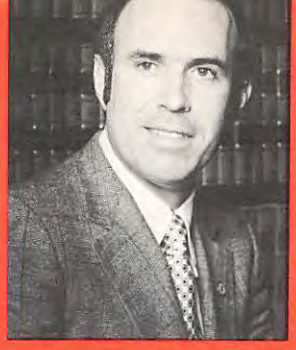
voluntary action
leadership
SUMMER 1977

Energize
CREATIVE CONSULTANTS AND TRAINERS

RECRUITMENT:
a SUPERMARKET of VOLUNTEERS



As I See It

Volunteers and The Legislature: What They Don't Know About Each Other

By Wyatt B. Durrette, Jr.

Mr. Durrette, a member of Virginia's House of Delegates, introduced and sponsored Virginia's recently-enacted State Government Volunteers Act. His remarks that follow are part of an address delivered at Virginia's First Statewide Conference on Volunteerism.

MY PURPOSE IS TO SHARE WITH YOU SOME thoughts on what the volunteer and legislator do not know about each other, and yet it is what they must understand if each is to be successful in helping the other. These are set forth in no particular order of priority, but collectively they demonstrate a lack of understanding that we somehow must reckon with.

First, believe it or not, the average legislator has no real perception of volunteer potential—even though every one of us was elected primarily, and in some instances exclusively, by volunteers. To the politician, volunteers are bright enough, smart enough, perceptive enough, dedicated enough and energetic enough to enlist successfully in his cause. Yet he completely fails to recognize that these people can perform meaningful and valuable services in other volunteer capacities.

It is important to realize this when dealing with the legislator because you cannot assume he understands what true volunteerism is all about. In many instances, the legislator still thinks of volunteers as the Rotary Club, the Lions Club, the Jaycees, the Junior League or the Women's Club. He may have no idea that extensive volunteer programs in corrections, mental health, welfare, even exist and that volunteers in many areas are performing tasks that have traditionally gone undone or been reserved to paid professionals only.

Second, the typical legislator is almost conditioned to think of problem-solving through government. After all, he is elected to represent a group of people in a governmental apparatus. His entire campaign is usually geared to the discussion of issues evolving around problem-solving by government. The usual debate is over how government should do something, not *whether* government should do it. Consequently, his entire thought process must be redirected to some extent if he is to think in terms of more effective utilization of volunteers.

Third, the typical legislator perceives distinct and separate roles for volunteers and government and is unaware of any mutually supportive arrangements. Some may recognize the value of volunteer service in the community, yet they totally fail to perceive how government and volunteers can work together towards mutually advantageous goals—particularly as to how government can be more supportive of volunteer activity. It was the failure to recognize this mutual arrangement, and our failure to overcome it, that resulted in the defeat of our legislation in the General Assembly.

Perhaps above all else, you must recognize that a legislator in the state of Virginia is an extraordinarily busy person. The average citizen who is not extremely close to the legislative process, or who does not quite know an individual legislator personally, simply has no realization of the extraordinary time demands associated with this job. Most of us have to work virtually full-time at professional activities in order to subsidize our part-time job as legislators, since this part-time job pays only $5,400 a year and demands so much of our time and resources.

Legislators do not have idle moments. Therefore, we appreciate and respect those who present their ideas and requests to us in an effective and abbreviated fashion, allowing us clear understanding in a minimum of time. To impose unnecessarily upon a legislator by excessive rhetoric or repetitive conversation or numerous telephone calls is to run a grave risk of generating a response tainted by resentment at your intrusion.

As legislators we are constantly besieged for money. The single most difficult challenge of public service is the responsibility for allocating scarce resources to competing worthwhile projects. It is very difficult to decide whether to put the public dollar into education, environment, mental health, child abuse, corrections, transportation or volunteer programs. Citizens must understand this and govern their style accordingly.

Belligerency and intolerance are always counterproductive but particularly so when accompanied by a righteous certainty that your cause is tbe absolute best. Legislators tend to react unpleasantly to this kind of attitude. An approach which humbly recognizes that other people have worthwhile objectives is likely to get a more sympathetic response. Convince through facts and persuasion that your goal and cause are worthwhile, but don't do so at the expense of criticizing others.

Finally, I would remind you that any successful legislator is attuned to constituent interest and citizen opinion. We will respond to our constituents' requests when we recognize them and understand them. Of course, on matters of significant moral or philosophical dimensions, a legislator may vote his convictions and his conscience, but on many issues we are representative in the true sense and attempt to secure our constituents' desires.

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WE'VE MOVED

The National Center for Voluntary Action moved to a new office on April 1. Please address all correspondence concerning *Voluntary Action Leadership* and NCVA programs to:

NCVA
1214 16th St., NW
Washington, DC 20036

Our new phone number is:
(202) 467-5560

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comment

Many leaders of volunteer programs take stock of their recruitment efforts during the summer lull when vacation retreats beckon staff as well as volunteers. Variations of the same self-assessment questions crop up each year:

"I have more requests for volunteers than ever before—where do I find them?"

"How can I better prepare for the unexpected response to a recruitment campaign? Last year I couldn't place all the persons who heard our radio-spot announcement and called to sign up."

"Why don't people respond to my 'You Can Help' column in our town's weekly newspaper?"

The satisfied recruiter will stress the importance of advance planning to match specific kinds of people with specific volunteer opportunities. In our **summer feature on recruitment,** Carol Barbeito and Robert Hoel explain how to attract volunteers of different backgrounds through the use of marketing techniques. For many, the article will offer a new way of thinking about recruitment and planning strategies. While marketing is as important to commercial businesses as the products they sell, it is a relatively unexplored technique—with its terminology of "market segmentation," "need fulfillment," "marketing" versus "selling" concepts—in the world of nonprofit, service-oriented organizations.

When the decision is made to recruit the previously uninvolved volunteer, the marketer must identify the "target," its needs and problems. One such group of "nontraditional" volunteers is examined in **Blacks and Voluntary Action** by King Davis, the author of this issue's research column. We are pleased to present this first report of the Alliance for Volunteerism's Minority Involvement Task Force which has compiled a bibliography of more than 1,500 references on the nature and extent of Black participation in volunteerism in this century. The task force, under the sponsorship of Alliance members, the National Council of Negro Women and the National Black United Fund, is undertaking a major research project to "identify organizational and attitudinal barriers to minority participation and develop workable solutions so that the role minorities play in the voluntary sector can be enhanced and publicly recognized."

Two other recruitment aids include Alan Labovitz' advice on **how to get better radio publicity** for your agency (Communications Workshop) and a list of **source materials on recruitment** compiled by Anne Plunkett, NCVA's roving researcher.

Elsewhere in this issue, a footnote to the 1976 National Volunteer Activist Awards appears in the centerfold. One of the highlights of National Volunteer Week can be seen on the faces of the 10 winners, who were treated to four days of activities in New York and Washington, D. C. by sponsors Germaine Monteil Cosmetiques Corporation and NCVA. One guest's comment summed up the experience for all of the winners: "It was a never-to-be-forgotten week and we are still reliving and recalling memories which we will retain as life-long keepsakes." *(Note:* The nomination form for next year's awards program will appear in the next issue of *VAL.)*

Accompanying the presentation of the national winners is Mary Ellen Lazakis' **profile of a local winner**—Margie Wilber, founder of the Crime Stoppers Club of Washington, D. C. Wilber was one of 12 winners in the first Washington Area Volunteer Activist Awards program, sponsored by Woodward and Lothrop department store in cooperation with NCVA and Germaine Monteil. The winners were selected on the basis of achievement, innovation, community need for their activity, and success in surmounting difficulties encountered.

Finally, may we draw your attention to **NCVA's expanded board of directors** (opposite page). The increase in size to 60 members is the result of the board's decision to include eight representatives of national voluntary organizations and eight representatives of Voluntary Action Centers. The VAC members were selected in a special election in which each VAC was allowed to nominate a candidate. The nominations were placed on a ballot according to four broad geographical regions, and each VAC voted for two representatives from its region.

the volunteer advisor

Dear Addie: *Our Boys' Club is located in an urban area plagued by a high rate of juvenile crime and delinquency. There is heavy use of alcohol and drugs and a severe juvenile gang problem. We have been thinking of trying to involve these kids in a volunteer program of some kind. Any suggestions?*—**Hopeful**

How about this possibility from our clearinghouse files: The R. W. Brown Boys' Club in Philadelphia has a "Take-A-Brother Program" which pairs an 8-12-year-old boy with a carefully screened high school student living in the same neighborhood. The high school volunteers are old enough to have the respect of the younger boys, but young enough to understand their problems. The volunteers spend at least two hours a week with their "brothers" to build beneficial relationships based on companionship and understanding.

Volunteers have found that the depth of their relationships and investment of themselves far exceed their expectations. When the younger brothers found someone sincerely interested in them, their needs went beyond picnics and swimming to concerns about school, absentee fathers and personal problems.

The program has met with complete acceptance by the youngsters and their parents. Also, older brothers who were gang members have responded positively to the volunteers and have sought out counsel and relationships with adult staff at the Boys' Club.

Good luck!

★ ★ ★

Dear Addie: *We are interested in getting corporations involved with our volunteer program, but we don't know where to start. Do you have any suggestions?*—**Eager but Uncertain**

Companies are increasingly recognizing the need to get their employees involved in the community. Personnel departments often keep a list of volunteer opportunities that employees might be interested in and run notices in their in-house newsletters. A call to the top executive's office will usually identify who is handling community relations or public affairs. A visit to their office may result in continuing company support.

Don't forget that companies are in business to make money, so it helps if you can satisfy some of their interests. Do you serve any of their employees or their families through your program? Are you located close to the factory or to where a large number of employees live? Is there a natural relationship between your program and the company? Recreation programs, for example, do well with sporting goods companies, vocational training programs with tool manufacturers. Are there ways in which the company can provide in-kind support as opposed to dollars? Can you call the community's attention to the company's support?

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Dear Addie: *I am the executive director of a small voluntary agency. Because of changes in grants and other local funding sources, we find ourselves operating at a deficit. My board feels that I should be responsible for the fundraising that we need to do. I maintain that I was not hired to be a fundraiser, and that that isn't my area of expertise. Besides, that's what a board should do, isn't it?*—**Betrayed**

The classic struggle between board and staff—who is going to look for the dollars.

Your theory is correct. The board should bear primary responsibility for fundraising. Remember, however, that responsibility and implementation are not synonymous. Is yours really a *fundraising* board or one that feels responsibility for seeing that funds are raised? Is there adequate representation of the business community and others who are willing to do the needed work? In all likelihood, the board members feel no more prepared than you do to take on this task.

There are some things your board can do: provide credibility in the community, give you tips on whom to approach and how, help make the pitch (if they feel comfortable doing it and are knowledgeable about your program), do some follow-up.

But they *can't* be staff. You must do the support work: research new sources, draft letters, make appointments, develop proposals and presentation materials, provide the energy to bring it all together.

Sounds to me like you need a good honest session with your board in which expectations are outlined and mutually agreed upon. Don't forget, if they really want you to do something that you don't want to do, there is an easy answer. But don't forget to negotiate this point in advance with your new employer.

★ ★ ★

Dear Addie: *I am a volunteer at our county arts council. We would like to start a program to get artists involved in the community, but we think we'll need some money. Where do we start looking?*—**Artsy Craftsy**

One resource you might find helpful is the National Endowment for the Arts' newsletter, *Bulletin on Federal*

(Continued on p. 46)

National Legislation Report

By Maureen Aspin and Steve McCurley

If you have been following the status of volunteer-related legislation, you bave undoubtedly noted that a number of bills currently pending in the House and Senate are similar to ones introduced in the previous session of Congress. All of the bills relating to benefits for volunteer time, for example, were introduced in previous sessions and failed to pass. Quite often, a bill will be introduced because of pressure from a particular group, but there is no serious commitment from the bill's sponsor to get the legislation passed. A bill can be introduced ad infinitum but will not become law unless strong support for it is communicated to the legislators. If you are interested in a particular piece of legislation, you may wish to write your Senator or Representative asking him/her to co-sign a bill.

The following is a status report on new legislation affecting volunteers and voluntary organizations introduced in the 95th Congress. Those bills with "HR" designations bave been introduced in the House of Representatives; those preceded by an "S" have been introduced in the Senate. To become law, a bill must be introduced and passed in both the House and the Senate and signed by the President.

One essential element for passage is the holding of hearings for testimony on a bill. If no hearings are scheduled, it is a good signal that Congress has not been pressed to take a stand on the issue. Of the bills listed below, hearings have been scheduled on only one bill, HR41.

Maureen Aspin is NCVA's director of national affairs. Steve McCurley is a research analyst in the National Affairs department.

NCVA will continue to monitor and report the progress of volunteer-related legislation.

TAX BENEFITS FOR VOLUNTEER TIME

HR1363—Walsh (N.Y.)

Deduction for volunteer services performed in Veterans Administration hospitals. Amount of deduction is computed by multiplying the number of hours served by either $2.00 or the minimum wage for that type of work, whichever is greater. Maximum deduction allowed is $2,500 per year.

HR1364—Walsh (N.Y.)

Deduction for volunteer services performed by those 65 or older. Services must be performed for a qualified charitable organization. Deduction is computed according to hours of service times $2.00 or minimum hourly wage for such service, wbichever is greater. No maximum limit on allowable deduction.

HR1634—Carney (Ohio)

Deduction for volunteer services performed for a federal, state, or local government agency. Deduction computed hy hours of service times $2.00. Maximum deduction of $2,000 per year.

HR1861—McKinney (Conn.)

Tax credit for volunteer services in any

WRITING TO WASHINGTON

When writing your member of Congress about specific legislation, try to include the name, number, and sponsor of the bill, and present clearly your reasons for opposing or supporting the legislation. Keep to a single issue per letter. You may request copies of particular bills by writing the sponsor of the legislation.

Send letters to:

The Honorable _____
U. S. Senate
Washington, D. C. 20510

The Honorable _____
House of Representatives
Washington, D. C. 20515

You can quickly check on the status of a particular bill by telephoning the House or Senate bill status offices. Their numbers are:

House: (202) 225-1772
Senate: (202) 224-2971

You will need to know the name and number of the bill when using this service.

organization engaged in the treatment, care or rehabilitation of the physically handicapped or mentally ill. Credit computed by multiplying number of hours served by $2.00 (or applicable minimum wage for type of service performed) by 70%. Minimum of 50 hours' service to qualify for credit. Maximum amount of credit is $750 per taxable year.

OTHER VOLUNTEER TAX BENEFITS

HR602—Quillen (Tenn.)

Deduction for amounts paid by an individual for dependent care services to allow him/her to perform volunteer services. Maximum payment of $400 per month.

S390—Matsunaga (Hawaii)

Amount of charitable deduction allowable for expenses incurred in the operation of a vehicle will include a portion of the costs for operating and maintaining the vehicle (including depreciation) and will be determined in the same manner as that for a vehicle operated for the trade or business of the taxpayer.

CHARITABLE CONTRIBUTIONS

HR436—Koch (N.Y.)

Provides that blood donations shall be considered as a charitable contribution at the rate of $25.00 a pint up to $125.

HR478—Lehman (Fla.)

Requires that charitable organizations soliciting contributions from the public must pay out at least half of their gross revenues in charitable activities.

HR470—Archer (Texas)

Increases the percentage limitation on the amount of deduction allowable for charitable contributions made by corporations to 10% of taxable income or 5% of taxable income plus $1,000,000, whichever is lesser.

HR1693—O'Brien (Ill.)

Allows an individual to elect a tax credit for 50% of his/her charitable contributions in lieu of the deduction now allowed for such contributions.

HR3705—Vander Jagt (Mich.)

Allows taxpayers electing tbe standard deduction to take a separate deduction for charitable contributions. Allows low and middle-income taxpayers a deduction up to 200% of such contributions.

OTHER VOLUNTEER-RELATED LEGISLATION

HR41—Wilson (Calif.)

Requires any charitable organization soliciting the remittance of a contribution through the mail to furnish the legal name and place of business of the organization, the intended use of the receipts, and the percentage of all contributions collected in the previous year which remained for direct program use after payment of fundraising and general management expenses. The bill also requires the soliciting organization to furnish any individual, upon request, a complete financial statement of the organization.

HR1132—Pepper (Fla.)

Exempts from excise tax certain buses purchased by nonprofit organizations for exclusive use in furnishing transportation for state or local governments or nonprofit organizations.

HR2161—Roe (N.J.)

Amends the Small Business Act to provide that a small business concern shall include a nonprofit organization providing economic benefit or valuable service to its members.

HR5208—Pressler (S.D.)

Allows the President, Vice-President, and members of Congress to waive any portion of their compensation and serve without pay.

HR5295—Armstrong (Colo.)

Removes the current $100,000 annual limit on appropriations for the Volunteers in National Forests Act of 1972.

HR5512—Steers (Md.)

Permits private nonprofit organizations to deposit mailable matter directly in letter boxes if such distribution is done by volunteers, and the material deposited relates to the activities or functions of the organization (i.e., you don't have to mail the brochures; you can distribute them door-to-door in mailboxes).

EMPLOYMENT CREDITS

H. Con. Res. 11—Corman (Calif.)

Experience in volunteer work should be taken into account by federal, state, and local governments, charitable and service organizations, and private employers. Provision should be made for listing volunteer work on employment application forms.

CETA YOUTH EMPLOYMENT PROGRAMS

S. 1242—H.R. 6138

The House and Senate have each passed versions of a program for youth employment and training to operate under the Comprehensive Education and Training Act (CETA). President Carter had submitted a request to Congress for a youth employment project on April 6.

The Senate version, which is essentially the same as the Carter proposal, has three parts. Part A creates a National Youth Conservation Corps to work in the nation's parks and forests. Part B creates youth community conservation and improvement projects to conduct rehabilitation of neighborhood facilities. Part C would authorize funds for a broad variety of training programs designed to increase job prospects of youths.

The House version creates a youth conservation corps and authorizes funds for a variety of youth employment and training programs.

Both the House and the Senate bills are targeted at low-income youth; administration of each will be mainly through the Department of Labor.

STATE SURVEY UPDATE

The following additions and changes to the *NCVA Survey of State Policies Affecting Volunteers* which appeared in the Winter 1977 VAL have been brought to our attention:

In **Hawaii**, access to state vehicles is not totally prohibited and is a matter of agency decision. Volunteers are considered state employees for the purpose of liability protection.

In **Ohio**, volunteers do not receive a state tax deduction for out-of-pocket expenses.

Virginia has just enacted an omnibus volunteer package which, among other things, supports the use of volunteers in state agencies, gives state civil service credit for volunteer experience, and extends liability protection to volunteers in state agencies.

If you know of an addition to or change in the state survey, please send it to NCVA's National Affairs department.

voluntary action news

Edited by Sam Zuckerman

Yes, We Now Have Firewomen

By David Lampe

Barbara Fisher hung up the telephone. As soon as she'd laced her tennis shoes and wriggled into baggy white overalls, she told her 12- and 14-year-old sons to finish packing their own lunches. Then she was in her sub-compact, racing to a gray stone garage a mile away. Once there, she shrugged on a man-size waterproof, fireproof coat and clapped on an equally oversize bright yellow helmet. She was quickly behind the wheel of a 750-gallon pumper truck, slamming it into gear, when two other members of the Rollingwood, Tex., Volunteer Fire Department drove up. Like Barbara, both wore white overalls. Like her, both were suburban housewives.

Rollingwood (290 houses, six commercial buildings and a church) calls itself a city and has its own local government. In fact, it is a suburb just across the Colorado River from downtown Austin. But because administratively it is separate, it must provide its own fire department which, like 95% of America's 25,000 or so engine companies, is all-volunteer. The Rollingwood VFD has reciprocal firefighting agreements with VFDs in some neighboring suburbs, but because of a jurisdictional dispute, Austin's paid firefighters aren't allowed to help out in Rollingwood unless a fire there is so massive that it threatens the metropolis. Like other bedroom communities across the nation, most of Rollingwood's able-bodied men work too far away to serve the fire department weekdays.

"Building our new fire house and moving the engine away from the local service station where we'd kept it," recalls Harry Rogers, Rollingwood VFD's chief, "deprived us of the last man who could regularly work our day shift. The service station attendant couldn't leave his job long enough to drive our engine." That was when Rollingwood, which already had several enthusiastic husband-wife firefighting teams (as do a growing number of VFDs across the nation) decided to leave weekday firefighting to its women, not just relying on those women to make cakes and put on barbecues to raise department funds. Would an all-female firefighting shift give the community adequate protection against fire? Protection adequate enough to keep local fire insurance rates from being raised? Harry Smith, a Texas A & M professor who runs weekend training courses for both paid and unpaid firefighters from all over Texas, assured them it would. "Generally, there's nothing in modern firefighting women can't do. Physical endurance may be a problem, but all Texas women firefighters—paid or not—pass agility tests. Oh, they'd probably have trouble hauling hose sections up 20-story ladders. But in places like Rollingwood, they'll never have to do this."

None of the six housewives Harry Rogers recruited and upon whom Rollingwood today depends to fight weekday blazes and answer other emergency calls is exactly a "Bionic Woman." "The day after a training session where I had to spend an hour on my hands and knees giving mouth-to-mouth resuscitation and heart massage to a dummy," smiles Erin Carlson, wife of a retired Air Force officer, "I rediscovered a lot of muscles."

"Oh, there are things that are harder for us women to do," admits Barbara Fisher, whose attorney-husband Rick is the VFD's president and on night call. "Like working the hydrants. Some take two women to turn them on, a job most men can do by them-

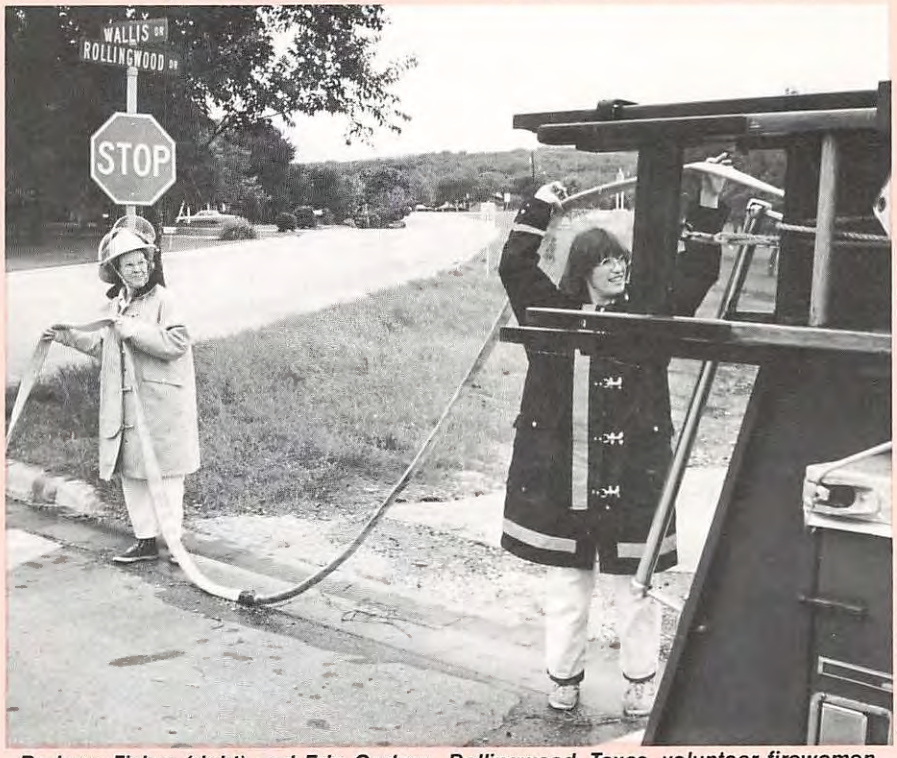


Photo by David Lampe

Barbara Fisher (right) and Erin Carlson, Rollingwood, Texas, volunteer firewomen, participate in regular Saturday morning training session.

selves. But we women soon learn to work together, learn to pool our muscle. And we manage."

To make sure the women can work Rollingwood's hydrants without having to rely on men, one of the women, usually Barbara Fisher, regularly checks the 250 or so dotted around the community. "A man may go out with me, but I always screw the caps on the plugs myself. After all, if I can't uncap them, they may as well not be there. When I'm doing this chore I often take my kids along. They get a kick out of riding the engine."

A lot less pleasant—but necessary—job, she says, is clearing the hydrants. "Flushing out the accumulated rocks and gravel, sometimes kids' plastic toys and, of course, dead frogs."

Simply driving the fire engine takes a lot of muscle, but all the women can drive it. "Those with stickshift cars find it easiest. It has quirks we've discovered and have learned to live with, like going down steep hills with the water tank full. The extra weight at the rear lifts the front wheels right off the road, so when we're carrying water, we avoid Timberline Drive, the steepest road in Rollingwood," confided Barbara. Fitting firefighting into their household routines, the Rollingwood firewomen say, presents no problems. Most of them manage to attend the twice-a-month training sessions. "None of us has very small children," explains Erin Carlson who has three children in college and a 10-year-old. "If I have to go out during the day, I go. I don't even bother to let the others in the VFD know. At least two of the women are almost always home, and it takes only three to effectively crew the pumper."

An Austin arson expert explained to the women that arson is a constant worry, that bored VFD members sometimes fire derelict old buildings just to have fires to fight. Nobody in Rollingwood's department has gotten that bored, but they do, several of the women admit, tend to get complacent. "Then we have something like last week's fire," says Barbara Fisher, "when lightning hit a CB antenna on a house here, went down the wire and set fire to the receiver. The owners were away and the whole room burned. "The neighbors who reported the blaze had the good sense to break into the house right away and by the time we got there the fire was already out and it was just a salvage job.

"I don't suppose it was really such a bad fire. Just one roomful of things destroyed and insurance will cover it. But the fire showed us all what could happen to any of our homes in Rollingwood. And it reminded us why we're in the fire department. And however much of a game we make of it, however much we joke about what we've volunteered to do, we know it's really a very serious business."

Excerpted from HOUSE BEAUTIFUL. Copyright 1977, The Hearst Corporation.

Texas Elderly Gain Advocate In Welfare Agency

Better coordination of volunteer projects is a major goal of the Generation Connection, the Texas Department of Public Welfare's ambitious new program to develop community resources for the aged.

The Generation Connection serves as a communications hub and clearinghouse for public agencies, businesses, service groups, volunteer and senior citizen organizations. It does not administer its own programs, but directs the elderly to existing services. Where program gaps exist, the Connection will spearhead campaigns to develop new programs. As an advocate for older Texans, the Generation Connection helps educate the public about the needs of the elderly and promotes beneficial legislation.

A guiding principle of the Generation Connection is that according to their preference, old people should have the opportunity for income-producing or voluntary work. The Connection also believes that volunteers of all ages are most effective in situations of one-to-one interaction with the elderly. One project they promote, for example, is the Department of Public Welfare's Senior Companions Program. This links an older volunteer with individual nursing home residents. Lucy Hester, coordinator of volunteer services for the DPW and an active Generation Connection participant, points out that the spirits of people in nursing homes improve dramatically when they receive regular visits from a volunteer companion.

The Generation Connection is also working on extending telephone reassurance programs, such as one sponsored by the Levi-Strauss Company in Denison. Old people living alone who can't easily get out of the house are referred to the program by the DPW. Each client receives a call scheduled at the same time every day from a Levi-Strauss employee-volunteer, guaranteeing him or her regular communication with the world outside.

Volunteer involvement in programs benefitting the elderly has been promoted through a series of Generation Connection forums throughout the state sponsored by the wife of the governor of Texas, Janey Briscoe. Schednled between October 1976 and May 1977, the public forums helped dispel myths ahout aging and brought local volunteer organizations into direct communication with large numbers of older Texans. Volunteerism was stimulated in two ways. First, information was provided to groups and interested individuals on the exact service needs of the elderly and where volunteers were most needed. Second, recruiters were present to give older people volunteer opportunities.

For further information, contact The Generation Connection, Department of Public Welfare, John H. Reagan Building, Austin, TX 78701, (512) 475-6297.

D. C. Businesses Volunteer Jobs For Veterans

A campaign, sponsored by the Washington, D. C., office of the National Alliance of Businessmen (NAB), to provide jobs for unemployed Vietnam-era veterans has resulted in over 740 confirmed openings, according to Ken Bryant, manager of NAB's Jobs for Veterans program.

Volunteers representing 15 area businesses, educational and civic organizations played a central role in this effort. Last fall on "Hire A Veteran Day," for example, 35 volunteer solicitors contacted over 2,400 metropolitan area employers seeking jobs for unemployed veterans. The C & P Telephone Company donated a bank of phones for the occasion.

The interviewers collected raw employment information which was converted into actual job orders by the U. S. Veterans Administration, D. C. Department of Manpower, and Suburban Maryland and Virginia Employment Commission personnel. In preparation, the NAB volunteers had contacted 1,600 local employers requesting that they be prepared to provide job information when telephoned on Hire A Veteran Day.

Al Jackson of D. C.'s Department of Manpower and Beth Weiss (r.), manager of the Jobs for Vets program, look on as volunteer Shirley Wynne fills out a job order on Hire A Veteran Day.

The annual telethon is a component of NAB's Jobs for Veterans program. Jobs for Vets also includes a regular series of employment seminars and a "mini-profile" project which distributes capsule education, skills and employment history descriptions of jobless veterans to potential employers. Other NAB job development programs are directed at the economically disadvantaged, ex-offenders and youth.

For further information, contact Ken Bryant, NAB, 1129 20th Street, N.W., Washington, D. C. 20036.

State Coordinators Organize

In recent years administrators of volunteer programs in such states as Arkansas, California, Minnesota, Missouri and North Dakota have formed associations to encourage communication and promote common interests. One of the oldest and largest of these is the North Carolina Association of Volunteer Administrators (NCAVA).

NCAVA grew out of a course in volunteer administration taught by Betty Wiser at the Durham Technical Institute. At a conference of volunteer program coordinators sponsored by Wiser's class in December 1973, there developed great sentiment for establishing an ongoing organization to promote the profession of volunteer administration. The group formed an ad hoc committee to oversee the formation of such an organization, incorporated in 1974 under its original name, the North Carolina Association of Volunteer Coordinators.

In its three years of operation, NCAVA has developed into a statewide communications network among 200 volunteer administration professionals who pay annual dues of $10. The North Carolina Office of Citizen Participation, a division of the Governor's Office of Citizens Affairs, lends support by handling a share of the administrative work. "It has been a relationship of working together right from the start," says Mike Robison, NCAVA member and director of the citizen participation office.

NCAVA's major activity has been skill development among the membership. "The life or death of a volunteer program," President Ken Witherspoon comments, "is sound management practices." In recognition of this principle, NCAVA has a regular program of workshops and distributes technical assistance materials.

The centerpiece of the NCAVA skill development program is the annual statewide convention, an intensive education and information sharing event. This year's conference, held in Greensboro, June 6 through 9, was jointly sponsored by NCAVA and the southern regional divisions of the Association for Administration of Volunteer Services and the Association of Volunteer Bureaus. Workshop topics included "How to Get a Piece of ACTION," "Techniques and Methods of Community Development," and "Assertiveness Training."

NCAVA is active in several other areas. A legislative committee monitors government activity and has lobbied on behalf of a package of state laws beneficial to volunteers: tax deductions, protective benefits and liability insurance for volunteers in state agencies. The membership committee's main focus has been extending NCAVA beyond its original human resources agency base by reaching out to private sector volunteer programs. The association also publishes a regular newsletter covering topics of interest to North Carolina volunteers and program administrators.

For further information, write NCAVA, P.O. Box 25854, Raleigh, NC 27611.

Drama Volunteers Seek Participation Of Community

Volunteers with an unrequited desire to act can find an unusual opportunity through Plays for Living, an organization which has brought relevance and substance to the venerable institution of amateur theater. In approximately 200 American and Canadian communities, Plays for Living programs dramatize important social and family problems for the purpose of heightening understanding and promoting community action.

Plays of about 30 minutes, tackling such subjects as alcoholism and drug abuse; racism and discrimination; and the changing roles of men and women, parents and children, young people and old, are followed by a roughly equal period of discussion covering questions raised by the performance. The scripts are carefully written to leave issues unresolved in order to encourage free-ranging discussion.

In most localities, Plays for Living is an all-volunteer program, with skilled actors, actresses, directors and discussion leaders donating their time. A volunteer Plays for Living committee performs indispensable administrative chores "behind the scenes" ranging from play selection and booking to publicity, recruitment of performers, and training of discussion leaders.

Photo by Carl Rosen

In a New York City production of "Who's Counting?" by Elizabeth Blake, volunteers act out common age prejudices when a TV director tries to cast an elderly couple for a commercial.

Plays for Living has been a division of the Family Service Association of America since 1959. The national FSAA office in New York City and its local affiliates provide office space, bookkeeping and secretarial services, a portion of staff members' time, but no money. Nationally and locally, Plays for Living must do its own fundraising.

As one of its main services, the national office provides scripts to local chapters. "Although it may seem like a routine matter to decide to produce a play on a specific subject and prepare it for distribution," says Charlotte Pratt, national cochairperson, "this is, in fact, the most complicated and difficult area of our work."

There are currently 40 scripts in Plays for Living's repertory. Each play is a professionally written script for a cast of four to six with minimal props and scenery. They are written with adaptability in mind because performances are as likely to take place in a living room as on a stage, before such diverse audiences as church, civic, government and school groups, unions, corporations and service clubs.

"We, the Family" by Joan Vail Thorne, for example, dramatizes the differences among a family of three generations. Sue and Lyle, the middle-aged parents; Ron and Debbie, brand new parents; and Grandma display feelings of anger, hurt and confusion over various issues touching each of their lives—abortion, changing needs of women, aging problems.

"We, the Family" is one of several scripts offered by the Kansas City Plays for Living. It produces "Hello and Goodbye" about problems when children grow older and leave bome; "The Inner Tiger" about child abuse; and "These Are Not Children" concerning opportunities for the mentally retarded to lead productive lives. A performance can be arranged anywhere in the metropolitan area for a fee of $30 to cover the costs of production.

Organized in 1968, the Kansas City chapter now has a pool of over 50 volunteers who handle the many facets of production and administration. Family and Children Services of Kansas City provides a booking secretary to staff the office and keep records.

For further information, contact Plays for Living, Family Service Association of America, 44 E. 23rd St., New York, NY 10010, (212) 674-6100 or Kansas City Plays for Living, Family and Children Services, 3515 Broadway, Suite 300, Kansas City, MO 64111, (816) 753-5280.

NSVP to Study Strike Policy

Consideration of a national policy which would keep volunteer programs out of the line of fire in the event of teacher strikes was recommended by members of the National School Volunteer Program to the board of directors at its Sixth National Conference held in New Orleans, April 3-6, 1977.

The suggested policy statement reads: "The best interest of students is served when volunteers and school staff work cooperatively. In the event of a strike, when the regular supervision is not available, it would not be appropriate for volunteers to attempt to meet students' needs."

Commenting on the statement, NSVP President Audrey Jackson said, "Experience has shown that some superintendents and principals have tried to use volunteers to keep schools open during teacher strikes. We need a national policy statement that reemphasizes the basic tenet that volunteers are in the schools to assist and supplement teachers, not to replace them.

"With the general expansion of services offered by school volunteer programs across the country, we are beginning to find that program coordinators must make decisions on more complicated issues, such as what the role of the volunteer might be during a teacher strike."

Jackson cautioned that this recommendation by a special workshop session is not official policy. "An official policy," she said, "will require a vote by the board of directors. An eventual policy would serve as a suggested guideline for members, reached after careful study, research and consideration."

RECRUITMENT: a SUPERMARKET of VOLUNTEERS

By Carol L. Barbeito, Ph.D. and Robert Hoel, Ph.D.

RECRUITMENT OF VOLUNTEERS — the right kind and the right number — is invariably a problem. Agencies tend to issue general appeals for volunteers, usually resulting in a less than satisfactory response. Often the only people who respond are "traditional" volunteers who would have signed up anyway.

The traditional volunteer has been the white, middle class, married woman between the ages of 25 and 44 whose available time is often limited by family demands, including the need to be at home after school or to accompany her husband on trips. She is usually from the middle to upper income bracket and has a college degree. Her volunteering is often with church groups or other organizations which help her attain social status and recognition for herself or to assist her husband or children. Her male counterpart is the volunteer who works in upper or mid-level management or other professional positions whose voluntary activity often serves to enhance his employment situation.

Traditional volunteers continue to make contributions of great value. There is an increasing demand, however, for greater numbers of volunteers and a perceived need for a greater variety of volunteer skills and backgrounds. In addition, there is a growing public recognition of the spirit of volunteerism as a unique aspect of American life. With that recognition comes the realization that many segments of American society have been left out of the volunteer movement. Therefore, it is essential to reach out to *all* population segments to extend and develop the volunteer movement. To do this, we need to employ more sophisticated recruitment techniques.

Marketing experts claim that nonprofit organizations, such as volunteer agencies, should adopt marketing techniques and fundamentals now employed by commercial firms. They argue that both commercial and nonprofit agencies are basically in the business of persuasion, but that commercial firms have developed their persuasive skills more fully than nonprofit groups. Nonprofit organizations should examine the commercial sector to gain insights into how they may become more effective and efficient.

What is Marketing?

According to Phillip Kotler, a leading marketing authority, "marketing is the analysis, planning, implementation, and control of carefully formulated programs designed to bring about voluntary exchanges of values with target markets for the purpose of achieving organizational objectives." Seasoned volunteer leaders examining this definition may judge it to be compatible with their concept of an effective volunteer recruiting effort. Many agencies, after all, devote much attention to the careful development of recruiting programs.

Solid program development is superior to earlier efforts of "digging up volunteers wherever we find them" or "waiting for potential volunteers to fall through the door." Many volunteer programs, however, should not be labeled effective marketing programs because they do not incorporate basic marketing principles.

Target Markets

Commercial marketers realize that appealing to "the average consumer" is usually ineffective in today's economy. There are too many competitors aiming at this consumer, who is inundated with commercial and noncommercial messages. Furthermore, the needs, wants, and income and time limitations of consumers vary greatly.

Marketers are often better off dividing the mass market into specific population subgroups called market segments. They study each market segment carefully and select key segments or target markets on which to focus their appeal.

"... there is a growing public recognition of the spirit of volunteerism as a unique aspect of American life. With that recognition comes the realization that many segments of American society have been left out of the volunteer movement."

Dr. Barbeito is executive director of the Mental Health Association of Colorado. Dr. Hoel is an associate professor of marketing at the College of Business, Colorado State University.

Then they develop products, services, advertising and store locations to appeal to their target markets.

If the marketer effectively pursues a target market approach, consumers in the target group realize that the product or service offered better suits their needs than does a marketer's appeal to the typical consumer. The result is customer patronage. Many retail clothing merchants, for example, have become highly successful by specializing in large sizes and appealing to "full-figured" women. And the success of jeans stores across the country is another example of the profitabilty of offering products designed for a target market — the 15 to 28-year-old.

These fundamental principles of market segmentation and target marketing should be built into the recruiting plans of volunteer agencies. Potential volunteers — like consumers — are a diverse lot. Their needs, interests and talents vary so that specialized appeals to get markets will produce better results than general appeals.

Nontraditional Volunteers: Neglected Market Segments

The ACTION survey, "Americans Volunteer, 1974," reveals that the largest potential volunteer group is among the 72 percent of the population over 13 years of age who have neither volunteered nor ever considered volunteering. To reach these people, we must know how to appeal to their motivations and develop special supports to overcome the problems which may prevent them from volunteering.

The survey showed, for example, that more young adults than any other age group volunteered because they hoped it would lead to a paying job. More teenage volunteers cited high transportation costs as a reason why they did *not* volunteer. Financial reasons may also account for the fact that the volunteer rate for nonwhites is almost half of the volunteer rate for whites. The pattern indicates that volunteerism goes down as income goes down.

Nontraditional volunteers make up a vast neglected market target for recruitment. As possible market segments, they include men who wish to become involved in a more direct service experience, patients, handicapped, low-income and minority people, singles, students, young married couples, teens, the elderly, the unemployed and probationers.

No Charity, Please

Central to contemporary views of marketing is the notion that marketing involves an exchange of value among all parties. A disabled client gives her or his time and effort because of the benefits derived from the experience, such as possible employment, a higher sense of self-worth, or greater physical competence. The volunteer coordinator also gains in the transaction. He or she may receive a salary and deep personal satisfaction in exchange for his or her efforts.

But why do people volunteer? Is it a sense of duty to their fellow man or community? Or is it a desire to express religious or philosophical traditions?

Marketers are prone to scoff at charity as a reason or motivation. The word implies that people give up something in return for nothing — a rare occurrence in the commercial and social market place. Nonprofit organizations must recognize that the volunteer experience is a way of fulfilling basic human needs. And it is this fulfillment that draws people into volunteer experiences and keeps them there.

Human needs can be classified in a variety of ways. The following list is one of many which may be used by marketers:

Survival — the need for nourishment, shelter, warmth, etc.

Emotional security — insulation from basic fears of not being accepted by peers and from affronts to one's self concept.

Sense of self-worth — the need to feel of value to one's self and others.

Creative outlets — the need to express one's self in unique ways.

Love objects — the need to experience intimacy with human beings and nonhuman beings.

Power — the need to control one's environment and to avoid a feeling of helplessness.

Sense of roots — the need to identify with one's history, tradition, family, or other stable factors in his or her environment.

Immortality — the need to avoid eternal oblivion, to live longer, or to be young.

Sex — the need to perpetuate the race and find expressions of deep sexual feelings and needs.

The products and services people buy at least partially satisfy one or more of these needs. A consumer does *not* simply buy baking products to "bake a cake." Baking products help satisfy needs for survival, a sense of self-worth as one becomes "a good cook," emotional security in the perceived role as a "good homemaker," creativity, and a sense of roots as this product contributes to happy family gatherings around the dinner table.

The marketer needs to look below the level of everyday consciousness and discover the real reasons a purchase is made. After perceiving the relationship between basic human needs and a product, he or she can use this knowledge in creatively advertising the product, displays, packaging, and personal selling. The marketer knows he or she is not selling a product as much as demonstrating need fulfillment.

"Nontraditional volunteers make up a vast neglected market target for recruitment."

An organization that recruits volunteers must recognize its role in meeting basic human needs. The popularity of volunteerism is not simply a fallout from religious tradition nor is it an accident of nature. The appeal of volunteerism is powerful. For example, volunteers may enhance their sense of self-worth as they assist others. Volunteers may be provided with creative outlets as they search for methods to solve client problems. Volunteers may form close personal relationships with clients, such as the young boy who becomes a love object for his foster grandparent.

Solving people's problems and showing ways out of useless modes of behavior provide the volunteer with a sense of power. Finally, "making the world a better place to live" gives the volunteer a modest opportunity for immortality as the products of his or her actions may stretch beyond his or her lifetime.

The role of volunteerism in meeting the volunteer's basic human needs should be stressed to all people in volunteer organizations. These needs should be constantly in mind when talking to prospective volunteers. The positive personal benefits of donating one's time to the task at hand should be emphasized. If the volunteer job is well designed, there is no need to approach potential volunteers apologetically or to play the role of beggar.

The Volunteer Calls the Tune

During the last 25 years marketing in general has shifted in emphasis from a "selling" concept to a "marketing" concept. The selling concept largely involves pushing the specific products that the factory builds. If a factory produces purple refrigerators with small freezing compartments, the marketer sells that item even if the consumer is not keen on buying a refrigerator with these features.

The marketing concept rejects the notion that the factory should determine what the consumer buys. Instead, firms are now intensively studying consumer needs and desires. From these analyses come ideas for new products, services, advertising programs, distribution outlets, etc. Full implementation of the marketing concept results in the consumer shaping all the activities of the supplier. Factories produce what the consumer wants and is willing to buy. Shipping departments transport goods on the basis of consumer needs. As Marshall Field often said, "Give the lady what she wants," or as others have said, "The consumer calls the tune."

Volunteer organizations should adopt the marketing concept. Administrators should carefully analyze consumer needs and design their programs with the volunteer in mind. They should tailor job descriptions to reflect consumer desires. They should base their publicity programs on an analysis of potential volunteers.

The organization should neither merely *sell* volunteer opportunities nor communicate these opportunities the way *it* thinks best. Marketing, at its core, is democratic—not elitist or dictatorial. The potential volunteer should call the tune, and the organization should respond to the volunteer on the basis of his or her wants and needs as they relate to the organization's total objectives.

Developing The Marketing Plan

The starting point in developing a marketing plan is to review marketing principles and techniques. A few central issues have been explored here—a definition of marketing, market segmentation, need fulfillment, and the marketing concept. Additional information about marketing principles can be found in Phillip Kotler's book, *Marketing for Non-Profit Organizations* (Prentice-Hall).

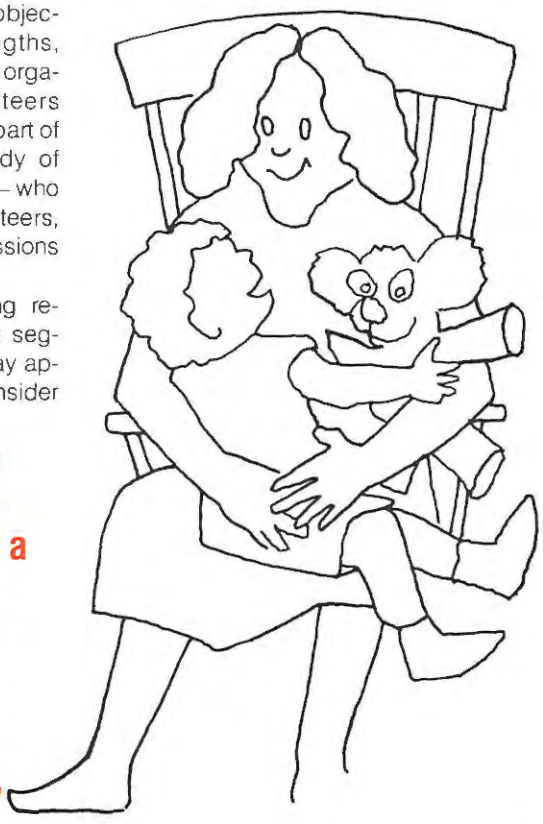
Second, the volunteer organization should assess its current marketing efforts. It should review recruitment objectives, and organizational strengths, weaknesses, and resources. Other organizations competing for volunteers should also be examined. A major part of the assessment involves the study of present volunteers in the system — who they are, how they became volunteers, why they volunteer, and their impressions of the organizations.

Third, sound marketing planning requires a study of potential market segments to which the organization may appeal. The organization might consider factors such as age, sex, socio-economic status, occupation, race, life-styles, geographical location and attitudes toward volunteering.

As the organization identifies various marketing segments that exist in their community, it should estimate the numbers of people and the percentage which might realistically be expected to volunteer if an effective marketing program is developed. Also, it should ask such questions as: Why might they volunteer — what's in it for them? What do they now do with their potential volunteer time? How do they decide to volunteer, find alternatives and make commitments? Who influences their decisions?

These questions are best answered by actually talking to members of the target markets. Full scale formal interviews with statistical analysis might appear desirable, but they certainly *aren't* necessary. Indeed, simply knocking on doors, visiting with members of organizations, and chatting with target members during their lunch breaks can provide valuable insights. Denver area high school students, for example, were informally interviewed recently. Video tapes of these discussions were shared with volunteer leaders who subsequently concluded that conventional recruiting techniques would not be very effective in reaching this target market. The students indicated

"Nonprofit organizations must recognize that the volunteer experience is a way of fulfilling basic human needs. And it is this fulfillment that draws people into volunteer experiences and keeps them there."



that they would respond best to appeals from their own leaders, especially athletes, and almost all said that general appeals through the media were dismissed as relating to someone else. Recruitment would have to take place in the school.

After careful review of promising target markets, the volunteer organization must select the segment it wishes to pursue and tailor specific marketing programs to attract volunteers from these segments. Program decisions may be divided into four major groups: product, communication, price and logistics.

Product decisions involve the types of volunteer tasks or jobs to be presented to a target market. Consideration should be given to the variety of jobs offered, the name of the organization sponsoring the program, the quality of volunteer experiences offered, and the back-up support services provided to the volunteer.

Communication includes advertising, personal contact with potential volunteers, publicity, booklets, mailers, seminars, and speeches to organizations. Communication should be evaluated in terms of its ability to reach and persuade target markets. In a rush to attain publicity coverage, it is all too easy to forget that daytime television public service announcements rarely reach white collar workers, and articles in the morning newspapers are not read by many teenagers.

Pricing includes monetary outlays expected of the volunteers. For many these expenditures are inconsequential. But for some target markets, such as teenagers and seniors, transportation costs and the purchase of uniforms, equipment and supplies are of considerable significance. Other pricing variables are the amount of time and energy required.

Logistics include locational proximity of the volunteer jobs, the location of volunteer recruiting offices, the territorial boundaries of coordinators, and the agencies and organizations cooperating in volunteer recruitment.

The final marketing plan should reflect a careful blending of product, communication, price and logistics factors which will appeal to the target market. This integrated plan should be designed to achieve specific objectives. A schedule for implementation is necessary, and program execution must be monitored and evaluated to assure satisfactory achievement of the objective. The end result will be greater effectiveness in attracting both traditional and nontraditional volunteers.

A SELECTED READING LIST ON RECRUITMENT

Basic Tools for Recruitment. Council For Community Services, 64 E. Jackson Blvd., Chicago, IL 60604. 1975. unpaged portfolio. $2.70 (includes book rate postage).

Includes general tools for recruitment, a bibliography and special materials on the Black volunteer, the American Indian and the previously uninvolved.

"How to Get a Man," **Voluntary Action Leadership,** Fall 1975. National Center for Voluntary Action, 1214 16th St., NW, Washington, DC 20036. 5 pp. $1.00.

A step-by-step outline of a successful drive by a Voluntary Action Center to recruit male volunteers from local business and industry.

Increasing Volunteer Participation: Innovative Projects In Two Communities. National Center for Voluntary Action, 1214 16th St., NW, Washington, DC 20036. 1976. 27 pp. Single copy free, additional copies $1.00.

A description of the efforts of two Voluntary Action Centers to recruit previously uninvolved people as volunteers, with particular emphasis on minority and low-income people.

Manual for Volunteer Coordinators. Los Angeles Voluntary Action Center, 621 S. Virgil Ave., Los Angeles, CA 90005. 1969. Third printing, 1976. 24 pp. $2.50.

Fifty volunteer directors combine their thoughts on volunteer administration. Includes information on recruiting nontraditional volunteers and on involving men.

Recruiting Low-Income Volunteers: Experiences of Five Voluntary Action Centers. National Center for Voluntary Action, 1214 16th St., NW, Washington, DC 20036. 1973. 23 pp. $.50.

Reports of programs in five cities designed to encourage the recruitment and placement of volunteers from poverty neighborhoods.

Recruitment, Training and Motivating Volunteer Workers. Arthur A. Pell. Pilot Books, 347 Fifth Ave., New York, NY 10016. 1972. 62 pp. $2.50.

Discusses recruiting techniques with particular attention to special groups, such as men, teenagers and retired people.

Recruiting Volunteers: Views, Techniques and Comments. National Center for Voluntary Action, 1214 16th St., NW, Washington, DC 20036. 1976. 24 pp. $1.50.

A manual focusing on various points of view on recruitment campaigns. Includes an array of recruiting techniques.

The Volunteer and Community Agencies. Thomas A. Routh. Charles C. Thomas, Publisher, 301-327 E. Lawrence Ave., Springfield, IL 62717. 1973. 85 pp. $6.50.

This book provides guidelines for the formation of a relationship between a client, an agency and a volunteer. The chapter on recruitment lists over 100 sources of potential volunteers.

Volunteer Coordinator's Guide. Center of Leisure Study and Community Service. Univ. of Oregon, Dept. of Recreation and Park Management, Room 180 Esslinger Hall, Eugene, OR 97403. 1970. 61 pp. $2.00 plus $.50 postage and handling.

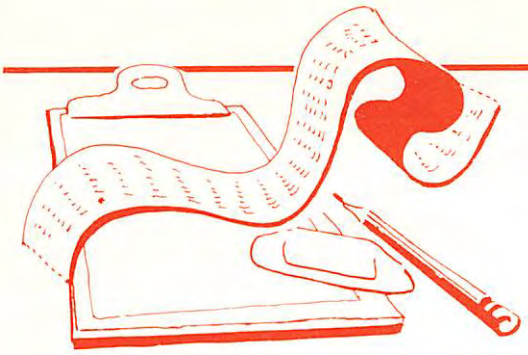
Covers the major areas of volunteer coordination and administration with a section on recruitment.

Volunteer Training and Development: A Manual. Anne K. Stengel and Helen M. Feeney. 1976. 216 pp. $12.95. Order from: Volunteer, PO Box 1807, Boulder, Colo. 80306.

A guide to planning and conducting learning and development programs for and with volunteers. The chapter on recruitment includes a discussion on various recruitment methods and checklists and charts to aid the recruiter.

Volunteers Today: Finding, Training, and Working With Them. Harriet H. Naylor. 1973. 198 pp. $5.00. Order from: Volunteer, PO Box 1807, Boulder, Colo. 80306.

A comprehensive treatment of volunteerism which includes chapters on recruitment and motivation.



Blacks and Voluntary Action: A Review of the Literature

The following article is an adaptation of the first research report of the Minority Volunteerism Task Force of the Alliance for Volunteerism. The work of each author cited is contained in the bibliography on p. 21—a partial listing of some 1,500 references to literature on Black volunteerism compiled by Dr. Davis in cooperation with David Horton Smith and Linda Clark for the Minority Involvement Task Force.

By King E. Davis, Ph.D.

Voluntary action, as defined by David Horton Smith, represents a significant source of supplementary skill and manpower for a multiplicity of human service organizations whose fiscal, programmatic, and managerial objectives place priority on community participation. Smith suggests that for a specific behavior to be properly categorized as voluntary action, an analysis of that behavior should reveal that it is primarily stimulated by a need for and expectation of psychic gratification. Furthermore, the behavior must be discretionary in nature, not precipitated or perpetuated by coercive or monetary forces.

Although there is considerable polemics relating to this and other definitions of voluntary action, statistical surveys directed at the number and frequency of indirect fiscal benefits, but devoid of research hypotheses or applicable theoretical frameworks, are produced annually. An example of this orientation towards the description of frequencies is found in *Giving USA 1976*, which estimated (with a reasonable degree of accuracy) that in excess of 39 million Americans participated in some form of voluntary action. A similar study, conducted by the U. S. Bureau of the Census for the ACTION agency, found that more than 24 percent of the adult populace in America gave a proportion of their time to voluntary action through various human service organizations. The study noted that an average of nine hours per week was contributed to these voluntary projects and that in terms of manpower, this voluntary action was the equivalent of 3.5 million persons "working full time for one year." Fiscally, voluntary action in 1975 represented over $26 billion worth of contributed time and skills. Theoretically, this increases agency capacity while reducing per unit cost of service delivery as well as the total costs and proportion of the budget designated for administrative operations.

"Overall, the literature is divided over the rate and frequency of voluntary action by Blacks—whether they exceed or are less than that of Whites."

In addition to a plethora of descriptive studies, surveys and reports concerning frequency and cost considerations of voluntary action, considerable research has been concentrated on other independent variables believed to have some influence on voluntary behavior and which seem consonant, to some extent, with Smith's definition. While the findings of these studies are preliminary at best, the key motivational factors for voluntary behavior are described as a need to help others, a desire to assist a specific organizational entity, or a need to make some personal semitangible contribution to the community. W. Glasser, for instance, proposed a complex mixture of 10 factors (social, economic, and psychological) as the explanation for voluntary action. One heavily weighted factor is what he terms "the tradition of mutual helpfulness" that ostensibly had its origins in, or was perhaps noted most frequently, during the preindustrialized days of the country.

Five socio-economic, demographic and personal characteristics that appear to interact with voluntary activity—age, sex, education, marital status and race—have been researched and have yielded a number of basic questions that can and should be investigated. The Department of Labor study on volunteers in 1965 concluded that there was a correlation between age and the frequency of voluntary behavior. Individuals between the ages of 25 and 44 were found to be the major providers of voluntary services. In addition, this study found a higher frequency of participation in voluntary action by females than males. However, the fact that the majority of female volunteers was not in the labor force suggests an inverse relationship between sex and the frequency of volunteer behavior. Marital status and education were also found to be significantly related to rates of voluntary action.

Dr. Davis, a professor of social work and chairman of the school's Human Behavior Sequence at Norfolk State College, is the research coordinator for the Alliance for Volunteerism's Task Force on Minority Involvement.

Race was the fifth variable believed to influence the rate and frequency of voluntary participation, although its specific influence is not completely understood. The variable of race has received considerable attention in the literature within the period 1961 to 1976, but its actual correlation to voluntary action or its value as a predictor of the frequency of voluntary action is unclear. A part of the difficulty is the absence of generalized agreement regarding the definition of voluntary action. Overall, the literature is divided over the rate and frequency of voluntary action by Blacks—whether they exceed or are less than that of Whites. Basic to these polemical positions and the eventual acceptance or rejection of their findings, however, is the need for greater empirical explication of the concept of voluntary action in general and specifically as it is observed in Black communities as well as outside the community as provided by Black people.

"The level of scientific inquiry relative to Black participation, as reflected in the number of published studies, seems to be correlated to the perceived level of conflict that exists between Blacks and Whites over issues of political, economic and social parity."

This conceptual dilemma raises pertinent questions:

- What is voluntary action or behavior as it occurs in the Black community?
- Is the definition of voluntary action as it occurs in Black communities consistent with Smith's generalized definition of voluntary action and its components?
- Is there a difference in the qualitative, definitional characteristics of voluntary action between Black and White Americans?
- What factors or theories are useful in explaining the process, frequency or models of voluntary action as they occur in Black communities?

Assuming the reconciliation of these conceptual dilemmas, it seems logical and feasible, as well as statistically appropriate, to compare and contrast the frequency of voluntary action as it occurs in Black and White communities and note the differences in frequencies given similar conceptual definitions.

A comprehensive review of the major literature regarding various forms of Black voluntary participation is useful in highlighting this conceptual problem, as well as in providing some clarification of the basis for the contradictory findings of some of the current research. A review of the literature also precipitates a number of basic research questions useful in developing relevant hypotheses which when tested may yield some quantitative clues to resolve questions of frequency, theory, models and motivation.

The treatment and research inquiry of voluntary participation of Black Americans show some historically interesting trends, themes and focuses which can be meaningfully juxtaposed with the socio-political treatment of Blacks at a particular point in history. Generally, the level of scientific inquiry relative to Black participation as reflected in the number of published studies seems to be correlated to the perceived level of conflict that exists between Blacks and Whites over issues of political, economic and social parity. During periods of intense and overt conflict—when Blacks overtly resist oppressive circumstances or utilize aggression to alter their circumstances—their stock, as subjects of scientific inquiry, increases rapidly and geometrically.

1890-1910

Some of the initial investigation of volunteer participation of Blacks was stimulated in the period between 1890 and 1910. The seminal work of this epoch was by W. E. B. DuBois who utilized a survey/observational approach to gather categorical data regarding the overall structural organization and conditions in one of the highly populated Black wards of Philadelphia. DuBois' study focused on the social structures and related social pathologies that characterized the ward. His investigation of volunteer participation and volunteer organizations within the Black community was a minor area of concern in relation to his overall analysis of the Black church and its roles, functions and structure.

DuBois suggests that the Black church, with its historical amalgamation of traditional African tribal heritage and familial functions, provided the Black community with a normative, institutionalized structural arrangement for volunteer participation. In addition, it provided a combined religious, political and economic philosophy that had the effect of stimulating ongoing participation for social, psychological and civic betterment. The individual and collective benefits of voluntary participation for Black people also served the functions of reinforcing and organizing the constituency into the achievement of its primary financial obligations necessary to maintain the institution. Secondary analysis of DuBois' findings indicate a high rate of participation by Blacks, at every socio-economic level, in voluntary activities affiliated with or stimulated by the Black church. Assuming a generally high level of accuracy, these figures suggest that approximately 71 percent of the Black population exhibited some form of volunteer partici-

"DuBois' findings indicate a high rate of participation by Blacks, at every socio-economic level, in voluntary activities affiliated with or stimulated by the Black church."

pation in direct religious activity, or in activities directly or indirectly stimulated by the church.

The Black church, as the central and most viable institution within the Black community, generated a variety of voluntary organizations designed for social betterment, self-support, benevolence and socialization. The motivation for DuBois' historic examination and attention to voluntary action was, according to DuBois, precipitated not by a genuine societal concern for the socio-economic problems of Black Americans, but rather by "one of its (Philadelphia's governing structure and classes) spasms of reform," which sought support of the theory that the cause of Black social problems was within the structure of the Black community itself.

"Gunnar Myrdal's classic treatise on Black community life, *An American Dilemma*, was one of the first studies to postulate some theoretical positions on the frequency of Black volunteer participation...."

In somewhat of a postscript to DuBois' monumental work, Richard Robert Wright, in 1909, developed and published a handbook listing the various volunteer, political, economic, religious, educational and social organizations that flourished in the Black community of Philadelphia.

1910-1936

Within the period 1910 to 1936, the relatively small number of articles, magazines, books and studies indicates only the slightest interest in empirical study of Black participation in voluntary activities. A number of the writings of this period were supported by the Works Projects Administration. They tended to be historically oriented and descriptive papers only secondarily related to documentation of rates of Black participation as part of the overall data gathering for broader topics.

1936-1950

The reemergence of research and scholarly interest in voluntary Black community organizations was stimulated by the availability of financial support during the Works Project Administration and continued in the years following termination of the project. In 1945 St. Claire Drake examined voluntary associations in Chicago, providing some of the initial statistical documentation of the differences in frequency of participation between various socio-economic strata within the Black community. According to Drake, lower income Blacks had a lower than average frequency of participation, while higher income Blacks had a higher than average rate of participation in a variety of volunteer activities.

Gunnar Myrdal's classic treatise on Black community life, *An American Dilemma*, was one of the first studies to postulate some theoretical positions on the frequency of Black volunteer participation, although there was and continues to be considerable debate as to the accuracy of his interpretative analysis. Myrdal noted that in general there was a plethora of voluntary organizations in America, but there were more of such organizations in Black communities than in White communities. Blacks, according to Myrdal, joined volunteer organizations at a rate far in excess of what was expected and significantly more than Whites at every socio-economic level. He characterized the unexpected frequency of volunteer participation by Blacks as "exaggerated" and "pathological," stimulated by rejection and inaccessibility to the voluntary associations of Whites. This view of Black participation as pathological and reactionary was based on what Mydral saw as minimal accomplishments of Black voluntary organizations, the noticeable lag between the adoption of these voluntary forms by Blacks and their abandonment by Whites, and their emphasis on expressive (social) functions as opposed to political and other functions, which Myrdal saw as being more appropriate. Myrdal confirmed Drake's findings that there was a direct correlation between high rates of participation in the Black community and higher levels of income.

1950's

In 1959 Gerhard Lenski postulated that Black participation in voluntary associations was significantly less than the level and frequency of participation by Whites. The exception was in religious organizations where Black volunteer participation exceeded that of Whites. Robert Lane utilized an "ethnic community" theoretical orientation to explain the frequency and rationale for Black volunteer participation, particularly in political activities. He suggests that racial and ethnic group members tend to participate in voluntary activities because of social pressures exerted by the community and because of the influence of significant others whose association acts as a stimulant for those who are lesser involved in voluntary action.

Lenski's findings were reasonably consistent with those of Charles Wright and Herbert Hyman who determined that Blacks were less predisposed to affiliate with volunteer organizations than Whites at the same socio-economic level. Angus Campbell also concluded that Black political participation was less frequent than that of Whites. Julian Woodward and Elmo Roper found that while 38 percent of the adult population in general was politically uninvolved, over 60 percent of the Black adult population was uninvolved in political activities.

"These studies, completed in the 1950's, generally conclude that Blacks participate in voluntary activities less frequently than Whites when measured by the variable of voting."

These studies, completed in the 1950's, generally conclude that Blacks participate in voluntary activities less frequently than Whites when measured by the variable of voting. These studies seemingly explain the lower frequency of Black participation as indicative of internalized feelings of "political impotency" among Blacks which subsequently lead to isolation and a lower frequency of voting behavior.

"...race has received considerable attention in the literature within the period 1961 to 1976, but its actual correlation to voluntary action or its value as a predictor of the frequency of voluntary action is unclear. A part of the difficulty is the absence of generalized agreement regarding the definition of voluntary action."

Researchers in the 1950's apparently did not utilize the earlier works of DuBois or Myrdal. For example, DuBois pointed out that the Black church was the most viable and comprehensive institution within the Black community, and was either directly or indirectly the stimulant and center of almost all community activities from philanthropic to purely recreational. Thus, it might be predicted that in relation to voluntary activities, Black participation would be greatest within the church and only minimal outside of this major structural vehicle. Further, the political and racial climate for Blacks throughout their history in this country, even in those instances where their motivation to participate was extremely high, delimited their participation as equals not only in public institutions but in private organizations of which the volunteer sector of the dominant community was a part.

Myrdal's analysis suggests that the level of rejection of Blacks within the society was such that it produced an excessive internalization of volunteer activities resulting in an exaggerated participation frequency rate exceeding that of Whites. Given the findings of Myrdal and DuBois and the racial climate within the United States towards Blacks and such behaviors as voting, it is not at all surprising that the frequency of Black participation, as measured on this variable, would be significantly less than Whites who did not encounter this social opposition.

1961-1976

In the period 1961 to 1976, there has been an intensive exploration and production of studies on the frequency, models, motivation and outcome of Black participation in voluntary associations of a wide variety. This renewal of academic research interest in this aspect of Black community life seems related, if only temporarily, to the overt expression of conflict between Blacks and White social institutions and policies during and following the Watts revolts. Numerous studies followed to determine the cause and prescribe ways of preventing violent voluntary action.

The thesis that Black participation in voluntary activities exceeded that of Whites at various socio-economic levels, as initially proposed by Myrdal, has been supported by Nicholas Babchuck and Ralph Thompson, A. M. Orum, Marvin Olsen, and J. A. Williams with Babchuck and D. R. Johnson. The most recent studies, unlike those carried out in the 1950's, were controlled for socio-economic status, and concluded that Blacks have a distinct tendency to be proportionately more involved in volunteer activities than Whites of similar socio-economic status. The differences between Black and White levels of participation included political as well as religious areas, thus contradicting and bringing into question the conclusions reached by Lenski and Hyman in the late '50's. While the studies of Olsen and Orum support the conclusions reached by Myrdal, they tend to utilize Lane's theoretical position as opposed to the pathology-compensation-over-compensation position proposed by Myrdal. Furthermore, the Olsen and Orum studies made efforts to control such intervening variables as age, income and class differentials, which had heretofore been cited as evidence of a higher frequency of participation by Whites.

Governmentally-controlled studies on participation rates by Blacks and Whites, such as the Department of Labor's study and the ACTION survey, tend to support the earlier findings of Lenski and Hyman that Black participation is significantly lower than that of Whites. The Department of Labor found the Black participation rate to be around 9.4 percent, while the rate for Whites was approximately 16.9 percent, or 45 percent greater. In ACTION's follow-up study in 1974, the differences were again confirmed by a questionnaire schedule similar to the one utilized in 1965. In addition, this study concluded that the identifying characteristics of volunteers had not significantly changed between 1965 and 1974. The most frequent volunteer continued to be described as a "married white woman between the ages of 25 and 44, who holds a college degree and was in the upper bracket." These two governmental studies were based on nationally drawn samples of 9,800 in 1965 and 23,731 in 1974 with slightly more than 10 percent Black representation in each. More re-

"...pertinent questions about Black volunteer participation, the factors that motivate and sustain it, its impact on Black life, and its value for the broader matrix of society remain unanswered."

cent studies are currently underway, but these too are not focusing on Black volunteer participation as the dependent variable. Instead they tend to include a small but representative sampling of Blacks and measure their responses on schedules that do not determine the qualitative aspects of voluntary participation by the Black population.

Conclusion

Without question the research to date on Black participation in voluntary activities appears to be inconclusive, contradictory, limited methodologically, and is not based on clear conceptual definition of theoretical frameworks. As such, pertinent questions about Black volunteer participation, the factors that motivate and sustain it, its impact on Black life, and its value for the broader matrix of society remain unanswered.

One basic conclusion can be reached: The utilization of volunteers in Black communities—the models, forms, processes, benefits or outcome—is not adequately understood and has not been the subject of a sufficient amount of controlled empirical study aimed not only at a comparison of frequencies but at a clearer definition of the concept of Black voluntary action.

New Research Efforts

Under the aegis of the Alliance for Volunteerism, two predominantly Black organizations – the National Black United Fund and the National Council of Negro Women—working in conjunction with a number of universities and other organizations, such as the Association of Voluntary Action Scholars (AVAS), have designed research to answer some of the questions about Black voluntary action. One phase of this effort will be a secondary analysis on a number of those studies completed in the past decade, such as Orum's and Olsen's, the ACTION survey. Another phase of the research plan will involve a national sampling of Blacks to gather primary empirical data relative to the extent, forms and type of their voluntary participation. Finally, in conjunction with AVAS, an effort will be made to examine the organizations in which Blacks volunteer.

These combined efforts should add to our knowledge of what volunteer participation in Black communities is, what factors appear to motivate it, with what frequency it occurs, and how the level of such participation can be increased.

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The Radio Spot

By Alan Labovitz

Radio is one of the most intimate forms of mass media. If you think about your radio listening habits, chances are you listen to the radio in a car, a bedroom, or some other fairly private place. And you're most probably alone. This intimacy makes radio an excellent medium for publicity, since it can relay a message in a personal manner, reaching large numbers of people in a very short time. Another advantage to using radio is that most communities have several stations reaching different audiences, so that you can select specific types of people to reach with your announcement.

There are several ways to get your message on the air. Start with the public affairs department of a radio station. If there is no such department, contact the station manager or general manager. When approaching these people, keep in mind that radio stations do not have to do anything for you. While radio stations are required to do some community public service spots, the Federal Communications Commission allows each licensee to decide what kind of public service to perform. The most you can expect from station personnel is help in writing and producing your announcement. The important thing is to get your message on the air.

Sometimes very simple gestures get results. Dorothy Rozga, executive director of the Voluntary Action Center of Kalamazoo, Mich., found that her "thank you's" opened the gates of service by a station for her agency. Not only did the station put her messages on the air, but they wrote, produced and aired them at desirable times.

If station personnel are too busy to help you properly prepare your radio message, try seeking assistance from an advertising agency. Many have people who have time to volunteer this type of service. Or try a local college or university that offers courses in radio and television. Students might volunteer to help out or an instructor might agree to adopt your agency's public relations needs as a class project.

In my radio writing and production course at Western Michigan University, I require students to write and produce several spots for public service agencies in the area. I invite agency people to discuss the goals they have for their radio announcements and to leave brochures or other information with the students. The assignment works well, giving students a chance to get their work on the air while helping the agencies prepare their radio messages with some degree of professional quality. The stations in this area have been most cooperative in airing these announcements.

Don't despair if you're unable to recruit professional help. You *can* do it yourself. Start by finding out if your radio station has a format for announcements. If not, use the one outlined below.

Planning the Radio Spot

Radio spots are traditionally 10 seconds, 30 seconds and 60 seconds, but the trend is towards use of the 30-second spot. The best chance of having your work aired is by sticking to 30 seconds.

Half a minute isn't much time. You'll only be able to use one idea per spot which you should be able to say in one sentence. For example, your goal might be the recruitment of volunteers to transport senior citizens to the community center for lunch. You'll be able to embellish this goal, but there won't be enough time to get across other ideas.

Radio copy can be divided into four parts:

- Getting attention (which is necessary for all radio copy);
- Pointing out a human need;
- Showing how your service helps to satisfy that need; and
- Asking for action.

Many will recognize the second and third parts as the process for motivating the listener. Sometimes all you'll want to do is provide information. Your copy should be written to get the listener's attention, then to provide information simply and to the point.

Getting attention is probably the most difficult and most important part of the process. Many radio stations carry from 20 to 36 spots per hour depending on the time of day. If your spot doesn't attract attention effectively, your message might be lost. One way to get attention is to create a funny line or present an odd or strange idea. However, it is difficult to lead from there directly into the rest of your message. Remember, *30 seconds isn't much time.*

Alan Labovitz is an assistant professor in Western Michigan University's department of communications arts and sciences.

Writing Radio Copy

As you write, keep in mind the personal and intimate nature of the medium. Your audience, even though it may total in the thousands, will be one or maybe two people—a situatiou comparable to face-to-face communication. The most important difference is that there is no immediate feedback.

Try to write in a conversational style. Think in terms of how people talk. Use contractions to sound like normal speech. Sometimes slang can be helpful, but let good taste be your guide. It's not always necessary to use complete sentences; remember, people don't always talk in sentence form. Since your message is for the ear only, it is helpful to use short, simple sentences. Clarity is important. People won't be able to go back and listen to what they missed, so you must communicate well the first time.

Try to avoid starting the spot with a question. This approach has been terribly over used and it may cause you to limit your audience or even tune them out. Here's an example:

Do you enjoy helping others?

By asking a question like that you give some of the listeners the.chance to say to themselves, "No, I don't." Then they tune out your message and you've lost them.

Avoid using the negative approach. For example:

Why not volunteer today?

Here again, you give the listener the opportunity to say, "Why should I?" Be positive in your approach and you can avoid giving the listener an excuse to tune out.

Fitting Copy to Format

A good format is to simply double space your copy and type in upper and lower case. If you want to include some direction to the announcer, put it in all upper case and in parentheses. An example might look like this:

Smoking is really hurting my throat. (COUGHS) I need to give it up but I don't know how. Perhaps I could go to the. . . .

If you could get someone at the station to produce your spot (that is, record it for you), you might try a fairly simple voice over music approach. Music helps attract attention and adds to the mood of your message. However, don't use vocal music under a voice—it distracts the listener. For the same reason, don't use jazzy or "busy" music under a voice, and try to avoid music that is too well known, as people might begin to hum or sing it and not listen to your announcer. Be as specific as you can about the music you wish to use.

WRITE YOUR OWN RADIO SPOT

- **Think of one idea per spot.**
- **Use thirty second spots.**
- **Use a positive approach.**
- **Don't begin with a question.**
- **Keep it conversational.**
- **Use short, simple sentences.**
- **Use station recommended format or the one shown here.**
- **Read it out loud.**

A good format or style might look like this:

MUSIC: (ANGIE—SIMON AND GARFUNKEL) (UP FULL THEN FADE UNDER)

ANNOUNCER: Doing things you like con be fun. They can be more fun if you share with others. Think how good you'll . . .

Notice that the music line is all in upper case, the title of the record and artist is in parentheses, and the actual direction is also in parentheses. Also, the entire line is underlined.

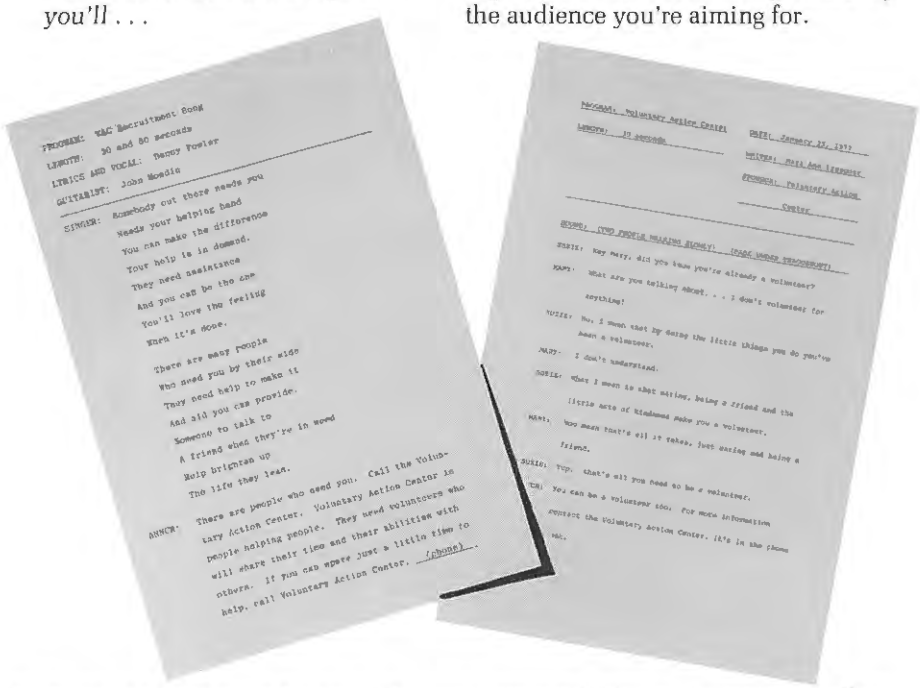
You might want to incorporate some type of sound effect to help gain attention. The format would look like this:

SOUND: (JET TAKING OFF) (UP THEN FADE UNDER AND OUT) (04 SECONDS)

Once you're familiar with this style, it's fairly simple to script out ideas. Other approaches to get your message across, assuming a station will help you produce it, could include multi-voices in a mini-drama or comedy, or a combination of music, voice and sound effects.

When you've finished scripting your copy, read it out loud, or better yet, have someone else read it out loud for you. Listen to how it sounds. Is it conversational? Is it personal—that is, is it directed to an individual? At this time, you might also check the timing. How close is it to 30 seconds? You might find it necessary to add or cut at this point.

The radio allows you to reach large numbers of people on a fairly personal level. If you prepare well, your message should be successfully heard by the audience you're aiming for.



Thirty-second radio spots for local VACs were prepared this year by communications students at Western Michigan University, Kalamazoo (right), and Lewis and Clark Community College, Godfrey, Ill. The spot produced at Radio Station WLCA (left) is an original song with guitar music and lyrics. It is part of a tape consisting of 3 one-minute and 3 thirty-second spots with space for local identification and message. Available to all VACs for $5.00 from Radio Station WLCA, Lewis and Clark Community College, Godfrey, Ill.

SMILES I

The 1976 National Vo

"The people and programs honored here today are models for nationwide use. The model to be copied needs commitment to the cause—commitment equaled to that of these volunteers. As I read the name of each winner and they come forward to receive the award, I hope we will all reflect on the gift that they have given to our nation."

Joan Mondale presents awards at Kennedy Center during National Volunteer Week.

Program sponsors George Romney, NCVA chairman (l.), Jack Street, Germaine Monteil president, and vice president Anne Walsh greet guests at awards reception.

Judith Stutman (l.) meets N member Lenore Romney at t White House.

Fred Clarke, DOVES volunteer, pauses before White House portrait of President Kennedy.

Peggy Anne Hansen (l.) chats Lance, hostess of the White H honor of the winners. Mrs. L wife of the Administration's rector.

"VOLUNTEER IN COURT. The director of VIC, Vicki Little, and one of the 40 volunteers, Anna Dixon, are here on behalf of this Fort Wayne, Indiana, program. Volunteer in Court aids children who have become involved in the juvenile justice system. Their offenses range from incorrigibility to armed robbery. Rather than place a child on probation, the court often refers the child to this program. Through continued support of caring volunteers who are interested in providing friendship, attention and guidance to troubled youths, VIC improves the lives of these young people."

"PEGGY ANNE HANSEN of Bethesda, Maryland, has been the driving force in focusing attention on family relations problems, particularly those of battered wives. She has reviewed research and coordinated efforts of agencies working together to help people with these problems. Ms. Hansen has initiated a self-help task force which has assisted more than 1,000 women and their children. By seeking out and successfully establishing new ways to help battered wives, Peggy Hansen has shown what one individual can do on behalf of many."

"PROJECT NEW LIFE, Atlanta, Georgia. Accepting the award are two VISTA Volunteers, Susan Schwartz and Laura Lyons. The program is directed toward the inmates of the Stone Mountain Correctional Facility, and we are pleased that one of the people who has contributed to the success of this program, Jack Kreps, warden at Stone Mountain, is with us tonight. This program has helped the Atlanta community realize that inmates have little opportunity in prison to overcome the problems which may have led them there in the first place. The fact that the recidivism rate for inmates in this program is 48 percent lower than the overall Georgia rate is a fine measure of what individual caring can mean."

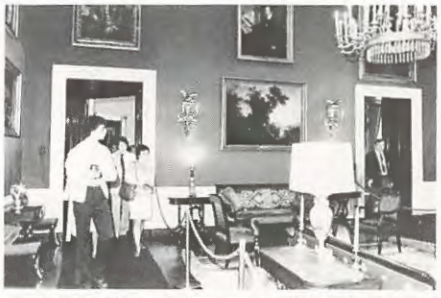
"CATHEDRAL COMMUNITY COMMITMENT PROGRAM. Sister Raymone Kral, project director, and student Kevin Feiro are here representing this program of Duluth Cathedral High School which encourages students to volunteer their talents and energies for their communities. This program has helped to make students aware of their community and how their involvement can make the world a better place in which to live."

"DEDICATED OLDER VOLUNTEERS EDUCATIONAL SERVICES. Represent DOVES of Los Angeles, California, Joan Suter, project director, Sa Davis, director of the volunteer and t rial programs, and Frederick Clarke, unteer. DOVES volunteers help v day-to-day tutoring and with physic and emotionally handicapped child By utilizing the valuable resource senior citizens, DOVES helps meet needs of students for individual attent and breaks down the barrier betw youth and older citizens."

I WASHINGTON

ınteer Activist Awards Winners

Jennifer Doble and Thomas Ball of Explorer Post 53 admire award as Joan Mondale, George Romney, Anthony Antin and Jack Street look on.



Kevin Feiro (l.) and Sister Raymone Kral of the Cathedral Community Commitment Program tour the White House.

VIC representatives Vicki Little (r.) and Anna Dixon chat with Senator Birch Bayh in his office on Capitol Hill.

Magdalene Mueller accepts silver tray and appreciation from Jack Street.

Dorothy Garrett, HAVEN founder, accepts appreciation from guests at awards ceremony.

Camille Bowman says "thank you."

Project New Life representatives Susan Schwartz (l.), Laurie Lyons and Jack Kreps relax in front of old Americana wallpaper mural in White House.

"EXPLORER POST 53 — EMERGENCY MEDICAL SERVICE. Jennifer Doble and Thomas Ball, two of the student volunteers, and Anthony Antin, chairman of the Parent Advisory Committee are here to represent this fine program which trains teenagers as emergency medical technicians. They serve the Darien, Connecticut, police, emergency room staff at Norwalk Hospital, and as crew members with paramedics on advanced life support vehicles. Explorer Post 53 has shown how a highly motivated group of young people can fill a vital community need and provide an invaluable service — that of saving lives."

"CAMILLE BOWMAN of Las Vegas, Nevada is the cofounder of Aid to Adoption of Special Kids. These children are considered the hardest to place because they have emotional or physical problems or are of mixed heritage. Thanks to Camille Bowman, couples who thought they would be childless and children who were homeless share happy and loving homes together."

"JUDITH C. STUTMAN. Since 1974, Judith C. Stutman of Denver, Colorado, has been involved in the prevention and treatment of cases of sexual assault. She has helped develop and coordinate a program designed to meet the needs of sexual assault victims and to provide supportive companions in the emergency room. She has also worked to revise state law to be more sympathetic to these victims. Volunteers such as Judith C. Stutman are vitally important to those women whose lives are so brutally disrupted by rape each year."

"MAGDALENE MUELLER. When she was in elementary school, Magdalene Mueller of Burlington, Wisconsin, was active in a scouting program which included work with blind children. She realized then that sightlessness need not be a badge of unhappiness. She has brailled more than 20,000 text book pages and she is teaching others to braille. Her service to the community is shown by the blind college student whose brailled books have provided educational opportunities leading to the ease and grace and adeptness which the sighted world looks upon as normal."

"HAVEN OF NORTHERN VIRGINIA, INC. Accepting the award on behalf of HAVEN is its founder, Dorothy Garrett. This volunteer staffed, charter organization is devoted to helping people face life-threatening illnesses. HAVEN provides comfort and understanding to the client and/or the client's family preceding and following the time of death. The over 120 volunteers who comprise the HAVEN staff have a most notable characteristic in common — their sense of caring for their neighbors and their wish to offer a gift of self to those in need."

IN WASHINGTON, D.C.

CRIME STOPPERS ARE NOT A POLICE PROGRAM

By Mary Ellen Lazakis

Disappointed with the concept of offender rehabilitation as the key to crime control, experts are now pinning their hopes on preventive programs. Prevention, however, is a shadowy region about which comparatively little is known. So, like Cinderella's prince, the mighty criminal justice system has begun to search the land, high and low, for prevention programs that "fit."

Meanwhile, only a few blocks from the Justice Department in Washington, D.C., an anti-crime program for youths is operating with compelling success. Of the 6,500-plus young men who have passed through the project since it began, not one is known to have become subsequently involved in serious crime.

The club was founded by Margie Wilber, a State Department editor and mother of two teen-aged sons, whose alarm over skyrocketing juvenile crime statistics in the 1960's caused her to go to bat for District of Columbia youths. Her search for a constructive program that would capture their interest and keep them from becoming adult offender statistics materialized in January 1969. Incorporated as the Crime Stoppers Club, the fledgling project opened for business with a dozen of Wilber's young neighbors. For five years Wilber and another volunteer led club meetings at playgrounds, shopping center parking lots, and boys' clubs all over the city.

Today 14 Crime Stopper Clubs, with a total active membership of 350-400 boys, meet weekly in city school classrooms. Club members, 8-12 years old, stand and solemnly vow to stop crime by "not committing crime," and pledge "to obey all laws and to respect police officers and all other citizens."

At each meeting the club president — one of an elected slate of officers — leads members through an order of service: the pledge, cheer and song. In what amounts to a spontaneous testimonial, members take turns stating to the group, "I'm a Crime Stopper because I don't carry a knife," or " . . . because I don't snatch pocketbooks," or " . . . don't take drugs."

There is a period of instruction, too, in which the youngsters zealously work from a glossary to learn the meanings of legal terms as part of a broader understanding of the criminal justice system. But the very real toils of crime are pointed out not only in adult, legalistic terms, but in child-sized terms as well. Crime means "not being able to go on to junior high school with your classmates." It means finding yourself in D.C. jail, "where the others will attack you because you're young." And it means, "There won't be any job for you when you get out."

Above all the message is that the youngster who, for one reason or another, takes up with crime will lose. Life is good, and crime is a spoiler and a waster.

Significantly, Crime Stoppers is not a "police" program. Members are asked to

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set a good example by their own behavior, but not to intervene when others break the law. Nor to inform on others.

"They don't have to say anything," comments one volunteer. "They influence each other just by the way they act. The word's beginning to get around that crime doesn't pay."

The program's success is turning the heads of public officials, criminal justice professionals and civic leaders. Together, Executive Director Wilber and her Crime Stoppers Club have received a dazzling array of commendations that includes a citation from the President of the United States and praise from the floor of Congress. They have won the ACTION Distinguished Federal Volunteer Service award and the 1977 Washington Area Volunteer Activist Award. They have received recognition from the Federation of Business and Professional Women's Clubs and in the pages of national biographical works. And the mayor of the District of Columbia has honored the group several times with proclamations.

But success hasn't spoiled the innocence and first-generation vigor of the organization. Crime Stoppers has capitalized on having few "parts" and has made virtues of slender resources. It has no paid professional staff, no office help, hardly any equipment, and virtually no outside funds. Most remarkable, perhaps, is Wilber, who orchestrates the whole enterprise in evening and weekend hours, in whatever time she can set aside from her career at the State Department and as newly elected commissioner of the District's Advisory Neighborhood Commission system. Not surprisingly, she speaks wistfully of finding someone to help with the chores of coordinating transportation and answering mail.

As a small organization that depends on cumulative impact, Crime Stoppers has other small strengths. The 10-member board and well-known three-member advisory council have remained unchanged since the club's incorporation. Nor has there been any challenge to the organization's goals and means as originally articulated ten years ago, though Wilber is quick to point out that the field on which today's urban youngsters grow is more difficult for them to safely negotiate.

"Kids are more vulnerable today," she says. "Over the past twenty years there's been an increase in the types of crime around them, especially at school. Even in elementary schools there are drug pushers and outside troublemakers. And then there's the literature they're exposed to in stores, and the violence on TV. . . ."

Continuity of program content among the 14 clubs is another strength. A carefully designed common body of resource material and procedure allows considerable autonomy in local clubs without sacrificing overall homogeneity.

The organization's loaves-and-fishes budget is a final strength, and even the board admits pride. One smiling board member comments, "I estimate that in ten years we've spent no more than $2,000 for everything." Spread across some 6,500 youngsters, the figure translates into about 32 cents apiece. Funds have come straight from pockets, from community raffles and the tenth anniversary luncheon, and lately from a couple of interested local banks.

More than these strengths, though, account for the club's resilience. A major turning point in the group's history came when the Crime Stoppers approached the city school system about five years ago.

"A letter was sent to the superintendent of schools," recalls Wilber, "explaining the club and the advantages schools would enjoy by having a club." Not long after, Wilber and two board members were invited to appear at a meeting of city elementary school principals. "We took slides along, and ten of the kids, who demonstrated what the clubs do." She paused. "They liked it." The decision to invite Crime Stoppers into a school was left to the discretion of the individual principals. But seven schools soon responded.

Turning to the schools was natural. To Wilber, former public school teacher with graduate work in education, it meant a return to familiar and promising terrain. "Promising" because schools offer prime-time access to the age group targeted by Wilber, and because elementary school is where the critical process of labeling a child may begin.

"By the time they reach junior high school, it's very late. You have to reach

them long before that," she says, reiterating one of her most strongly held opinions.

As happy as the move to the schools was, there was room for improvement. Though Wilber now had the ear and attention of school staff, she was still personally leading every club. So about a year ago Wilber again canvassed principals for sponsors, this time striking a bargain: She would start a club if the school would provide a volunteer to assume weekly meeting responsibilities. The response was strong.

The new volunteers are highly trained. Many are guidance counselors, principals or teachers. In some schools, however, the staff find it easier to support in other ways. A counselor, for instance, may have too little time to lead a club, but is able to join forces with the club leader in situations calling for a counselor's special skills.

Most volunteers already know club members (and many of their brothers and sisters), and see them daily. Moreover, they are available to lead the clubs for a year and beyond.

"Not everyone makes a good club leader," notes Willie Jackson, board member. "To be a volunteer, you have to have in mind what you're doing — not for the glory of it — but just to make the community better." Jackson was recruited as a volunteer in the club's earliest days by Margie Wilber, when both were working at the State Department.

"She described the little club and it sounded interesting," Jackson remembers. "So I went down to see it. I was attracted by the talents of the children at that age and by [Wilber's] gift of speaking and of sensing their attitudes."

Anita Hammond, principal of Barnard Elementary School in Washington, D.C., has worked with the program for two years, urging students to join the club and explaining about the group to other youngsters in assembly. She praises the club as a "model of values," where youngsters learn "respect for citizens and themselves."

Similar sentiments are expressed by another volunteer, Camille Lovejoy, a retired elementary school principal who now answers the club's mail from children who have heard about the group on TV spots and from friends. She recollects, "It satisifed me to see some of the children with troublesome habits give them up."

Volunteers are trained through use of a special manual explaining the organization's structure, expectations for leaders, club procedures, and the words to the club cheer, pledge, slogan and song, and by observing Wilber conduct about six meetings.

At a recent club meeting in a sunny, second-floor classroom of a Southeast Washington elementary school, she put the club smartly through its paces, wielding her own stock-in-trade of information, memory for names, and clear, strong singing voice.

Observing a lovely mathematics readily comprehended by the 40-some youngsters around her, she divided the hour in such a way that equal attention was given to excoriating a handful of wholly remorseful club members for a misdeed on the playground, and to the a cappella rehearsal of the club's intricate two-part song.

The use of language and music as central elements of the club program expresses Wilber's love of language and mastery of communication with the young. She's right: Youngsters can't resist "... S — stand, T — tall, O — on, P — public, P — participation, E — eradicate, R — rising, S — statistics ... on crime!"

Volunteer leaders can use the group setting to good effect. "Some respond to the large group," notes a school guidance counselor, "while others need a smaller setting.

For the occasional lad who needs special attention, the leader is ready to work on his behalf with school staff. A counselor who works closely with the Crime Stoppers club in her school comments, "We are very careful of their records. We give them the opportunity to see what's happening and to make decisions. After something happens, we try to get to it quickly and to help them see their mistake and to feel sorry."

Nor is it uncommon for a club leader to deal personally with the parents of a club member, if it is in the child's interest.

What lies ahead for the Crime Stoppers Club? The recognition earned by the organization over the years, and the local TV spots about the group, have generated a growing stream of letters and telephone calls from people interested in starting Crime Stoppers groups in their own cities. Letters come, too, from children far from the District, and from every economic grouping, who have heard about the organization and who ask to "be a Crime Stopper."

Understandably, the board members and the executive director are excited at the prospect of becoming a national organization. "We're most anxious to have others join," says Wilber, "and ask only that, in the interest of unity, those who join follow the established guidelines and standardized materials that have worked so well for ten years," After all, as board member Jackson noted, "Your own good name is worth everything."

In the District of Columbia, Crime Stoppers has a very good name.

"We, the Crime Stoppers of D. C., pledge to obey all laws, respect police officers and all other citizens." The 8 to 12-year-old members earn their club jersey, a cherished possession, when they demonstrate that they can follow all club rules and live by the club pledge. Above, club founder Margie Wilber discusses some legalistic terms with Crime Stoppers (from left) William Henderson, Paul Waters and Roland Mitchell.

the $pecial event

A STAR-STUDDED SUPERSHOW

By Bernice Sheldon

Ten years ago two professional golfers, Jack Burke and Jimmy Demaret, wanted to raise money for Houston's St. Joseph Hospital. So they conceived the idea of putting on a show with big-name entertainers. They persuaded their friend, Bob Hope, to join them in the venture. Fred Waring and the Pennsylvanians and January Jones teamed up with Hope to provide the entertainment. And the show was such a smashing success it became an annual happening which has evolved into one of Houston's biggest charity-social events.

Each year it draws a standing room only crowd. Some 3,000 enthusiastic Houstonians attend the formal affair that's billed as a "SuperShow." They pay anywhere from $25 to $1,200 to enjoy an evening of entertainment presented by stars from the world of show biz—musicians, recording artists, television personalities, and popular night club performers. Dinah Shore, Jack Benny, Mitzi Gaynor, Steve Lawrence, Eydie Gorme, Phyllis Diller, Alan King, Red Skelton, Bob Newhart, Ed McMahon, Helen Reddy, Lena Horne, and Vic Damone are among the many headliners whose talents have amused and dazzled SuperShow audiences.

The gala evening begins at 7:00 p.m. when all ticket purchasers attend preshow gatherings. Those who pay $600 and $1,200 for their tickets—about 700 in all—get together at a local hotel for a cocktail party. After that they board chartered buses and are transported to Jones Hall for the Performing Arts where the show takes place. For other ticket holders—$125 and down—there's a champagne reception in the lobby area at Jones Hall.

Bob Hope rattles off his famous one-liners at Houston's Super Show.

When the entertainment ends, the $125, $600 and $1,200 ticket holders go back to the hotel for a post-show party where they mingle with the stars, dance from 11:00 p.m. to 12:00 a.m., and then wind up the festivities with a lavish buffet breakfast.

Everybody has a great time and St. Joseph Hospital benefits substantially, for the event consistently produces a six-figure profit. The 1976 affair, for example, took in more than $175,000.

The proceeds finance patient care programs at the hospital, such as the Bob Hope Memorial Eye Fund. The fund was created as a tribute to Hope for helping to stage the first show and for his six appearances. It pays for hospitalization and treatment of indigents who need eye care or surgery.

What goes into the staging and eventual success of the SuperShow? "Plenty of super work performed by some pretty super volunteers," says John Vitello, executive director of St. Joseph Hospital Foundation, the organization that puts the show together.

Vitello begins planning the event 11 months in advance. He starts by holding a critique meeting with the SuperShow's permanent 24-member steering committee. They take a long, hard look at the last affair to see if all the objectives were met, if any major problems were encountered, and if any changes are indicated for the next gala.

The steering committee sets policy and assists in establishing the budget, working out a timetable, and enlisting volunteers.

For workers, Vitello prefers prominent citizens who have not served before, like astronaut Gene Cernan who headed the committee for the 1976 event. This practice of getting new people to participate helps to enlarge St. Joseph's circle of friends.

The SuperShow's roster consists of a general chairperson, two co-chairpersons, and 15 team captains, each of whom recruits 20 to 25 workers. In all, about 400 volunteers, mostly women, take part in staging the affair.

The entire committee sells tickets,

Bernice Sheldon has directed many public relations and fundraising events, ranging from beauty contests to college reunions. She is co-author with Edwin Leibert of Handbook of Special Events for Nonprofit Organizations, *published by Association Press.*

with each member concentrating on five good prospects. Past ticket purchasers are solicited by mail four months prior to the event which gives them an early chance to reserve their favorite seats for the next show.

To enlist the talent for the SuperShow, Vitello negotiates directly with the agencies that represent the performers. The stars supply the specifications for their acts and the professionals who manage Jones Hall take care of meeting their requirements. The hospital hires a local designer to construct the stage sets.

With the exception of Bob Hope who donated his services, all the performers are paid. Their fees range from $5,000 to $25,000.

The publicity campaign gets underway during the summer and continues until February when the SuperShow is held:

August—Items in society gossip columns begin and continue until the show is held.

September—Announcement of the show's stars.

October—Coverage of volunteers' kickoff party—society page story with photographs.

November to February—Features on the chairperson and other prominent citizens helping to arrange the show, plus other items about the show.

January—Advertisements in Sunday newspapers.

In October a general promotion mailing goes to the hospital's list of some 20,000 names—the mailing is timed to coincide with the workers' kickoff party to help them sell tickets.

Immediately following the show, there's a society page story with photographs featuring the committee members and the stars.

Staging the SuperShow is costly. The expenses for each show average about $75,000, roughly 43% of the gross income. However, Vitello considers the funds raised by the event less important than the publicity it generates and the new friends it makes. For instance, two of those new friends have established bequests of $100,000 and $1,000,000 in behalf of St. Joseph. These benefactors, along with many others, became aware of and interested in the hospital as a result of attending the SuperShow. And, as Vitello points out, the spin-off support can he considerably greater than the sum produced by the sale of tickets.

A full house of 3,000 enthusiastic Houstonians (above) attends the city's annual gala benefit for St. Joseph's Hospital. Many meet such stars as comedienne Phyllis Diller at the post-show party (left), then move on to an early morning buffet breakfast (below), the "finale" to a worthwhile evening of entertainment.

The St. Joseph Hospital Foundation raises about $1,000,000 a year. The income from the SuperShow represents only a small percentage of that total. But in terms of focusing attention on the hospital and attracting new donors, the affair is a proven winner and it plays a significant role in St. Joseph's development program. Over the years, the show's direct proceeds add up to well over a million dollars. As for the indirect proceeds, they're incalculable.

Putting on the SuperShow is a massive undertaking. The logistics involved in getting it together are extremely complex. Nonetheless, because the event has the benefit of intelligent planning, a capable chairperson, a hard-working committee, plenty of time for preparation, and effective publicity, it enjoys outstanding success.

Not every organization has the facilities to stage a SuperShow, of course. But for those that are able to fulfill the requirements, it can be a real bonanza. As John Vitello says, "It's a super way to win friends and influence money."

NICOV takes a look at . . .

BASIC FEEDBACK SYSTEM

Edited by Ann Harris

National Information Center on Volunteerism

NICOV has been actively working to remove some of the negative baggage that accompanies the concept of evaluation in order to emphasize its real purpose: to improve the effectiveness of the volunteer program. In addition to the development of a set of self-assessment tools, NICOV has conducted evaluations or operations analysis studies, focusing on recommendations, future planning and growth strategies. The following article is based on that experience.

PROGRAM SELF-ASSESSMENT: MAKING EVALUATION WORK FOR YOU

By Bobette W. Reigel

At the end of a fiscal year, many directors of volunteer programs ask themselves, "Is it time for an evaluation or shall I put it off for another year?" Unfortunately, "evaluation" often has a negative, threatening connotation. A funding source, for instance, will require an evaluation prior to consideration for refunding. Or a grant will contain an evaluation mandate which often goes unnoticed until the end of the grant period.

Let's face it—very few directors look forward to an evaluation or study of their program no matter how successful it has been. For many, evaluation is something that must be done to satisfy someone else. Although most funders expect or prefer outside evaluations, conducted by professional consultants, the prospect of an outsider "inspecting" us often seems to exaggerate our protectiveness toward the program. We know that the program is well managed, that it impacts positively on our clients, and that our volunteers are satisfied. The necessity of "proving" all this to someone else often seems like an annoying technicality when the time and money could be spent running the program. It takes a brave volunteer director to contract with an outsider for an evaluation with candid, straightforward responses regarding the program's strengths and problem areas.

While no substitute exists for the fresh objectivity of an outside evaluator, only about ten percent of volunteer programs have ever had a formal evaluation. Not everyone can afford yearly evaluation studies. Those who can, however, have discovered a need for ongoing assessment of their programs.

Self-assessment and formal outside evaluation each has its own purpose and benefits, and each can be invaluable to a volunteer program. A professional evaluation can often mean the difference between future funding and a financial struggle. An outsider's perspective can unveil problems which can't be detected by those close to a program. An evaluator familiar with a broad range of volunteer programs and models can work with the director to develop a set of future growth plans for increased program effectiveness. And best of all, an evaluation of a highly successful program can serve as its justification and credibility statement to the community and to funders.

Basic Feedback System

A structured approach to self-assessment, on the other hand, can satisfy different volunteer program needs. While a self-assessment system is no substitute for evaluation, when it is administered on a regular and continuous basis it can reveal small problems before they grow into unmanageable issues.

NICOV's Basic Feedback System (BFS) is a self-assessment process which gauges the development of a volunteer program at a practical cost in time and money. Developed by Dr. Ivan Scheier and NICOV's Operations Analysis Unit, BFS is based on national comparative norms. Using "peer-based standards," BFS forms are designed for different volunteer program constituencies and serve as a tool for ongoing, internal assessment of performance, satisfaction and commitment. The fictitious case that follows will help illustrate possible applications of such a self-assessment system.

Bobette Reigel is the manager of NICOV's Operations Analysis Unit.

Steps for Self-Assessment

Project Proof Positive is a volunteer program of the Division of Social Services in an urban government. The program involves volunteers working with families who have alcohol-related problems. Volunteers are dependent upon the cooperation of the paid case workers for much of their information and success with clients.

The program has been operating for over a year. Ms. Sharp, the paid, part-time volunteer coordinator, has noticed that the volunteer turnover rate is rather high. Upon checking the attendance and resignation records, she becomes convinced that the situation needs some attention, but her observations of the volunteers do not yield any tangible clues. She decides to use the Basic Feedback System to see if there are any patterns within the different groups involved in the program.

Upon completing the **Volunteer Coordinator Scorecard**, she discovers that her program's score for the section on orientation and training of volunteers and staff is below the national average. The scores for the sections on motivation and incentive, and record-keeping and evaluation are also somewhat low. However, she's pleased to see that her hard work in public relations and recruitment compare extremely well on a national scale.

After giving a brief orientation on the purpose of the system, Sharp asks the division's top administrator to take ten minutes to complete the **Top Management Checklist.** In the next two weeks she personally contacts all the paid case workers to ask them to complete the **Staff Reactions to Volunteer Programs** form. At the next group meeting for volunteers, she explains the purpose of the **Volunteer Feedback** form, asks them to be very frank in completing the form, and says that they need not sign the forms. The board is asked to complete the new **Checklist for Board Members.** And, with the help of some case workers, she administers **Yon Have A Volunteer—What Do You Think?** to a selection of receptive clients. They are assured that their responses will remain anonymous.

Upon tabulation of the six different forms, some patterns *do* emerge. The scores point to several possible causes for loss in volunteer motivation, while the open-ended questions reveal some significant attitudes "between the lines." Top management and paid staff, for instance, claim tbey have always been committed to the volunteer program. Yet, the responses indicate their commitment does not extend to specific, organized management, and time and resource investment. The form reveals a low level of volunteer satisfaction due to a lack of direction and cooperation from staff. This appears to be reflected in the uncertain and inconsistent feedback from clients.

None of these findings were a complete surprise to Sharp, bnt the written feedback gave her something tangible to work with. Also, the forms helped her gain a general perspective on the daily workings of the program as well as a balanced long-term outlook. She took her findings to the board of directors, and together they developed a plan of action that included heavy staff input and participation on inservice training, a public statement and resource commitment from top management, regular volunteer/staff meetings, and a volunteer recognition plan.

Sharp then decided to administer the forms to a random selection of the six main constituencies of the program every three months.

Other Uses and Benefits of Self-Assessment

In addition to roughly gauging the performance, motivation, and management functions of a volunteer program, a number of unforeseen benefits can accrue from use of this self-assessment system:

- Both staff and volunteers may be more willing to articulate frustrations anonymously than through direct personal contact.
- The administering of the feedback forms to everyone in the program acts as a consciousness-raising device.
- The top management form in particular asks direct questions regarding the level of organizational and administrative commitment to volunteers.
- It gives the volunteer program some official visibility.
- The general conclusions which are drawn from the tabulated results provide an excellent springboard for discussion. Staff/volunteer brainstorming sessions on improving the program are enhanced by relatively impersonal, nonthreatening "data."
- The Basic Feedback System can be an adjunct to or stimulus for formal evaluation. The conclusions the volunteer coordinator deduces can help in formulating objectives for a professional study. Also, tabulations from previously administered forms can serve as very useful background information for an outside consultant. The consultant could record impressions on the same forms which would serve as a validity check on the self-assessment process.

New Voluntary Action Center Checklist

The form which appears with this article is designed for the self-assessment of Voluntary Action Centers and Volunteer Bureaus. The checklist's inherent standards and guidelines were developed on the basis of input and discussions with directors of Voluntary Action Centers, the Association of Volunteer Bureaus, and NCVA. The form attempts to provide VAC and VB directors with comparative feedback on the extent to which they meet these general operational standards. (Note: This form can be adapted for use by Retired Senior Volunteer Programs.)

To score the VAC Checklist, count and record the number of checks in each of the nine sections, then add these nine subtotals for a grand total. It is possible, though unlikely, to score a total of 110 checks. Since it is a new form, NICOV has not yet collected a sufficient number of sectional and total scores to develop national norms. When norms are developed, directors will be able to roughly compare their program's sectional and total scores with others. In the meantime, the form can be useful in other ways.

If used on a regular basis—perhaps quarterly—growth and development in specific programmatic functions can be tracked by comparing present scores with past scores and responses to specific items. Responses from staff, volunteers, board, funder, clientele agencies, and outside observers can prove valuable. Not only does the VAC director gain a perspective on how others view the various functions of the VAC, but consistency of perceptions among the groups can be revealing, too. For instance, a consensus could mean confirmation. Or it could mean a common misperception among the groups, in which case, the role of the outside evaluator becomes even more crucial. In other words, the VAC form can serve as an instrument for inside-outside verification.

If there is wide disagreement, it might prove interesting to take a closer look by laying out a matrix or profile of who disagrees on which programmatic areas. Again, the administration of the form to such diversely involved individuals can serve as a basis for dialogue on program development.

A self-assessment system administered on a regular and continuous basis can reveal small problems before they grow into unmanageable issues.

This form and several of the other BFS forms can also be used as a rather unusual training technique. Participants can complete the form and break into small discussion groups to deal with the low scoring sections. For example, VAC participants who rate their programs low in the area of "Agency Relations and Assistance" can group together for problem-solving or brainstorming discussions.

If you are a VAC or VB director intending to utilize this form, please send copies of your completed forms to NICOV to be entered anonymously into the new norms. This system can only be effective if a wide range of programs participate.

Future Plans

NICOV has a system and contracts for the development of new self-assessment forms for specialized areas and functions in volunteerism, such as funding sources, RSVP's, workshop attendees, proposals, public relations, training and recruitment.

A new self-assessment kit, organized for use four times a year, will be available in the fall. It will include a full supply of forms, step-by-step guidelines for a complete self-assessment plan, special grids for interface of responses between constituencies, and space for quantitative record-keeping.

One of the main advantages of a self-assessment system is that forms and applications can be adapted and revised according to individual program needs. The Basic Feedback System is designed to be used by a wide variety of volunteer programs, and many program directors have adapted the forms to local conditions. With your input, this self-assessment process can continue to evolve into a practical and realistic way of making evaluation work for you.

VOLUNTARY ACTION CENTER CHECKLIST (✓)

This checklist is designed for directors of Voluntary Action Centers and Volunteer Bureaus, although the form may also be adapted for use by Retired Senior Volunteer Programs. It presents a sampling of conditions and standards considered desirable for optimum operation of a VAC or VB. To assist us in developing national norms, we ask you to complete the checklist and return it to the National Information Center on Volunteerism, PO Box 4179, Boulder,Colorado 80306.

For each item below, answer as follows unless otherwise indicated:

Place *two* checks on the line if you're *sure* it's true or fully true ..... ✓✓

Place *one* check on the line if you're *uncertain* or if it's only partly true ..... ✓

Leave the line blank if it's *not* true .....

A. MISSION, PURPOSE, PLANNING

1. We have a clear written statement of mission or purpose. Among other things, this statement clearly defines the major functions our office should be performing, and clearly designates the primary clients we should be serving ..... _____
2. We also have statements of objectives. These put goals and purposes in terms of results which can be *measured* ..... _____
3. Our statement of mission or purpose has been thoroughly reviewed within the *past six months,* and this review is responsive to the needs of our clients ..... _____
4. What we actually do, and whom we actually serve, conforms closely to our stated mission or purpose ..... _____
5. We have a written, carefully considered operations and growth plan, reviewed at least once a year ..... _____

SECTION TOTAL (total number of checks) ☐

B. AGENCY RELATIONS AND ASSISTANCE

1. Within the last year we have contacted at least ten agencies not previously listed with us in order to obtain new volunteer job descriptions ..... _____
2. All agencies listed with us were contacted at least once this year to update volunteer job descriptions ..... _____
3. Within the last year, our staff has been asked by at least six agencies to provide consultation on the development and/or administration of volunteer programs ..... _____
4. We have sponsored or initiated at least two training events for volunteer directors during the past year ..... _____
5. During the past year, we made a conscious effort with at least 50% of our agencies to ensure that volunteers received recognition and training ..... _____
6. We do not refer volunteers to an agency unless it has a designated person, paid or unpaid, responsible for its volunteer program ..... _____
7. We initiate discussions with any agency that consistently mishandles referrals or misuses referred volunteers; if the problem is not corrected in a reasonable time, we cease referrals _____
8. We have a well-organized library or information system with a logical classification of materials. It is well stocked with frequently used materials relevant to client agency and volunteer information needs ..... _____
9. Of our total office staff time (paid and volunteer), the following percentage of our time is spent in the field consulting or participating as resource people outside the office: (More than 50% = ✓✓; 25 to 50% = ✓; 0 to 25% = no check) ..... _____

SECTION TOTAL ☐

C. PUBLIC RELATIONS

1. Staff (paid or unpaid) gave presentations about our services and/or volunteer opportunities at least five times during the past quarter ..... _____
2. A major article about us has appeared in a local newspaper at least five times during the last year ..... _____
3. We sponsor a regular column on volunteer opportunities in a local newspaper ..... _____
4. New radio and/or TV spots on volunteers, initiated by us, were aired by local stations at least three times during the year ..... _____
5. We have published and widely distributed a brochure on our services during the past year (✓), and we prepare and distribute a newsletter which reaches a high proportion of our intended clientele at least quarterly (✓) ..... _____

SECTION TOTAL ☐

D. BOARD/ADVISORY COMMITTEE

1. The composition of the board/advisory committee is broad, including representatives from at least three-quarters of the following constituencies: business, law, education, religious groups, health associations, community, labor, minority, client (volunteers and agencies using our volunteers), government, elderly, youth ..... _____
2. Eighty percent of the board/advisory committee have been present at each board advisory committee meeting during the last quarter ..... _____
3. Board/advisory committee met either this month or last month to review progress and to aid in planning ..... _____
4. Board/advisory committee members received in-service training either this month or last month ..... _____
5. All board/advisory committee members joining the committee within the last six months have received an orientation to the agency ..... _____
6. Board/advisory committee members and staff have a clear understanding of their respective roles, functions, and responsibilities: written (✓), verbal (✓) ..... _____

SECTION TOTAL ☐

E. BUDGET/FINANCE

1. We have a carefully considered projected or estimated budget for the next fiscal year, including alternatives and contingencies if full expected funding fails to materialize ..... _____
2. Expenditures to date are within 5% of the annual budget projection ..... _____
3. Financial records and books are kept according to standard accounting procedures, and books are audited annually, either internally or externally ..... _____
4. Our present annual budget is adequate for the job we can and should be doing this year .. _____
5. There is a high probability that *next* fiscal year's annual budget will be adequate for our purposes ..... _____
6. If our present major funding source should fail, there is an alternative funding source which would (certainly = ✓✓) (probably = ✓) pick up at least a third of our present budget . _____

SECTION TOTAL ☐

F. VOLUNTEER RECRUITMENT AND PLACEMENT WITH AGENCIES

1. We have sponsored at least one community-wide promotion of volunteerism during the past year ..... _____
2. All potential volunteers contacting us were interviewed in person and referred to an agency within three weeks of the initial contact ..... _____
3. All referrals were followed up with the agency and/or the volunteer within one month of the date of referral ..... _____

4. At least 75% of the referrals within the last year resulted in placements . . . . . _____
5. Within five minutes we can retrieve information on any volunteer we placed within the past year (name, address, phone number, agency where placed) . . . . . _____

SECTION TOTAL ☐

G. STAFF—PAID AND UNPAID (Exclusive of Board/Advisory Committee)

1. Written job descriptions, including responsibilities, reporting procedures, dollar value of position, skills, and knowledge required, exist for all paid and unpaid staff. These job descriptions are reviewed at least annually . . . . . _____
2. Pre-service orientation is given all staff, and in-service training has occurred at least once in the last quarter . . . . . _____
3. We have *regularly scheduled* staff meetings, at least twice a month . . . . . _____
4. During the last quarter, the director has had at least four hours of conference time with each staff member reporting directly to him/her . . . . . _____
5. Staff receive a performance analysis at least annually . . . . . _____
6. The director has attended at least one training workshop or conference in the preceding quarter (local, regional, or national) . . . . . _____
7. Paid staff receive a fair wage and fringe benefits, by local standards, in relation to their level of responsibility . . . . . _____
8. There are presently four times as many volunteers as paid staff involved in the office's ongoing operation . . . . . _____
9. Among the paid and volunteer *leadership* persons on our staff, the number of minority persons is proportionate to the number of minority persons in our community . . . . . _____

SECTION TOTAL ☐

H. REPORTS, RECORD-KEEPING, EVALUATION

1. A written monthly activity report is given to the board/advisory committee . . . . . _____
2. We prepare an annual report of our office's activities, projects, and progress . . . . . _____
3. On a monthly basis, we keep regular logs of contacts and activities, both in general and by major project areas, and our referral and internal volunteer statistics are maintained regularly _____
4. Within the *past two years* an evaluation or need assessment of our office has been conducted, including some significant input by clients, and by external evaluators not connected directly with our office. (Give yourself *one* check if such an evaluation has not been performed but is *definitely* planned within the next six months.) . . . . . _____
5. At least *twice a year* all our record-keeping and evaluation evidence is thoroughly analyzed and discussed to determine the extent to which we are performing our mission and the extent to which that mission should be changed . . . . . _____

SECTION TOTAL ☐

I. OFFICE FACILITIES

1. We have at least 100 square feet per person (✓✓), 75 square feet per person (✓) . . . . _____
2. We have all the desks, typewriters, and office equipment we need . . . . . _____
3. We have at least two phone lines and otherwise adequate communications capabilities (postage, printing, etc.) . . . . . _____
4. We have adequate room available for meetings of at least 10 to 15 people . . . . . _____
5. Our office is conveniently located for easy accessibility to the people we want to serve . . . . _____

SECTION TOTAL ☐

OVERALL TOTAL OF CHECKS ☐

Free U's Share Skills, Meet Needs

Thirteen years after the first free university opened its doors as an educational alternative in Berkeley, Calif., volunteer faculties are now serving approximately 250,000 registered participants in over 200 communities. In size, the free schools range from very small—with budgets under $100 and less than 250 participants—to a handful of "giants" with over 10,000 registrants and budgets at the five or six figure level.

The Free University Network (FUN), a national clearinghouse located in Manhattan, Kansas, defines a free university as "an ungraded, nondegree granting, unaccredited organization offering educational classes" to the general public. The vast majority of free university faculty teach for free or receive only a nominal fee for their services.

Classes at free universities are designed to meet the personal needs of teachers and students, and cover a great range of topics. University for Man, the Kansas State University school with which FUN is associated, offers a variety of self-improvement and crafts classes as well as seminars relating to community, social and intellectual concerns. Last summer, for instance, University for Man offered "Economic Democracy," a study of economic power in the U. S., and "Rape Crisis Center," a discussion for women interested in organizing such a center on the KSU campus. In addition, there were a host of crafts classes, including batiking, chair caning and knitting socks; skills classes, such as motorcycle maintenance; art and music courses; food classes; and ecology-oriented subjects.

Many free universities are subsidized by a traditional university and are able to offer classes for free. Others are self-supporting by charging small registration fees, such as the Denver Free University and the Open Education Exchange in Oakland, Calif. Both are independent of any university affiliation and have enrollments of over 10,000 a year. In either case, with volunteer staffs, overhead is not high. According to FUN, all it takes to get started is a telephone, some office space and a great deal of human energy.

Classes are quite informal and are taught in private homes, rooms provided by the sponsoring institution (if one exists), or the great outdoors. The "teacher" is an individual with a skill to share. According to Sue Maes, FUN's Midwest regional coordinator, it is part altruism and part healthy self-interest that attracts these volunteers to the program. "Sharing one's own interests and skills is the best way of developing them," says Maes, who teaches a course on edible plants to "show people how not to spend $5.95 per pound for steak." Her class forages through the KSU area's abandoned farmsites, streams, swamps and vacant lots in search of wild edibles.

Today, many free schools are beginning to broaden their base by involving people of different ages and occupations. According to Bill Draves, national coordinator for FUN, "Many people in the movement realize that the free university principle of low or no cost skill exchange has a very wide potential relevance." University for Man, for example, now has an ambitious outreach program to a number of rural Kansas communities. With a grant from the Fund for the Improvement of Post-Secondary Education and the help of 12 VISTA organizers, UFM has initiated local programs in 12 communities attracting thousands of participants.

In response to the free university movement's growth, FUN was organized at the National Free University Conference in Boulder, Colo., in 1974. FUN provides technical assistance

Free university students in Kansas gain field experience as their course in edible plants often takes place on hikes through the country. Here, the instructor has arranged for a guide to familiarize students with the Kanza

Prairie. At right, women students participate in a yoga class in rural Clay Center, Kansas, taught by a retired professor of Southeast Asian history.

and helps people start free universities across the country and tries to help people avoid common organizational and funding pitfalls. The organization publishes a monthly newsletter, *Free University News*, sponsors an annual conference, and maintains active files on free universities around the country.

FUN also promotes the related concept of learning exchanges—telephone referral services in which people register skills which are recorded on file cards or in a data bank. Any individual interested in teaching or learning a particular skill can be referred to others with the same interest. They are then able to make private learning arrangements.

FUN's newsletter is available for $5.00 a year; a national directory of free universities and learning exchanges can be obtained for $1.00. Write Free University Network, University for Man, 615 Fairchild Terrace, Manhattan, KS 66502.

Agnes Beaton (r.), NAWHSL executive director, and Eve Bailey of the Maryland WHSL on a highway hazard hunt.

Safety First! Says Women's Hwy. Group

Highway fatalities are declining. Last year there were 3.3 deaths per 100 million motor vehicle miles, a 35% decline since 1966. Part of that drop can be attributed to the national 55 mph speed limit imposed during the oil shortage of 1974, but credit is also due to the country's small army of traffic safety volunteers, such as the National Association of Women Highway Safety Leaders. "3 by 80" is their slogan and major goal: to help reduce the traffic fatality rate to *three* deaths per 100 million miles by 1980.

NAWHSL is the only national organization of women volunteers devoted exclusively to traffic accident prevention. Founded in 1967, it includes programs in 46 states, the District of Columbia and Puerto Rico.

Most of NAWHSL's work is carried out hy volunteers at the state and local levels. They conduct safety education campaigns and help public officials develop safety programs. The women work with government agencies, such as the National Traffic Safety Administration, and nonprofit organizations, such as the National Safety Council and Citizens for Highway Safety.

Two priorities have been the removal of roadside obstacles and public education on the danger of mixing drinking with driving. As principal sponsor of a Bicentennial campaign to eliminate roadside hazards across the country, NAWHSL mobilized its membership to survey roads and highways and take inventory of such obstacles as unbuffered guardrails, signs and utility poles, ditches, embankments and culverts, and trees too close to the highway. Volunteers reported their findings to local traffic engineers and highway departments and to state and national highway safety officials. After applying pressure, many safety leaders saw the installation of what NAWHSL calls "forgiving roadsides" equipped with breakaway or cushioned obstructions.

In an effort to educate drivers about the amount of alcohol they may consume and still drive safely, NAWHSL designated last December as "Know Your Limits Month." "Our goal is to present the alcohol safety education program in a sound, understandable manner," NAWHSL President Virginia Edmundson told members. "Many individuals are not aware of the length of time needed to burn alcohol in one's system; nor do they know how much alcohol they can consume for their weight and still drive with care." Volunteers in local programs prepared presentations, organized meetings and set up exhibits in public locations

Many affiliates initiate their own programs. The Virginia AWHSL, for example, started a "Mother Knows Best—Buckle Up" campaign to instill public awareness of the need to protect children with safety belts. With a goal of reaching the entire state with their message, volunteers organized 39 conferences, obtained public service announcements from more than 40 radio and television stations, and secured the cooperation of approximately 100 statewide organizations, associations and businesses.

Membership is open to all women and women's organizations concerned about traffic deaths and injuries and willing to work for solutions to these problems. Contact NAWHSL, 7801 Old Branch Ave., Suite 101, Clinton, MD 20735, (301) 868-7583.

THERE'S NO TRICK TO VOLUNTEERING FOR UNICEF

Practically everyone has heard of UNICEF, the United Nations Children's Fund, which helps provide basic health, nutrition and education services for children in developing countries. (Because of a shift in emphasis to long-range programs, the words "international" and "emergency" were dropped from the title, but the well-known initials were kept.) Most people do not know, however, of the national organization responsible for sales of the popular UNICEF greeting cards and for the door-to-door collections on Halloween. These activities are two mainstays of a vast volunteer effort organized on behalf of UNICEF by the U. S. Committee for UNICEF. A nongovernmental and nonprofit organization, the U. S. Committee coordinates education, information, and fundraising programs across the country.

Nationwide grassroots organization of volunteers is the U. S. Committee's great strength. Local volunteer committees recruit people to spread the UNICEF story through public speaking, community organizing, fundraising, telephoning and other tasks. Many volunteers, however, get involved by contacting UNICEF, which forwards their requests to the U. S. Committee.

"We get most of the letters addressed to UNICEF from the U. S.," says Mary Duffy, acting field services director—"the questioning letters, the 'we like you' letters and the 'what can I do to help?' letters."

The national office in New York City assists new volunteers in two broad areas of work: educating the public on UNICEF's efforts to meet the basic needs of Third World children—food, health care, clean drinking water and education; and fundraising to support UNICEF's work. (UNICEF is financed entirely by voluntary contributions from governments and nongovernmental sources.)

Volunteers participating in an information and education program may present films, slide shows or filmstrips to clubs and service groups in their community, or they may encourage the local school system to utilize the Committee's teacher's kits. In addition, some volunteers take advantage of the Committee's speaker's kits to give talks on UNICEF's work in developing countries.

The greater part of the volunteer effort, however, goes into raising money for UNICEF through education-based fundraising programs. Consignment sales of birthday, holiday and note cards are fundraising staples and permit groups and individuals to retain 10 percent of sales totaling $200 or more. Since UNICEF cards are sold year-round, many groups find this a way to subsidize local projects as well as to help UNICEF.

Over the years, collections for UNICEF have focused on Halloween. October 31 was declared National UNICEF Day by presidential proclamation in 1967. Fundraisers include the children's "Trick or Treat for UNICEF" program and other activities, such as shopping center, street corner, college campus and on-the-job collections; flea-markets; and "thons" and benefits. Of special interest are the numerous world hunger-related events which combine the raising of money and public consciousness. A Wakefield, Mass., church, for instance, sponsored a benefit "starvation banquet" in which meals of rice and beans, the diet staples of three-fourths of the children in developing countries, were served.

For further information, contact the U. S. Committee for UNICEF, 331 East 38th St., New York, NY 10016, (212) 686-5522.

Art courtesy of U. S. Committee for UNICEF

voluntary action news

Special Fund Aids Leaders In Wash. State

In recent months, the leader of a volunteer court monitoring program in Washington state attended a criminal justice forum in Atlanta; a Retired Senior Volunteers Program coordinator participated in a Montana rural volunteers conference; and a Voluntary Action Center director enrolled in a Western Washington State College course entitled "Evaluation Of Social Programs." In each case, a part of their costs was defrayed by the Professional Development Fund, a new financial support program for developing technical skills among volunteer administrators in Washington state.

Administered by Washington's Office of Voluntary Action, the Fund is supported by a grant from ACTION. Partial reimbursement is available for such skill development costs as training fees, tuition, travel expenses and consultants. Since its inception in September 1976, over 60 individuals have received awards ranging from $50 to $200.

According to Putnam Barber, director of the Office of Voluntary Action, "The program was designed to respond to the oft-expressed need of coordinators, directors and other volunteer program managers for training which is specifically suited to their needs and their level of experience. Only by enabling them to draw upon the full range of training activities can that need be met."

Grant decisions are made by a committee currently consisting of an eastern Washington RSVP director, the director of community relations of Pacific Northwest Bell and an NCVA regional consultant. Up to $1,500 is available each month. Priority is given to activities clearly related to a volunteer program's purpose but which are obviously beyond the means of the organization.

One goal of the Professional Development Fund is the sharing of information and skills. As a condition for accepting funds, grant recipients must prepare a summary of skill development activities supported under the program. These are made available to volunteer leaders throughout the state.

For further information, contact Putnam Barber, Office of Voluntary Action, 1057 Olympia Way S., Olympia, WA 98504, (206) 753-4901.

A trained volunteer assists couple in Washington, D. C.'s Legal Counsel for the Elderly office.

Seniors Counsel Peers on Benefits

"I know that I'm entitled to a larger Social Security benefit, but no one will listen to me."

"Why was I suddenly dropped from the Medicaid program, and what can I do about it?"

Most older people with problems like these have but one alternative—an overburdened legal services agency, which often means months of delay. Now a national program, Technical Assistance for Legal Services is removing many of the roadblocks to obtaining public benefits by training the elderly themselves as volunteer paralegal counselors.

Sponsored by the National Retired Teachers Association/American Association of Retired Persons, the program operates in cooperation with a variety of public and private legal service and senior citizens' agencies. Technical Assistance for Legal Services started in 1975 as a pilot project in the District of Columbia called Legal Counsel for the Elderly. It now recruits senior volunteers in 24 states across the country.

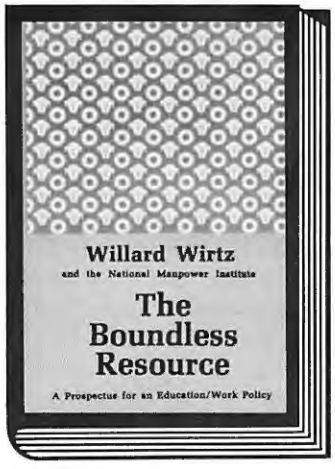
Volunteers receive intensive training in the laws regulating public benefit programs. This is the legal area which most directly affects the elderly because many depend on these sources of assistance to meet their basic needs. Volunteer paralegals specialize in giving benefit "check-ups," a survey technique which determines whether clients are receiving all the assistance to which they are entitled. Volunteers are also trained to answer questions about specific benefit programs and help seniors deal with administering bureaucracies.

Paralegals provide counsel in another area of special importance to the elderly—helping attorneys prepare wills and obtain protective services, such as guardianships and powers of attorney for those who have difficulty handling financial affairs. For problems outside these areas of law, paralegals are trained to locate and refer clients to the appropriate agency.

Technical Assistance for Legal Services offers local projects a broad range of services, including the training sessions and workshops. They have also prepared a number of technical materials, including a manual explaining procedures for training paralegals and another describing the regulations of 16 major benefit programs.

For more information, contact Technical Assistance for Legal Services, 1424 16th St., NW, Suite 401, Washington, DC 20036.

books



THE BOUNDLESS RESOURCE: A PROSPECTUS FOR AN EDUCATION/WORK POLICY. Willard Wirtz and the National Manpower Institute. New Republic Book Co., 1220 19th St., NW, Washington, DC 20036, 1975. xvi + 205 pp. $7.95.

By Norman Lederer

The National Manpower Institute was established in 1970 by educators, businessmen and others vitally interested in bridging the gap between education and work. Its members have discussed various ways and means of replacing that artificial separation with an arrangement in which education and work can exist side by side. Their emphasis is on learning as a human value so that people may acquire a higher, better and more satisfying life experience.

The Boundless Resource, written by the former Secretary of Labor and Institute staff, lays out in leaden prose the background for a series of goals demanding immediate attention. One of the most important of these goals is the creation of community education-work councils through which educators, employers, members of labor unions and representatives of the public would engage in a collective effort to develop and administer education-work programs. These bodies would require a high degree of voluntarism, as their unpaid staff would have to put in many hours devising pilot projects for a comparative evaluation over a five-year period to determine their general applicability.

Wirtz and his associates also recommend the creation of occupational outlook and career information reporting systems to meet the needs created by inadequate and fragmented governmental efforts in this area. They emphasize the need for local and national manpower projections on an occupation-by-occupation and industry-by-industry basis as well as a detailed reporting of people in various stages of educational preparation for these employment positions.

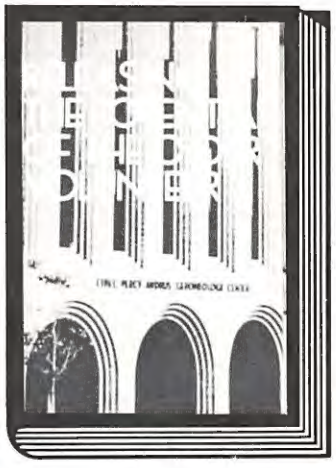
One of the more vexing situations the authors pinpoint is the present inadequacy of career and occupational guidance counseling in the schools. This defect, however, is not so much a problem of insufficient counseling as it is an inadequate number of personnel engaged in the activity. In this instance, the Institute would expand the occupational counseling function so that each high school and college student would be guaranteed at least five hours a year of career guidance and counseling.

Another recommendation—a pet scheme of former Commissioner of Education Sidney P. Marlan—is for career education in the schools. The Institute feels it is the community's responsibility to not only have such programs at the high school level but to construct a work-education program in which students would receive at least 500 hours of work or service experience as part of their normal educational curriculum.

While these recommendations place emphasis on the young student preparing to enter the job market, the Institute does not neglect the older person. It proposes, for instance, that those adults denied 12 years of schooling in their youth be able to take advantage of appropriate educational possibilities through the elementary and secondary schools. They also recommend that unemployment insurance laws and regulations be altered to reflect a training and education possibility for workers seeking to break out of the cyclical "boom and bust" employment situation in which so many are trapped.

Norman Lederer is the dean of occupational studies at Washtenaw Community College in Ann Arbor, Michigan.

Wirtz and his associates present many more possibilities for meaningful education and work relationships. Funds for these purposes can only be made available after the public and its legislative representatives have been educated as to their feasibility and value. The reading of this book would provide a first step in the reorientation of the public.



RELEASING THE POTENTIAL OF THE OLDER VOLUNTEER, Ethel Percy Andrus Gerontology Center, Publications Office, University of Southern California, University Park, Los Angeles, CA 90007, 1976. 88 pp. $3.50.

By Nancy Roberts

This monograph of principles and procedures for the development of senior volunteers is the product of two years of research for The Older Volunteer Project at the Andrus Gerontology Center.

The research revealed that successful volunteer opportunities met the psychological growth needs of the senior adult, affording recognition, responsibility, and a feeling of accomplishment. These volunteer jobs included publication of a newsletter, assistance in research, participation in an experimental class, and the formulation of a speaker's bureau. The unsuccessful volunteer tasks offered little challenge and competed with paid work.

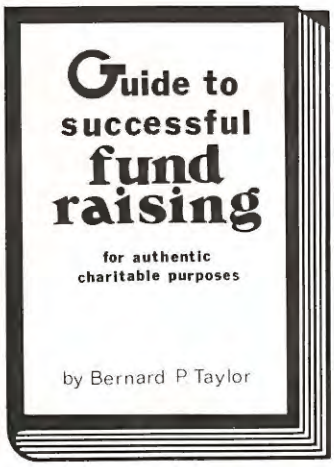
The authors stress that cultural attitudes of employers who look down on unpaid work will have to change in

Nancy Roberts is a staff member of the Retired Senior Volunteer Program in Palo Alto, California.

order to take advantage of the untapped pool of senior volunteer help. They also stress the need for a welcoming and comfortable work environment for senior adults. For instance, it is important that they be reimbursed for out-of-pocket expenses.

While the style of this booklet is a bit stiff, the direct quotes of project participants and directors liven up its pace. The text is supplemented by an appendix of tables, figures and a list of references.

This short book contains information useful to retirees, employers who could utilize senior volunteers, and students of gerontology, voluntary action, personnel management, retirement planning and social psychology.



GUIDE TO SUCCESSFUL FUND RAISING, Bernard P. Taylor. Groupwork Today, Inc., Box 258, South Plainfield, NJ 07080, 1976. 143 pp. $10.00.

By John H. Cauley, Jr.

Consistent with the growth of voluntary organizations has been the need to provide for their long term survival through the development of a sound financial base. Hence, the art of fund raising is now critical to the success or failure of the voluntary sector. Bernard P. Taylor, an experienced and highly successful fund raiser, has written a short, concise guide to the art. His book, *Guide to Successful Fund Raising*, is to the point and easy to understand.

Taylor asserts in the opening sentence that his book "summarizes the basic concepts intrinsic to the process of developing financial support for authentic charitable purposes. It does not attempt to provide the 'how to' instructions for fund-raising campaigns." In that vein the author provides an excellent overview of fund-raising concepts by concentrating on the capital gifts campaign and the long term development program. Further, he recognizes the value of the "annual appeal" as the source from which to develop a truly effective financial base.

This book is well organized and provides the reader with clear step-by-step ideas on effective fund-raising strategies. The author is very effective in his analysis of the volunteer/staff relationship. He clearly demonstrates the crucial role played by the volunteer committee in the fund-raising process. The success of every fund-raising effort depends on the quality of volunteer leadership and the ability of the professional fund-raising staff to work compatibly with the volunteers.

Although this short book provides an excellent overview, it bas a few minor drawbacks. First, the title of the book may be misleading. *Guide to Successful Fund Raising* implies a more expansive topic than what the author presents—capital gifts fund raising and long-term development. And while the book is easy to understand for a non-fund raiser, I am not sure that the book will appeal or provide significant new information to someone with a background in fund raising.

Second, by drawing on his extensive background as an academic fund raiser, Taylor tends to favor the use of examples from higher education settings. Even though their applicability is usually general enough to be understood in other settings, the reader might sometimes feel that this is a book about successful fund raising in colleges and universities.

Finally, I found it disconcerting to read a book with typesetting of such poor quality. Perhaps this is an unfair comment; it clearly does not reflect on the content of the message. There are several instances, however, where words run together causing distraction for the reader.

All in all, the novice fund raiser or the social agency executive will find this work an enlightening insight into sound fund-raising strategies.

John Cauley is the staff representative for the Capital Area United Way in Lansing, Michigan, and a member of NCVA's Consultant Network.

VAL REPRINTS

WHAT ABOUT THE STAFF? by Elizabeth Cantor and Margaret Pepper, Spring 1975. An illustrated 7-step guide for staff who work with volunteers.

IS ANYBODY LISTENING? by Brenda Hanlon, Summer 1975. This article describes the active listening technique as a means of enhancing the effectiveness of service volunteers.

HOW TO GET A MAN, Fall 1975. A step-by-step outline of a successful drive by the Kalamazoo VAC to recruit male volunteers from local business and industry.

IN BOARDS WE TRUST by Brenda Hanlon, Winter 1977. An article describing some of the key elements necessary for an active and effective board of directors.

COMMUNICATIONS WORKSHOP by Len Biegel. A comprehensive collection of articles beginning in Fall 1975 through Spring 1977 by the author of *Mediability: A Guide for Non-Profits*. Covers communications "how-to's," including TV appearances, conference exhibits, video tape uses.

THE $PECIAL EVENT by Bernice Sheldon, Winter 1976 through Spring 1977. A series of articles detailing basic planning techniques for fundraisers, such as the rummage sale, antique show and haunted house.

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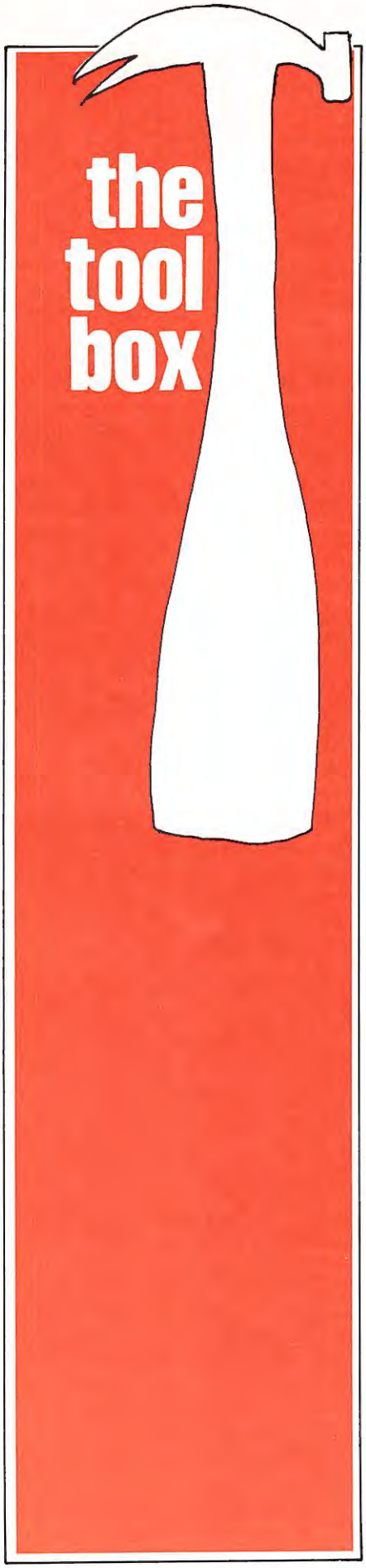

Catalog of Federal Youth Programs. Dept. of Health, Education, and Welfare, Office of Youth Development, S. Portal Bldg., 200 Independence Ave., SW, Rm. 350G, Washington, DC 20201. 1976. 387 pp. No charge.

A comprehensive directory of 160 federal programs that provide direct and indirect services to youth. Describes program objectives, grant information, eligibility requirements and application procedures.

Walkin's Too Slow. Bandanna Media, Inc., 572 St. Clair, Grosse Pointe, MI 48230. 1976. 16mm, cl. 26 minutes. $30 rental, $325 purchase.

Six young runaways describe their experiences on the streets, in crisis centers, and with the juvenile justice system.

Resources for Child Care. The Day Care and Child Development Council of America, Inc., 1012 14th St., NW, Washiugton, DC 20005. 1976. 14 pp. No charge.

A catalogue of several hundred titles available from the Council. Topics include day care history, legislation and public policy, community organizing, technical information on establishing and managing child care programs, and a selection of nonracist, nonsexist books for children.

The Art of the Crisis Line for Child Ahuse Prevention: A Training Manual for Volunteers. Parental Stress Service, Inc., 154 Santa Clara Ave., Oakland, CA 97610. 1976. 78 pp. $6.00, $9.00 with accompanying tape, $5.00 for tape alone.

Detailed explanation and outline of the Parental Stress Service training program for child abuse crisis line volunteers. Covers the child abuse problem, telephone counselling methods, and referral and treatment procedures.

Follow-Up Report. National Network of Youth Advisory Boards, Inc., P.O. Box 402036, Ocean View Branch, Miami Beach, FL 33140. 1977. 160 pp. $3.00.

Two volume report on youth participation programs, focusing on youth advisory boards or commissions. Covers establishing boards, obtaining funds, and cataloguing federal and local resources.

Finding Federal Money for Children's Services: Title XX and Other Programs. Child Welfare League of America, Inc., Publication Dept., 67 Irving Pl., New York, NY 10003. 1975. 63 pp. $6.00.

First of a series of four technical manuals on locating, obtaining and managing money for children's programs. Provides a detailed description of Title XX of the Social Security Act and alternative funding sources when Title XX funds are insufficient.

Communications-Help Center Procedure Manual. Communications-Help Center, Kean College of New Jersey, Morris Ave., Union, NJ 07083. 1975. 64 pp. $4.00.

A description of the history, purposes, policies, and techniques of a college hotline, telephone counselling and referral program. Covers runaway, drug, sexual, emotional, job, and scholastic problems.

Rape: Let's Talk About It. Carolyn S. Masser, CARA Publications, Box 1774, Newport News, VA 23601. 1977. $3.00, bulk rates available.

Written to guide volunteer agencies, hotlines and crisis intervention center personnel in setting up and dealing with the crisis of rape.

Source Book: Drugs, Alcohol and Women. National Research and Communications Association, Inc., 4201 Connecticut Ave., NW, Washington, DC 20008. 1975. 280 pp. $6.90.

Excerpts from presentations delivered at a 1975 conference on drug and alcohol dependent women sponsored by the Department of Health, Education, and Welfare's National Institute on Drug Abuse. Offers an analysis of the problem and coverage of legislation, social planning, and the state of the art of treatment and rehabilitation programs from the point of view of human services professionals.

Welfare Newsletter. Center on Social Welfare Policy and Law, 95 Madison Ave., Rm. 701, New York, NY 10016. Bi-monthly. No charge.

Focuses on federal legislative, administrative, and litigation activities affecting various public benefit programs. Also covers local welfare news.

GeronTopics. New England Gerontology Center, 15 Garrison Ave., Durham, NH 03824. 9 issues per year. $11.00.

A non-technical newsletter on aging, designed for practitioners, administrators and students. Contains articles, book reviews, workshop and program information.

A Community Respite Care Program for the Mentally Retarded and/or Physically Handicapped. Deanna Shoob, Childcare Assistance Program for Special Children, Inc., P.O. Box 1217, Springfield, VA 22151. 1976. $3.00.

A detailed guide to establishing, staffing, and operating a program which offers families of the mentally or physically disabled short-term relief from the demands of daily care.

Rehabilitation Gazette. 4502 Maryland Ave., St. Louis, MO 63108. Yearly. $3.00 for disabled person, $5.00 for non-disabled.

Information journal for the handicapped, featuring first person accounts by disabled individuals. Back issues available through 1962.

Consumer Agency News. University of Wisconsin-Extension, Center for Consumer Affairs, 292 N. 6th St., Milwaukee, WI 53203. Monthly. $12.00.

Newsletter providing a monthly update on approaches of local and federal government to consumer protection.

Federal Laws and Regulations Prohibiting Sex Discrimination. Fold-out chart. 1976. $1.25, bulk rates available on request.

The Equal Rights Amendment. 1976. 8 pp. 50 cents, 10 for $3.50, bulk rates on request. Both publications available from Women's Equity Action League, 733 15th St., NW, Suite 200, Washington, DC 20005.

The chart is a comprehensive tabulation of federal laws against sex discrimination, including information on administering agencies, complaint and enforcement procedures. The *Equal Rights Amendment* summarizes arguments for ERA and answers common questions about its effects. Includes a list of ERA endorsers.

Proceedings: National Congress On Volunteerism and Citizenship, 1976. National Center for Voluntary Action, 1214 16th St., NW, Washington, DC 20036. 1977. 74 pp. $5.00.

Full report of local and district forums and the national meeting. Contains the resolutions produced by the Congress. Useful for those involved with citizen participation programs.

A Primer for Volunteer Coordinators. Center for Nonprofit Organizations, Inc., 89 Franklin St., Boston, MA 02110. 1977. 18 pp. $1.00.

An introduction to managing a voluntary program. Discusses the rights of volunteers, motivation, recruitment, interviews, training and orientation, and relations between paid staff and volunteers.

Keys to Creative Work with Volunteers. Charna Lewis and Leo Johnson, 32 Walnut Hill Dr., Worcester, MA 01602. 1977. 32 pp. $4.00 (incl. postage and handling).

Written under a grant from the Allen Fund of United Way of Central Mass. to the Worcester VAC and YMCA, *Keys* is a four-step model for developing staff understanding of volunteer involvement.

Taking Your Meetings Ont of the Doldrums. Eva Schindler-Rainman and Ronald Lippitt, University Associates, 7596 Eads Ave., La Jolla, CA 92037. 1975. $6.50.

A quick reference guide to conducting effective meetings.

Gaining Community Acceptance – A Handbook for Community Residence Planners. Community Residences Information Services Program, Westchester Community Service Council, 713 County Office Bldg., White Plains, NY 10601. 1976. 44 pp. $3.50.

Provides practical ways of understanding and dealing with the human relations, restrictive zoning and communications issues of community-based residential alternatives for citizens with problems relating to mental health and retardation, child welfare, juvenile and adult crime.

How to Publish Community Information on an Incredibly Tight Budget. Do It Now Foundation, Institute for Chemical Survival, P.O. Box 5115, Phoenix, AZ 85010. 1976. 22 pp. 50 cents, 10 for $3.50.

A beginner's guide to preparing leaflets, brochures and booklets. Focuses on producing camera-ready copy and working with a printer. Shows how low-budget organizations can save money.

Sourcebook on Population 1970-1976. Population Reference Bureau, PO Box 35012, Washington, DC 20013. 1976. 72 pp. $3.95, bulk rates available.

Lists the major population-related books, monographs, reports, periodicals and bibliographies issued in the English language as well as population and family planning programs operating in and from the U. S.

Where the Money Is! Federal Funding Guide for Community Action Agencies and Non-Profit Organizations. National Center for Community Action, Inc., 1328 New York Ave., NW, Washington, DC 20005. 1975. 106 pp. $5.00.

A catalogue of funding sources in the federal government, offering program descriptions, 1975 and 1976 appropriations, and application procedures.

Effective Management Techniques for Auxiliaries. 1975. 16mm film package. $135. ¾" videocassette package. $40. Both include discussion leader's guides.

Methodologies for Auxiliary Membership Development. 1976. 35 minute tape cassette. $7.00.

The Auxiliary: New Concepts, New Directions. 1974. 235 pp. $7.50. All items available from American Hospital Assn., Order Control Dept., 840 N. Lake Shore Dr., Chicago, IL 60611.

Three items for managers of volunteer hospital auxiliary programs. The first covers fiscal management, recruitment, planning, and auxiliary procedures. *Methodologies . . .* concentrates on attracting, developing, and retaining volunteers. *The Auxiliary . . .* includes chapters on membership, organizational principles, committees, fundraising, community education, legal considerations, planning, record keeping and evaluation.

4 WORKSHOPS available from NCVA's TRAINER CORPS

NCVA's Education and Training department has designed four workshops for local use by volunteer program administrators:

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- *The service is **free** except for trainer's expenses and transportation.*
- *The sponsoring agency is responsible for **all** logistics (invitations, meeting arrangements, necessary equipment).*
- *NCVA will provide **one** copy of the handouts to the sponsor to be reproduced for participants.*
- *NCVA will provide hardware (slides, visual aids, shades and viewgraphs).*

To "order" a workshop, contact **Zulma Homs, Educational Specialist, NCVA, 1214 16th St., N.W., Washington, D. C. 20036, (202) 467-5560.**

Dear Addie:

(Continued from p. 6)

Economic Programs and the Arts. It is published several times a year and is free. The April 8, 1977 issue provides basic information about three different kinds of federal programs that can be used in cooperation with state and local governments to help support artists and cultural institutions. They are the employment and training programs of the Department of Labor, emphasizing CETA (the Comprehensive Employment and Training Act), the economic development programs of the Department of Commerce and the community development programs of the Department of Housing and Urban Development. The *Bulletin* briefly describes the legislation under which the programs operate, offers guidelines and tells how to apply. It also provides brief examples of arts-related projects that have successfully sought funding from these sources.

If you wish to be added to the mailing list for the *Bulletin* or if you have any questions, contact: Deirdre Frontczak, Associate, Cultural Resources Development Project, National Endowment for the Arts, Washington, DC 20506, (202) 634-6110.

★ ★ ★

Dear Addie: *Everyone tells me that there's a law against the federal government using volunteers. How can this be true when I see so many government programs that are using them?* — **Just Checking**

The widespread notion that the federal government can't use volunteers comes from section 665(b) of Title 31 of the United States Code, which states:

> *No officer or employee of the United States shall accept voluntary service for the United States or employ personal service in excess of that authorized by law, except in cases of emergency involving the safety of human life or the protection of property.*

On the surface, this appears to prohibit the use of volunteers by federal agencies, except in emergencies. As in many laws, however, things aren't always what they seem.

An Opinion of the Attorney General in 1913 interpreted section 665(b) to apply only to service which is initially "voluntary" but which is likely to result in the basis for a future claim against the government (as in work with the expectation of receiving a patronage position). The section was not intended to prohibit purely "gratuitous" service which was offered with no expectation of future compensation or reward (i.e., what we think of as volunteer work).

Most of those agencies now using volunteers, such as ACTION and the National Parks Service, have gone one step further and received specific legislative exemption from any prohibition under section 665(b). Any federal program which wants to use volunteers can seek the same sort of exemption.

In short, it's probably not illegal for any federal agency to use volunteers, and, even if it is, it's easy to get around the ban. The only real reason more federal agencies don't use volunteers is a lack of knowledge and willingness.

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calendar

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

July 10-15 **Boston, Mass.:** *Fundamental Principles of Fund-Raising Management.*
Five day intensive course in fund raising for nonprofit organizations.
Fee: $350
Contact: The Fund-Raising School, P.O. Box 3237, San Rafael, CA 94902.

Aug. 8-9 **Ann Arbor, Mich.:** *Activity Programs in Treatment Settings for the Elderly.*
Seminar explores the development of activities for residents of long-term care facilities.
Fee: $60
Contact: Dorothy Coons, Dir. of Continuing Ed., Inst. of Gerontology, 520 E. Liberty, Ann Arbor, MI 48109.

Aug. 11-12 **Ann Arbor, Mich.:** *Music Therapy in Treatment Settings for the Elderly.*
Seminar covers the design of music therapy programs as a treatment technique.
Fee and contact: Same as above.

Aug. 29-Sep. 1 **Atlanta, Ga.:** *American Hospital Assn. Annual Convention.*
Continuing education for hospital leadership including special programs for volunteers.
Fee: $5.00
Contact: AHA, 840 N. Lake Shore Dr., Chicago, IL 60611.

Sep. 19-22 **New York, N.Y.:** *Tenth Annual Development Conference.*
Conference covers fundraising for charitable organizations, both religious and secular, with an emphasis on government legislation and accountability.
Fee: $160 for members; $210 for nonmembers. Discounts available.
Contact: National Catholic Development Conference, 119 N. Park Ave., Rockville Centre, NY 11570.

Sep. 28-30 **Annandale, Minn.:** *Lake Sylvia Conference.*
Advance level workshop for volunteer administrators.
Fee: $65
Contact: Community Volunteer Services/VAC, PO Box 61, Stillwater, MN 55082.

Oct. 21-23 **DeKalb, Ill.:** *Fifth Annual National Free University Conference.*
Conference will focus on technical assistance workshops on administration and teaching, spreading the free university model of community education, and future planning.
Fee: $30 (room, meals and registration)
Contact: Free University Network, 615 Fairchild Terr., Manhattan, KS 66502, (913) 532-5866.

Nov. 6-10 **Mt. Ida, Ark.:** *Management of Small Nonprofit Organizations.*
Defining the mission; analyzing roles of board and staff; planning long-range development; designing and implementing effective programs; evaluation; financial management.
Fee: $125 (incl. materials)
Contact: Independent Community Consultants, Box 141, Hampton, AR 71744, (501) 798-4510.

Feb. 26-Mar. 1, 1978 **Arlington, Va.:** *National School Volunteer Program Seventh National Conference.*
Contact: Barbara Hodgkinson, NSVP, 300 N. Washington St., Alexandria, VA 22314, (703) 836-4880.

National Center for Voluntary Action
1214 16th Street, N.W., Washington, D. C. 20036

ADDRESS CORRECTION REQUESTED