134, Amherst, MA 01004, (413) 549-1293, 1989. 4 pp. Sold in packs of 5 for $10.00 prepaid.

A "tip sheet" on blue and white cardstock for employees (or volunteers) seeking reasons to take on assignments that might come their way. The tip sheet offers point-by-point guidelines for accepting assignments and making them work. Includes a short self-quiz to determine attitudes toward delegated assignments.

Utne Reader, PO Box 1974, Marion, OH 43306. Bimonthly. $24/year.

"The first and only magazine devoted to bringing hard-to-please readers the best of over 1,000 independent, small-circulation magazines, journals and newsletters." Write for brochure that lists sampling of articles and publications.

Reaching Out. School-Based Community Service Programs. National Crime Prevention Council, 733 15th St., NW, Suite 540, Washington, DC 20005, 1988. 109 pp. $15 prepaid.

Developed under a grant from the Florence V. Burden Foundation, this book provides practical help for starting and sustaining a school-based community service program. Using checklists and discussion, it presents options for program designers. Profiles 33 active programs, including programs of mandatory and optional service, ones operated by schools or by others based in schools, ones that offer credit, etc. A third section provides useful forms, including student registration, evaluation and a volunteer contract between student and site, training materials to help students develop ideas about the kind of work they would like, a sample community needs survey, a journal entry worksheet, and more.

Clip 'N Copy—Copyright-Free Art with the Volunteer Manager in Mind. Association for Volunteer Administration, PO Box 4584, Boulder, CO 80306. $8.95-$9.50 (see below) + $1.50 shipping. (Make check payable to: AVA.)

The Clip 'N Copy series is filled with copyright-free cartoons, graphic images, words and phrases especially designed with volunteer themes. Printed on high-quality paper and punched to fit in a three-ring binder. Chapter 1: The Starter Kit contains over 100 cartoons by five different artists and 60 words and phrases in both calligraphy and type styles. ($8.95 + shipping) Chapter 2: Recognition & Borders contains over 175 cartoons, generic images and borders as well as 50 words and phrases, which can be used to design awards, certificates, invitations, announcements, etc. ($8.95 + shipping) Chapter 3: Holidays & Seasons contains page headers and banners to help celebrate the seasons, the months in calligraphy, children at play, holiday images and more. ($9.50 + shipping)

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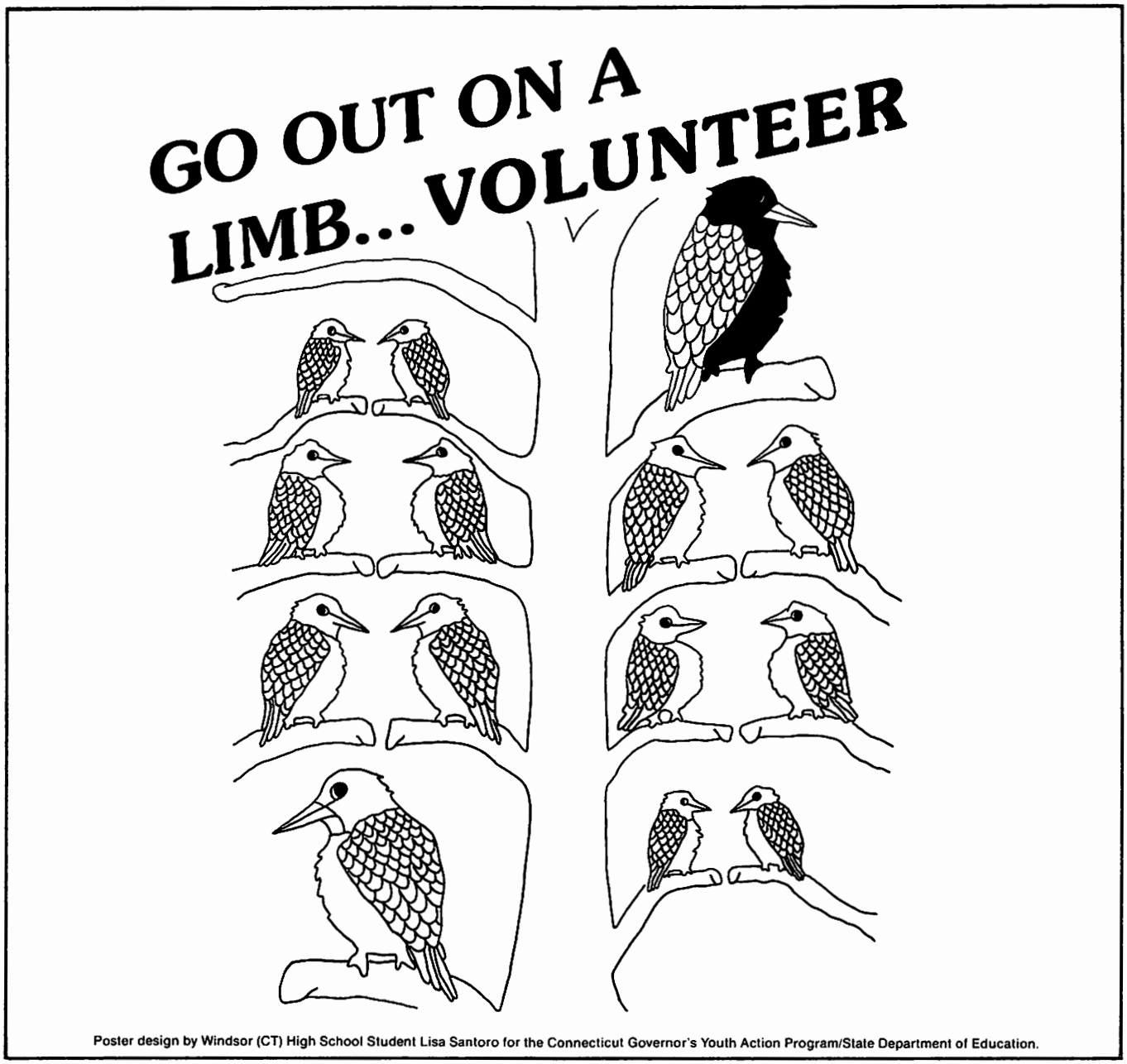

Poster design by Windsor (CT) High School Student Lisa Santoro for the Connecticut Governor's Youth Action Program/State Department of Education.

The spring poster is courtesy of Windsor High School, Windsor, CT and the Connecticut Governor's Youth Action Program, which sponsored the contest that produced this award winner by Lisa Santoro. You may reproduce this art for your own volunteer-related recruitment and recognition purposes.

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Calendar

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

Aug. 7-11 **Chicago, IL:** *15th Annual North American Victim Assistance Conference*
This event provides the opportunity for people interested in helping victims of crime exchange ideas and learn new information and skills. They can choose from 75 workshops; network with practitioners; preview some of the latest audio-visual material available to the field; and shop at a "Book Fair" of selections of interest to the professions associated with the victims' movement.
Fees: Member: $175; non-member: $225. Day rates available.
Contact: Conference Office, National Organization for Victim Assistance, 717 D St., NW, Washington, DC 20004, (202) 393-6682.

Oct. 1-2 **New Orleans, LA:** *ASDVS Annual Meeting, Management Training Conference and Exhibition*
The annual meeting of the American Society of Directors of Volunteer Services of the American Hospital Association.
Contact: ASDVS, c/o AHA, 840 N. Lake Shore Drive, Chicago, IL 60611.

Oct. 25-27 **Savannah, GA:** *1989 Georgia Volunteer Conference*
Sponsored by the Georgia Association of Volunteer Administrators, this year's conference theme is "Valuing Volunteers." Workshops and special sessions to be led by national trainers Anita Bradshaw and Neil Karn.
Contact: Department of Community Affairs, 1200 Equitable Bldg., 100 Peachtree St., Atlanta, GA 30303, (404) 656-3898.

1990

April 22-28 **Nationwide:** *National Volunteer Week*
Sponsored by VOLUNTEER—The National Center.

June 24-27 **San Diego, CA:** *The 1990 National VOLUNTEER Conference*
Celebrate the tenth anniversary of the largest U.S. convening of volunteer and nonprofit leaders in sunny San Diego at The Sheraton on Harbor Island. Through plenary sessions featuring nationally known speakers, mini-plenaries and workshop tracks designed for specific segments of the volunteer community, roundtable discussions and other forums, VOLUNTEER's conference offers numerous opportunities for learning, sharing and networking. Details available in fall 1989.
Contact: VOLUNTEER, 1111 N. 19th Street, Suite 500, Arlington, VA 22209, (703) 276-0542

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