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Centers and 56 corporate volunteer councils with 1,200 business members was the first step in this localization effort.

Second, we're providing leaders with powerful reasons and proven ideas and tools for mobilizing within their own institutions those they can influence to serve. We have specifically targeted business, nonprofit, and educational leaders for this outreach because their institutions play major roles in our society.

And we're working with the media to shape popular attitudes about community service. Our public service advertising campaigns, media outreach, recognition efforts, public information, annual National Community Service Conference, and idea bank – ServLink – are communications activities designed to underscore the value of community service while raising the public's awareness of the personal and societal benefits to be gained through service engagement.

This three-part strategy is just a beginning. With your help, we can do much more. The future of America depends on the voluntary efforts of countless individuals and organizations. You are our allies in this fight – corporate CEOs, business executives, nonprofit groups, religious leaders, school and government officials – the key people in every segment of society whose influence and involvement can leverage the human resources of an entire organization and harness this power and energy for the public good.

Everyday, somewhere in America, someone is doing something to light up another life. To find out more about The Points of Light Foundation, its programs, and how you can help, please call us at (202) 408-5162.

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POINTS OF LIGHT
FOUNDATION



POINTS OF LIGHT
FOUNDATION

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A Vision for Localization

As The Points of Light Foundation has become more sharply focused on working in close partnership with Volunteer Centers to help communities mobilize their people for community service aimed at serious social problems, it has become clear that we need a guiding vision that is supported by the primary stakeholders in this effort. What follows is such a statement. We welcome reactions and suggestions.

What is the vision guiding the Foundation's priority on "localization?" It is this:

Leaders – from business, the media, education, nonprofit organizations and government – will be personally engaged in transforming their organizations to contribute more effectively to community problem-solving.

Business will be playing a special leadership role, engaging their people, applying their distinctive competencies and mobilizing the energy of the entire community.

The media will be building awareness of how people are helping to solve problems and linking volunteers with work that needs to be done – thus creating a climate that values community service.

Schools, colleges and universities will be using the whole community as a place of learning, integrating community service into broader efforts of educational reform and offering every student the opportunity to serve.

Nonprofit organizations and public agencies will be expanding the roles played by volunteers and finding

innovative ways to blend the unique talents of paid and volunteer staff to increase the scope and impact of the organizations' work.

Two elements must be present in every community to insure that this vision is achieved. First, there must be a commitment, consciously put into practice, to engage all segments of the community. People of all ages, races, ethnic and religious heritages and economic levels must be encouraged to commit their time, talent and energy to helping themselves and others through community service.

Second, there must be a **strong, visible, full capacity Volunteer Center** working comfortably, effectively and inclusively with all segments of the community to create service initiatives directed at serious social problems. It must have the resources, leadership, recognition, visibility and operating capacity to be the leader for volunteer-based service in its community.

We anticipate that formal links between Volunteer Centers and The Points of Light Foundation will grow stronger every year and that the Foundation will assume the primary leadership role in building the nationwide network of Volunteer Centers. Working together in a mutually beneficial relationship, the Foundation and the Volunteer Centers can significantly contribute to resolution of serious social problems through community service.

What We Believe

Voluntary community service is a cherished and traditional American quality. Yet, perhaps at no time in our nation's history has the need for people to engage in community service been more urgent. That is the reason why a

group of prominent Americans, with very diverse political views, established the non-partisan, nonprofit Points of Light Foundation in May 1990.

Hunger, homelessness, illiteracy, disconnected young people are serious issues facing all of us. They are our problems, to be found regardless of where we live – anywhere there is a hungry child, a family calling their car – home, an adult who can't read, a young person failing in school.

We believe that a renewed and reinvigorated community service agenda for America is not an excuse for government inaction. It is however an essential answer to these desperate problems, representing a source of personal fulfillment. Our slogan – "Do Something Good. Feel Something Real" – gives people a compelling reason to help. It defines the essence of community service, that those helping and those being helped get something valuable out of their mutual involvement – a sense of meaning and hope.

Our vision is to engage every American in meaningful community service aimed at alleviating our most serious social problems.

Our mission is to accomplish this by motivating leaders of organizations – in all sectors and at all levels of society – to mobilize their members for community service.

How is The Points of Light Foundation achieving this?

First, by working with communities to help them help their leaders find creative solutions to problems. The October 1991 merger between the Foundation and the National VOLUNTEER Center representing a nationwide network of nearly 400 Volunteer



The Board of Directors of
The Points of Light Foundation
cordially invites you to meet
the recipients of
The 1993 President's Volunteer Action Awards
Wednesday, April 21, 1993
Omni Shoreham Hotel
2500 Calvert Street, N.W.
Washington, D.C.

Reception, Diplomat Room, 6:30 p.m.
Dinner, Palladian Room, 7:30 p.m.

R.S.V.P. by April 19, 1993
(202) 223-9186

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The President's Volunteer Action
Awards - 1993 (39 pp.)



The President's Volunteer Action Awards

1993

POINTS OF LIGHT
FOUNDATION

Gloria

TRENDS IN VOLUNTEERISM

94.2 million people volunteered 20.5 billion hours in 1991, according to a 1992 Independent Sector study. The value of this time in 1991 was \$176.4 billion. (\$11.58 per hour was used to calculate the total value of service.)

Fifty-one percent of Americans volunteered in 1991, even though Americans have experienced a decline in their household incomes.

The average hours volunteered per week has increased to 4.2, slightly higher than the 4 hours per week in 1989.

Forty-eight percent of persons in the 18-24 age group volunteered in 1991, up from 43 percent in 1989.

Fourteen percent of volunteers gave five or more hours per week doing community service.

The business sector accounts for the fastest growing pool of volunteer resources. Between 1985 and 1990, the number of companies implementing volunteer programs rose from 600 to 900.

→ **Minority groups are asked to volunteer less often, but, when asked, volunteer at a higher rate than the average population.**

→ **African Americans are volunteering in greater numbers.** The number who volunteer rose from 38 percent in 1989 to 43 percent in 1991.

Forty-eight percent of single persons volunteered in 1991, up from 44 percent in 1989.

Those who identify themselves as religious and who attend religious services regularly are by far the most generous with their volunteer time.

-more-

Nearly seventy-five percent believe that charitable organizations play a major role in making communities a better place to live.

The American spirit of compassion and creativity is leading to a greater range of volunteer opportunities, according to those who study the subject. Many people are developing their own unique ways to provide service to their communities.

The fastest and most significant way to increase volunteerism is to ask more people to help. Among the 44 percent of respondents who were asked to volunteer in the past year, 86 percent actually did. Among the 55 percent who were not asked, only 24 percent volunteered.

Motivations and positive experiences that tend to increase giving and volunteering include:

- Earlier volunteering -- 69 percent volunteered
- Wanting to make a significant change in society -- 67 percent volunteered
- Those who earlier belonged to a youth group -- 66 percent volunteered
- Those who have seen someone they admired helping another -- 67 percent volunteered
- Those who have seen someone in their family helping others -- 61 percent volunteered
- Those who have been helped by others in the past -- 60 percent volunteered

Source: "Giving and Volunteering in the United States, 1992" survey conducted by the Independent Sector, Washington, D.C.

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news from the

POINTS OF LIGHT

F O U N D A T I O N

Volume 1, Number 2

May 1993

Clinton Honors 20 Volunteer Award Recipients in White House Ceremony

On April 22, President Bill Clinton presented 20 individuals and organizations with the prestigious President's Volunteer Action Award. The White House ceremony marked the 12th anniversary of the Presidential awards program. The event was the high point of the Foundation's activities during the 20th anniversary of National Volunteer Week. The program is cosponsored by The Points of Light Foundation and ACTION, the federal domestic volunteer agency, in cooperation with The White House Office of National Service.

The award winners were chosen from more than 4,400 nominations. James Joseph, president and CEO of the Council on Foundations and vice chair of the Foundation's board, chaired the final

judging panel, which included Jack Calhoun, executive director of the National Crime Prevention Council, Washington, DC; Nancy Jordan, dean of community relations at Phoenix College, Phoenix, AZ; Reatha Clarke King, president and executive director of the General Mills Foundation, Minneapolis, MN; Will Marshall, president of the Progressive Policy Institute, Washington, DC; David Rockefeller, Jr., chairman of Rockefeller Financial Services, New York, NY; and Kathleen Kennedy Townsend, executive director of the Maryland Student Service Alliance, Baltimore, MD.

During their three-day stay in Washington, the 1993

award winners enjoyed a tour of the city, exchanged program ideas and successes and had the opportunity to visit with their congressional representatives and senators. Eli Segal, assistant to the President and director of the White House Office of National Service, was the keynote speaker at the Foundation's annual dinner in their honor.

Program funding for the President's Awards is provided

by Aid Association for Lutherans, Avon Products Inc., Ford Motor Company, International Business Machines Corporation and the W.K. Kellogg Foundation.

The 1993 award winners are as follows:

Angel Network Charities, Inc., Honolulu, HI, was developed by Calvary by the Sea Lutheran Church to assist homeless families in need of transitional

housing and assistance in the job preparation and location process.

Arkansas Land and Farm Development Corporation (ALFDC), Brinkley, AR, involves successful black farmers as mentors to black farm owners in danger of losing their property. ALFDC's Youth Enterprise in Agriculture five-year program matches young people with farm mentors who teach successful farming techniques.

The Clubhouse Gang, Tipp City, OH, involves young people from the Ginghamburg United Methodist Church as friends and mentors to more than 60 children from

(continued on page 2)



President Clinton with recipients of the 1993 President's Volunteer Action Award.



POINTS OF LIGHT
FOUNDATION

BRIEFING BOOK

JANUARY 1993



December 2, 1992

Dear Friend:

Two years ago, when we accepted leadership positions with The Points of Light Foundation, we knew we faced a major challenge. There are no quick answers on mobilizing a nation to solve its serious social problems through direct community service. And we are sure you would agree that the problems we face have festered and grown, not overnight, but over the course of decades.

But challenging ourselves to correcting our nation's social ills is what we are all about. And from the beginning, we have had the support of caring Americans who believe as we do that volunteerism can be one of the most powerful antidotes to our troubles.

The prominent group of Americans which comprised the Kean Commission, chaired by New Jersey Governor Thomas Kean included: Frances Hesselbein, President, The Peter F. Drucker Foundation For Nonprofit Management; Dr. Norman Brown, President, the W.K. Kellogg Foundation; Ed Brennan, Chairman, Sears, Roebuck and Company; and Vernon Jordan, Former President of the National Urban League. These individuals were among the first to see the promise of an independent private nonprofit organization dedicated to raising the American public's awareness of community service. We have enjoyed bipartisan Congressional support as we pursued federal funding. And, of course, it has taken the steady and consistent leadership of the Foundation Board of Directors to guide our endeavors.

In the following pages of this briefing book you will find an overview of our history, highlights of some of our programs, and a thought-provoking paper on what we believe are exciting opportunities for a new American social agenda. We hope as you read the enclosed you will see that the investment made to date in The Points of Light Foundation is well worth your continued support.

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TABLE OF CONTENTS

I.	INTRODUCTION	Page 1
II.	SPECIFIC REQUESTS	2
III.	OPPORTUNITIES TO HELP	3
IV.	KEY PROGRAMS OF THE FOUNDATION	4
	Community Investments	4
	Nonprofit Outreach	5
	Youth Engaged in Service	6
	Business Outreach	7
	Media Campaign	8
	Other Programs/Financing	9
V.	A NEW SOCIAL ORDER FOR AMERICA	10
VI.	VOLUNTEER CENTERS	14
VII.	PRESIDENT'S ANNUAL POINTS OF LIGHT AWARDS	18
	Executive Order	18
	Nomination Form	21
VIII.	PRESIDENT'S YOUTH SERVICE AWARDS	22
	Executive Order	22
	Nomination Form	23

INTRODUCTION

President Bill Clinton has made it clear that community service, volunteerism, and partnership between the public and private sectors are critical ingredients in the effort to rebuild America. Marshalling these human resources to help alleviate serious social problems and strengthen the American community is the specific purpose for which the nonpartisan Points of Light Foundation was created two and a half years ago.

Established by private citizens, but with partial federal support, the Foundation mobilizes nonprofit and business leaders to engage others in volunteer efforts to solve social problems at the community level. There is no other national organization dedicated to tapping the "people power" of the private sector in this way. At a time of unprecedented social ills, such a broad-based approach has much to recommend it as a complement to the work that the government can and must do to meet social need.

Through the 1991 merger with the 22 year old National VOLUNTEER Center, the Foundation has access to a nationwide system of 400 local community organizations, known generally as Volunteer Centers supporting local leaders in the development of community service projects and the recruitment of volunteers. Complementing the Volunteer Center effort are approximately 60 local Corporate Volunteer Councils working with 1200 businesses promoting community service.

Working with other national partners, the Foundation has engineered major initiatives to improve the readiness of nonprofit organizations for more volunteers (including youth), to promote youth leadership for community service, and to multiply the number of businesses with effective employee community service programs. To improve public understanding of community service, the Foundation has carried out an award-winning media campaign under the auspices of the Advertising Council.

The legislative authorization under which the Foundation receives its federal funding (The National and Community Service Act) expires at the end of fiscal year 1993. The Foundation is seeking a three-year extension of this authorization, through fiscal year 1996, in order to put it on firm enough footing to flourish in the years ahead, chiefly with private support. The Foundation hopes that it can count on support from the Clinton-Gore Administration for this extension.

We look forward to working with President Clinton in defining the leadership role he feels is most appropriate in sustaining Presidential leadership for America's volunteer movement. This would include the President's association with the President's community service leadership awards. Organized by the Foundation in cooperation with the White House and ACTION, this annual program is now entering its twelfth year and represents the highest honor in the nation for community service.

SPECIFIC REQUESTS

Reauthorization

The Foundation seeks reauthorization to achieve the following objectives:

- . Delineate the authorized use of federal funds to include: 1) extending and developing the nationwide system of volunteer centers, 2) implementing innovative programming to further private sector participation in community service; and 3) producing and disseminating media which encourage volunteerism among targeted audiences.
- . Provide for funding authority of \$10 million in fiscal 1994 and such sums as may be necessary for fiscal years 1995 and 1996, in order to allow the Foundation to continue the basic development of its programs.
- . Authorize the establishment of an endowment fund of \$25 million that could also receive private gifts, in order to provide stable funding for the future and to solidify the Foundation as a joint undertaking of the public and private sectors.

Honorary Chairmanship

Although inspired by President Bush, the Foundation has been from the start a nonpartisan organization. Its Board of Directors includes distinguished Americans from both parties and, as a recipient of federal funds, it has sought to be responsive to both the White House and the Congress.

President Bush has served as Honorary Chairman of the Foundation's Board of Directors. We anticipate extending a formal invitation to President Clinton to accept a similar role.

Community Service Awards

Since 1982 the President of the United States has annually recognized approximately 20 Americans for their outstanding contributions to community service and volunteerism. There is no higher honor in the nation for the work that volunteers do to make life better in America.

The current awards program was established by Executive Order 12594 as amended. It has been administered by the Points of Light Foundation and its predecessor, the National Volunteer Center, on behalf of the White House since 1982, maintaining the non-partisan independence and integrity of the nomination and selection process.

The Foundation believes this program is critical to convincing the American people that they can make a difference through community service. By continuing it, the Clinton-Gore Administration would send a strong signal of the importance it attaches to the principle of "people helping people".

OPPORTUNITIES TO HELP

The programs, connections, and other assets of the Foundation can be of help to the Clinton-Gore Administration in the further development and implementation of several policy proposals advanced during the campaign which underscored the need for a committed citizenry to help solve serious social problems. These proposals included:

- . Establishing a trust fund to enable young people to pay off their college loans by performing community service -- The Foundation can help to generate the number and kind of community service opportunities that will be needed.
- . Allowing welfare recipients to receive benefits and education and training for up to two years, but then requiring them to go to work -- the Foundation can help with private sector job availability, community service opportunities for those unable to secure private sector jobs, and mentoring to help recipients make the transition to self-sufficiency.
- . Establishing urban development banks to support creation of small businesses by inner city residents -- the Foundation can help secure and develop the technical assistance and mentoring which many of these potential entrepreneurs will need.
- . Creating a national apprenticeship program to train non-college-bound youth for good jobs -- the Foundation can help secure private sector support for and interest in this program.
- . Establishing urban enterprise zones to stimulate economic development in declining inner cities -- the Foundation can help to mobilize the private sector response to zone incentives and to organize the community service initiatives which are often needed to buttress economic development.

In all of these cases, the Foundation sees its role as supplementing the incentives such policies offer, by tapping the philanthropic interests and growing sense of social responsibility of the private sector.

KEY PROGRAMS OF THE FOUNDATION

Community Investments

Past

- . Made it possible for 22 communities to start a Volunteer Center.
- . Helped nine cities launch a community-wide mobilization to increase the number and impact of volunteers engaged in social problem solving.
- . Enabled 19 Volunteer Centers to increase their capabilities in mobilizing specific populations for community service.

Present (This year)

- . Making it possible for 10 more communities to establish a Volunteer Center.
- . Helping six cities launch community-wide mobilization initiatives.
- . Enabling 10 Volunteer Centers to strengthen their capabilities in mobilizing specific populations.
- . Working with the Atlanta Project as a model for community mobilization.

Future (Beyond 1993)

- . Will draw from past four years of community investment experience to develop a "turnkey" organizational development program designed to help every Volunteer Center in the country carry out effective community-wide mobilizations.
- . Will train Volunteer Centers in organizing volunteer activities during disasters, so that communities are better prepared to respond when hurricanes, riots, and other emergencies strike.
- . Will establish an integrated communications network linking all Volunteer Centers and others (such as nonprofit agencies and business community service programs) providing community service leadership.

Nonprofit Outreach

Past

- . Conducted groundbreaking research on the characteristics displayed by nonprofit agencies that do the best job of involving volunteers.
- . Carried out the first nationwide survey ever on the nature of and extent to which families participate as community service volunteers, demonstrating that volunteering helps the families as much as the people they help.
- . Forged alliances with major nonprofit associations, community leadership groups, and community foundations.

Present (This year)

- . Establishing a program to help nonprofit agencies optimize their ability to tap the skills and interests of community members in carrying out initiatives to solve social problems.
- . Launching several projects to demonstrate the most effective ways of building and sustaining family volunteering.
- . Designing and implementing a program to make volunteer service a priority for community leadership programs around the country.

Future (Beyond 1993)

- . Will expand the number of family volunteering demonstration projects.
- . Will create a national resource center on family volunteering in order to accelerate the growth of this activity.
- . Will reach more nonprofit organizations with training and tools to help them engage volunteers more effectively.
- . Will work with community foundations to use community service as a criterion in their grantmaking.

Youth Engaged in Service

Past

- . Collaborated with the Council of Chief State School Officers and others on the development of a report on service learning.
- . Introduced into the education reform debate the concept of "communities as places of learning", which urges that the whole community be viewed as the place where young people learn.
- . Sponsored the first six Youth Engaged in Service Ambassadors, young adults placed at the state and local levels, who train other young people in how to start and operate community service projects.
- . Held a forum on youth service leadership at Nickerson Gardens in the wake of the riots in South Central Los Angeles.

Present (This year)

- . Planning with California, Pennsylvania, New York, and Colorado to implement several "communities as places of learning" pilot projects at local sites in those states, with an emphasis on readying nonprofit organizations to engage young people effectively in community service.
- . Joining with the Commission on National and Community Service and the American Institute of Public Service in sponsoring the first Presidential youth service awards.
- . Placing nine Youth Engaged in Service Ambassadors in California, Colorado, Kentucky, Maryland, Michigan, Minnesota, Pennsylvania, Washington, D.C., and Georgia.

Future (Beyond 1993)

- . Will carry out the "communities as places of learning" pilot projects in California, Pennsylvania, New York, and Colorado and developing and implementing similar pilot projects in other states.
- . Will increase the number of states participating in the Youth Engaged in Service Ambassadors program.

Business Outreach

Past

- . Conducted a survey with the Conference Board of 1,800 companies on the business benefits of community service.
- . Published "Principles of Excellence in Corporate Community Service", a guideline to businesses on the value and characteristics of effective employee volunteering programs.
- . Announced, in collaboration with nine national business umbrella associations, a new program of annual awards for corporate community service based on the "Principles".
- . Helped 75 companies start or improve their corporate community service programs, and helped develop 12 local corporate volunteer councils in major cities.

Present (This year)

- . Disseminating the "Principles" to 25,000 businesses in seven major markets.
- . Announcing the first winners of the corporate community service awards.
- . Joining with Fortune magazine in publication of a special supplement on corporate community service.
- . Assisting up to 200 companies start or improve their community service programs, and helping to develop 10 local corporate volunteer councils.

Future (Beyond 1993)

- . Will promote the "Principles" in other markets.
- . Will adapt the "Principles" to make them especially useful to small businesses and professionals.
- . Will continue to help companies and corporate volunteer councils.
- . Will convert the Foundation's business outreach program into a self-financing activity paid for by the business community.
- . Will work to include community service in business school curricula.

Media Campaign

Past

- . Carried out with the Advertising Council the first phase of an award-winning nationwide multimedia campaign to encourage participation in community service.
- . Joined with Gannett in supporting the first Make a Difference Day, in which 68,000 Americans took part in community service activities.
- . Organized the most successful year ever for the Presidential community service awards, with 4,500 nominations.

Present (This year)

- . Undertaking the second phase of the multimedia campaign targeted on working people, youth, seniors, and the disabled.
- . Supporting with Gannett the second Make a Difference Day, with the aim of mobilizing 100,000 people.
- . Carrying out a print advertising campaign, through 11,000 business periodicals, to promote business leadership in community service.
- . Increasing the number of nominations for the Presidential community service awards to 5,000.

Future (Beyond 1993)

- . Will conduct a third phase of the multimedia campaign, with public service announcements that have been adapted for local use.
- . Will market test a general consumer magazine on community service.
- . Will work to continue increasing the number of nominations for Presidential awards.
- . Planning Make a Difference Day events with Gannett for the future.

Other Programs/Financing

The Foundation also operates programs to:

- . Increase participation in community service by senior Americans and retirees.
- . Identify and remove obstacles to engagement in community service by persons with disabilities.
- . Collect and make available to the public information on outstanding and innovative community service initiatives.
- . Collaborate with other organizations that operate especially effective programs for mobilizing people to community service aimed at social problems.
- . Conduct an annual conference for the nation's community service leadership.

The Foundation maintains special working relationships with the Commission on National and Community Service and, during the Bush Administration, with the Office of National Service in the White House.

The Foundation's budget for fiscal 1993 is \$8.7 million, including \$5 million in federal funds. Since its founding in May of 1990, the Foundation has raised more than \$10 million in private contributions.

A NEW SOCIAL ORDER FOR AMERICA

As proposed by The Points of Light Foundation

President Bill Clinton took the oath of office, to become the leader of a country in the throes of uncertainty about the future -- perhaps the highest levels of uncertainty since World War II. Much of the electorate's anxiety stems, of course, from worries about the faltering economy. President Clinton was right to make this the dominant theme of his campaign, and he will be right to make economic revitalization the top priority of his Presidency. But he will confront another set of problems, as well. While not as immediately salient as the current economy, these problems may actually be more worrisome for the future.

We refer to the nation's serious social ills -- the poverty, violence, homelessness, ill health, isolation, dis-education that are destroying communities and ruining lives to an unprecedented degree. While these fissures in the nation's social life affect and are affected by the economy, they will not and cannot be closed by economics alone.

When America has had pangs of social conscience in the past -- say, during the Great Depression and the War on Poverty, it was always with a sense that better days were just ahead, that with effort our problems could be solved. That can-do sense has become harder and harder to evoke in the face of social troubles that grow more complex and entrenched seemingly by the day. Yet, it is this social dilemma, at least as much as structural weaknesses in the economy, that blots the horizon. Indeed, unless the tide of social distress can be turned, and turned within the next few years, there is no economic policy that can salvage our children's future.

This is not to suggest the absence of a connection between economic performance and social health. As President Clinton succeeds in moving the economy forward and is able to implement his commitments to job training, education, and welfare reform, the forces of social breakdown will slow down while simultaneously strengthening America's competitiveness. But it will not, in all likelihood, reverse the direction of these forces.

Why?

Today's serious social problems, unlike those of the past, are too deeply embedded and interrelated to be uprooted solely by economics. Our problems have a cultural dimension far more powerful and enduring than the sort of emergent problems encountered during the 1930s -- millions thrown out of work -- or the 1960s -- millions transplanted from the rural, agricultural south to the urban, industrial north. Extracting people's lives and communities from such a multi-dimensional morass only compounded over generations will take more dexterity and perseverance than can be wielded by the tools of fiscal policy. The latter is, surely, a very important part of the answer, but it is not enough.

The Basis for a New Social Strategy

A new President and new Presidency create a unique opportunity to tackle the nation's social dilemma, and to do so in a new way. President Clinton's clarion call for change provides the context within which it will be legitimate, even expected, to break from the ineffective and half-hearted strategies of the past. To an important extent, the President has already done so. His talk of reciprocal obligations between government and citizens distinguishes his social policy interests from the immoderate liberalism often ascribed to the Democratic party. In the more deliberative atmosphere of the post-election period, the challenge will be to make this distinction the center of gravity for a more fully articulated social strategy.

Such a strategy must include not only government, but the not-for-profit and for-profit sectors. Only by combining forces can our society achieve the scale and depth of effort required to reverse the processes of social decay now at work.

This truth is one which leaders of both major political parties too often neglect. Republicans tend to act as if there is relatively little that government can or should do about social problems. By contrast, Democrats tend to celebrate public intervention over private action. Interestingly, this split has largely been a rhetorical battle, since the reality has always been a mixture of public and private work. Indeed, in a free society it can be no other way. However, rhetorical though the divide may be, its effects are quite real and unfortunate. Ideological rigidity blinds both sides to the possibilities for deliberate collaboration among the three sectors. "Leave each sector to its own devices," is the implied message. Nothing could be more wrong or dangerous.

The Complementary Strengths of Each Sector

Each sector brings special strengths to the task at hand. The government has the strongest potential for delivering standard benefits and services efficiently. When there is a clear consensus in society about the solution to a social problem or need, governmental provision is to be preferred. The less definite the consensus, the more the need for sharing responsibility among the sectors, but often under rules set by public decision. A good example of this may be President Clinton's health care proposal.

The nonprofit sector (including labor unions) has the advantage of proximity and familiarity. It operates near the problems and the people affected by them. When a problem requires a nuanced, flexible approach or the formation of close relationships with those in need, the nonprofit sector is to be preferred as the agent of delivery.

The business sector shares in lesser degrees the advantages of both the government and the nonprofit sector. It has (or provides through private foundations) resources, although not on the scale of the public sector, and it has proximity, although not to the extent of the nonprofit organizations involved in social problem solving. It also has, perhaps more than either government or nonprofit organization, broad influence on culture and community, and can mobilize, should it choose to, large numbers of employees as volunteers. This last asset is crucial. No campaign against social ills can succeed without a substantial armada of volunteers.

Yet, although each sector has strengths, these strengths today represent enormous lost opportunities because they are not being joined in action. With modest exceptions, the sectors are not working in tandem to produce the kind of social change they all want. They are not drawing from each other's strengths to have a greater total impact. The failure is not chiefly due to deep-seated antipathies or insurmountable institutional barriers. It is simply a failure of leadership.

The Opportunity for Leadership

The avenue open to the Clinton Presidency is, of course, to take that leadership -- spearhead the creation of a common framework and agenda that the three sectors can follow to mobilize society against the social leviathan engulfing our people and communities. Calling on all leaders -- government, nonprofit, and business, to join with him, President Clinton can employ the unrivaled influence of his position to mold a consensus about what must be done. It will not be easy. It will take time, prodding, and calculation to reach agreement among head-strong people and contending interests. But, in the final analysis, there is no other way. Only the President can mobilize American society, and only a mobilized society can repel the scourge of our social afflictions.

President Clinton is ideologically well positioned to assume this mantle. Committed to change, he can credibly seize the initiative to forge a working partnership with nonprofit and business leaders. As a gifted communicator and political craftsman, he has the skills needed to convince the wary. As a Governor, he had hands-on experience working in partnership with the other sectors. In short, the new President has the chance to do what no other modern President has attempted or, presumably, thought to do.

Starting Points for Common Action

The pursuit of this bold collaboration need not compete with the more specific social policies the President wants to make. President Clinton can use the first year of his Presidency to move his proposals through a sympathetic Congress, while the groundwork is being laid for the collaboration. Not only will the collaboration take at least that long to ripen, the time will give him the opportunity to build a portfolio of new policies which he can look to the collaboration to help implement.

Among his policy ideas that might fit this bill:

- . A two-year limit on the receipt of welfare benefits before a recipient has to go to work -- the collaboration could help with private sector job availability, community service placements, and mentoring recipients as they make the transition to self-sufficiency.
- . A system of urban development banks to support the creation of small businesses by inner city residents -- the collaboration could help generate the technical assistance and mentoring many of these potential entrepreneurs will need.

- . A trust fund that enables young people to pay off their college loans by performing community service -- the collaboration could help create the number and kind of community service opportunities that will be needed for this program to succeed.
- . A reformed health care system which guarantees access for all and controls costs -- the collaboration could help assure that a sufficient number of competent providers locate in areas where the poor live.
- . A national apprenticeship program to train non-college bound youth for good jobs -- the collaboration could help establish the program and tie job creation to it.
- . A program of urban enterprise zones to stimulate economic development in declining inner cities -- the collaboration could help to mobilize the private sector response to zone incentives.

These possibilities, with the benefit of progressive thinking and planning indicate the potential for making President Clinton's plan "society's" plan -- by sharing the responsibility for its design and execution with all leaders and in all sectors of society.

Conclusion

Under normal circumstances, it seems unlikely that any President would want to contend with the difficulties which would attend any effort to hammer out a national collaboration of the kind described above. But the times are not normal. Pulling any policy lever at the federal level, as has been the wont of every President during the past thirty years, simply is not adequate to the task now facing us. The necessary equation is more complicated -- it must engage the other leaders of society. President Clinton has the opportunity to break the mold that has constrained the vision and impact of his predecessors.

VOLUNTEER CENTERS

The Past

Although a handful of Volunteer Centers can trace their history back fifty years or more, virtually all have been established in the past 25 years, with the greatest growth coming in the 1970s as a direct result of the establishment of the National Center for Voluntary Action. A unique private-public partnership of the Ford Foundation and the federal government provided initial funding to start new "voluntary action centers" and to help existing "volunteer bureaus" to expand their services and leadership role in their communities.

The gradual change in names of the local centers reflects the critically important evolution that has taken place in their work. The original "volunteer bureaus" functioned strictly as placement services for a relative handful of well-established mainstream nonprofit organizations. The adoption of the name "voluntary action center" in the early 1970s reflected the national and local intent to develop local leadership organizations that could affect a broad range of private sector problem-solving efforts. By the 1980s, the name "volunteer center" had been widely accepted by local centers as most reflective of the leadership niche they occupy in their community: focusing attention on the "people dimension" of community problem-solving through the mobilization and effective involvement of volunteers.

Historically, Volunteer Centers have been locally-owned, locally-funded, developing a work agenda reflective of the priorities and needs of their local communities. But they also have become part of active national, regional and state networks. The National Center for Voluntary Action and its successor, the National Volunteer Center, have been the primary national leadership and resource organizations serving the Volunteer Center network, a role now assumed by the Points of Light Foundation. Roughly one-third of the Volunteer Centers have operated as divisions of their local United Ways, relating both to United Way of America and to the Points of Light Foundation and its predecessors.

The Present

There currently are some 435 Volunteer Centers nationwide, 80% of which are voluntarily affiliated with the Points of Light Foundation. About 60% operate as independent, separately incorporated organizations; 35% operate as divisions of a local United Way; and, the balance operate as divisions either of city or county government or another nonprofit organization. As with any national network, the nature and scope of their program activities varies widely, depending on local priorities and resources. But virtually all Volunteer Centers work in five core areas:

1. They create and sustain an environment that values volunteering as a way to solve problems, deliver services and build a healthier community. Volunteer Centers seek to influence leaders of local institutions and the public through a range of public education and awareness activities, promotion and recognition of high impact volunteering.

2. They make opportunities available for those who wish to volunteer, serving as the primary information resource on volunteering and providing mechanisms to match people interested in serving with work that needs to be done. By working with both organizations that supply volunteers and with agencies requiring their services, Volunteer Centers help develop new community service programs.
3. Volunteer Centers mobilize volunteers by working with organizations with large memberships: employers, schools and universities, civic groups and religious groups. They also undertake concentrated outreach programs to groups that may be underrepresented in the ranks of volunteers: seniors, youth, disabled people, racial and ethnic minorities and those who typically are consumers of services. As a result, Volunteer Centers constantly focus public attention on the priority needs of the community.
4. Volunteer Centers help agencies develop effective volunteer programs through a range of information-sharing, training and consultation services. In most communities, staff of the Volunteer Center are the recognized local experts on volunteer management. Although they work primarily with designated volunteer coordinators in agencies, many Volunteer Centers also work with executive directors and senior managers to identify and reduce barriers to effective volunteer involvement.
5. Volunteer Centers create and manage special projects that strengthen volunteering and other forms of community service. Many, for example, are local sponsors for RSVP and Foster Grandparents programs or manage court-ordered community service programs. Many also create new volunteer initiatives to respond to emerging needs in their communities not being dealt with by other agencies. Often, the Volunteer Center will serve as a convenor and broker to stimulate existing organizations to work together to meet such needs.

From this work, Volunteer Centers have developed four primary core competencies:

1. Job development and placement - Volunteer Centers are expert at assisting agencies in defining jobs that can and should be undertaken by volunteers and at matching the interests and talents of volunteers with work requirements. In order to efficiently handle a growing volume of volunteers, many Volunteer Centers utilize computerized matching systems.
2. Consultation and training - Volunteer Centers regularly design and conduct management training sessions for volunteer coordinators and for other staff of local volunteer-involving agencies. They also work in direct consultative relationships with agencies on the development of their volunteer programs.
3. Marketing - At the core of their work, Volunteer Centers are selling the concept of volunteering to organizations and individuals that may be distracted by a variety of other priorities. Staff of Volunteer Centers have become adept at developing low-cost, high-impact marketing efforts.

4. Networking - The typical Volunteer Center maintains active working relationships with at least ten times as many agencies as are funded by the United Way in their community; their networks are the most inclusive of the broadest possible range of nonprofit organizations and agencies of local, state and federal government.

Despite their growth and the important results they have achieved, Volunteer Centers continue to operate with significant constraints that hamper them from attaining their full potential as community leaders. The most obvious constraint is a lack of funding. The most recent surveys indicate that as high as 70% of Volunteer Centers operate on annual budgets of less than \$100,000 and that less than 10% have budgets over \$500,000. Many are dependent on their local United Way for their core funding and, as local campaigns falter, Volunteer Centers likely will suffer. Those centers that operate as divisions of a local United Way typically have smaller budgets, lower visibility and narrower programs than those that are independent.

But financial constraints are only symptomatic of the larger problem that Volunteer Centers have not been able to command the attention and support of the primary leadership of the community, primarily leaders of business and the media. That lack of leadership support, in turn, is reflective of the general preference of the society for professionalized problem-solving efforts. Increasingly over the last thirty years at least, problem-solving and service delivery have been the province of paid workers, with volunteers assuming complementary and subordinate roles. Similarly, the growth of United Way and other fund-raising campaigns has attracted the support of local leaders who have assumed that they can discharge their civic responsibilities through cash contributions.

As a result, Volunteer Centers have not been looked to by community leaders as primary resources to respond to local problems or crises. Thus, they have not been able to develop a broad base of independent financial support.

Volunteer Centers, then, stand at a critical turning point in their development. They have demonstrated their value to the hundreds of thousands of people who annually pass through their doors to find volunteer opportunities, to the businesses and other suppliers of volunteers with which they work and to the agencies that they assist to more effectively involve volunteers. Now, they must engender the support of top community leadership and, themselves, assume a new, expanded leadership role, mobilizing the community to address its most serious social problems.

The Future

Four forces are converging to support the transformation of Volunteer Centers into highly visible, highly effective community leaders. First, volunteering is a growing national priority, both as a way to address serious social problems and as a way to help people lead healthier, more productive and fulfilling lives. The commitment of President Clinton to launch new national service initiatives, complements President Bush's focus on encouraging all Americans to make service an integral part of their lives. With increasing visibility and acceptance of the idea of volunteering, there will be a greater demand for local leadership and support that only a visible, effective Volunteer Center can offer.

Second, the emergence of entrepreneurial volunteering is demonstrating that the solutions to our social problems may lay as much in volunteer-based programs of service delivery and social change as in the steady expansion of professionalized services. If one accepts the proposition that many of our social problems grow from an erosion of fundamental values of family, neighborhood, and mutual responsibility, then it follows naturally that it is through community-based voluntary initiatives that those values are most likely to be rekindled. Volunteering, then, is likely to be increasingly seen by community leaders as a high-impact, cost-effective way to rebuild communities.

Third, Volunteer Centers are demonstrating their contribution in times of crisis. From South Central Los Angeles to hurricane-devastated Dade County, Volunteer Centers have "stepped up to the mark" to help support short-term crisis efforts to mobilize volunteers and to put in place sustainable volunteer efforts that will continue to address root problems after the immediate crisis has passed.

Finally, through the leadership of the Points of Light Foundation, Volunteer Centers are developing their capacity to fully and effectively serve their communities. The fundamental measure of the Foundation's success is the impact it has on the nature, scope and effectiveness of volunteering in local communities. Volunteer Centers are the primary vehicle through which that impact can be realized. The Foundation is committed to a long-term program of growth and capacity-building for all Volunteer Centers, designed to help them become catalytic and proactive in drawing the community together around high priority problems.

The first stage of that program has been a wide range of financial investments in Volunteer Centers in almost 100 communities, supporting their transformation through the development of broad-based local leadership coalitions, building their day-to-day capacity to operate effective programs and starting new Volunteer Centers in communities where they do not exist. The Foundation is currently engaged in a systematic assessment of the impact of these investments and a documentation of the results of the new work being undertaken by local centers. Later this spring, the Foundation will begin the process of developing a long-range plan to guide its efforts to develop the capacity of all Volunteer Centers through training and consultation, financial development, marketing and the development of new program initiatives.

For almost three decades, Volunteer Centers have been the primary local leadership and resource organizations for volunteering. Volunteer Centers have helped sustain the belief that private citizens, working individually and collectively as volunteers, can make a significant contribution to the life and health of their communities and that, through that service, volunteers themselves can benefit through an increase in their own power. Volunteer Centers have played that role in the face of scarce resources, lack of attention from community leaders and often skepticism from a public increasingly interested in the power of money to meet public needs.

Now, as increasing attention is being given to the role of volunteer community service, Volunteer Centers are appropriately positioned to draw on their accumulated expertise and relationships to expand the scope and increase the impact of volunteering. But to realize that potential they will need the opportunity to demonstrate their capacity, the support of leaders both in government and the private sector and expanded, sustained financial resources.

THE WHITE HOUSE
Office of the Press Secretary

For Immediate Release

November 21, 1991

EXECUTIVE ORDER

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AMENDING EXECUTIVE ORDER NO. 12594

By the authority vested in me as President by the Constitution and the laws of the United States of America, and in order to amend Executive Order No. 12594, it is hereby ordered as follows:

Section 1. Section 1 of Executive Order No. 12594 is amended to read as follows: "Awards shall be given for the purpose of recognizing outstanding voluntary contributions by individuals and organizations toward helping others in our society, and for the purpose of demonstrating to all Americans what can be accomplished through voluntary action. Awards shall be named, designed, and presented as determined by the President upon the recommendation of the White House Office of National Service."

Sec. 2. Section 2 of Executive Order No. 12594 is amended to read as follows: "The awards may be presented by the President to recipients in categories to be determined by the President or the Director of the White House Office of National Service. The selection process shall be administered by the White House Office of National Service in coordination with the ACTION agency and other appropriate entities. The President may select for the awards any person recommended to the President or any person selected by the President upon his own initiative."

GEORGE BUSH

THE WHITE HOUSE,
November 21, 1991.

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EXECUTIVE ORDER

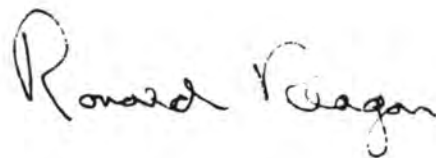
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PRESIDENT'S VOLUNTEER ACTION AWARD

By the authority vested in me as President by the Constitution and laws of the United States of America, it is hereby ordered as follows:

Section 1. The President's Volunteer Action Award is hereby established for the purposes of recognizing outstanding voluntary contributions by individuals and organizations toward helping others in our society, and of demonstrating to all Americans what can be accomplished through voluntary action. The award shall consist of a sterling silver medallion, the design of which accompanies and is hereby made a part of this Order.

Sec. 2. The award may be presented by the President to recipients in ten categories: arts and humanities, education, the environment, health, human services, international volunteering, mobilization of volunteers, public safety, youth, and the workplace. The National Voluntary Service Advisory Council, in cooperation with the White House Office of Private Sector Initiatives, shall recommend recipients of the award to the President. The President may select for the award any person recommended to the President or any person selected by the President upon his own initiative.





OBVERSE



REVERSE

ACTUAL SIZE